

# Conditions of Employment 2024



November 2025

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### CONDITIONS OF EMPLOYMENT 2024

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# Highlights

## **Work-Life Harmony Programmes**

Firms have shown strong responsiveness to work-life harmony initiatives, with adoption rates rising since 2023. This reflects employers' growing recognition that supporting employee well-being contributes to better retention and productivity.

## **Flexible Work Arrangements (FWAs)**

FWAs have become a common feature of workplaces. The proportion of firms which offered at least one type of scheduled FWA increased from 68.1% in 2023 to 72.7% in 2024, well above the 52.7% recorded in 2019.

Firms which offered scheduled FWAs commonly reported positive impacts on employee engagement and satisfaction (69.5%), retention (65.9%), and productivity (59.9%). These gains may be driven by reduced absenteeism (59.6%), as FWAs allow scheduled adjustments without the need for paid leave.

A logistic regression analysis identified key predictors of FWA provision: larger firms, firms with higher proportion of PMETs, and firms in *Financial & Insurance Services* were more likely to offer FWAs.

## **Non-Statutory Leave (NSL)**

NSL benefits remain widely used to support employee welfare. The share of firms which offered at least one type of NSL remained high and stable in 2024 (94.5%). Provision of family care-related paid leave has also expanded – from around two in ten firms before the pandemic to three in ten firms in 2024 – indicating sustained employer recognition of caregiving needs.

Larger firms and those in *Information & Communications, Financial & Insurance Services, Professional Services, Administrative & Support Services* and *Community, Social & Personal Services* were more likely to offer family care-related leave.

## **Employee Support Schemes (ESSs)**

The proportion of firms which offered ESSs has grown for two consecutive years (50.0% in 2024, up from 47.5% in 2023 and 44.5% in 2022). Among ESSs, mental well-being programmes remain prominent (33.5% in 2024), alongside recreation activities/facilities (39.9%) and staff development and work-life talks (35.3%). This is in line with firms aligning with the Tripartite Advisory on Mental Health and Well-being at Workplaces, issued in November 2023.

## Introduction

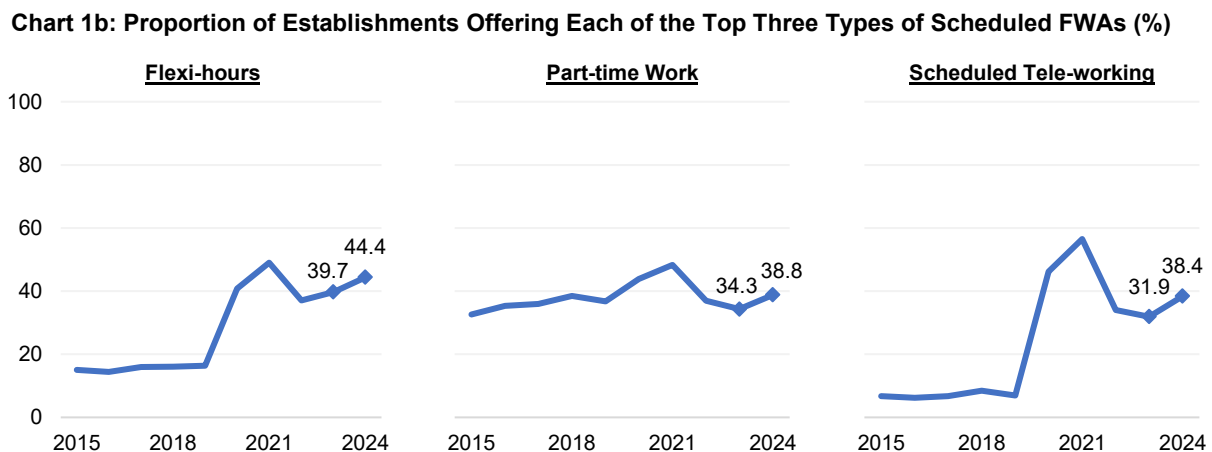
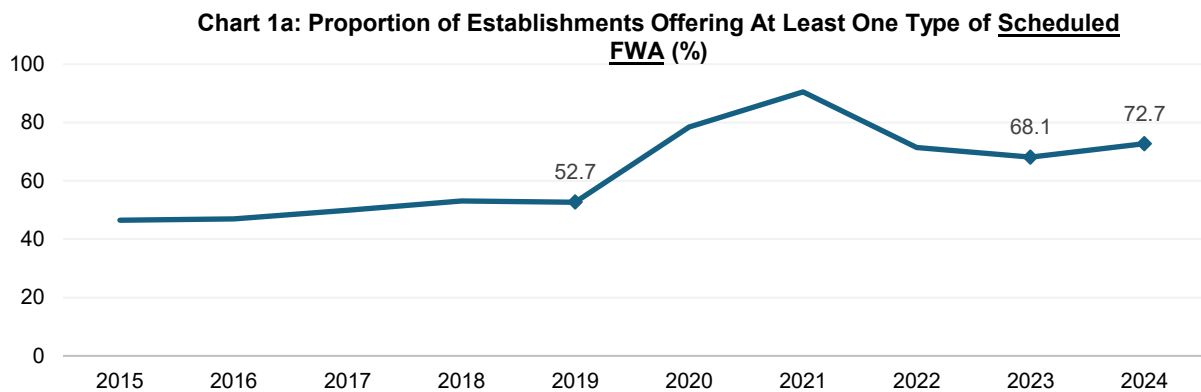
1.1 The Conditions of Employment report analyses workplace practices and working arrangements relating to various leave entitlements and work-life arrangements, with a focus on work-life programmes. According to Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP), work-life programmes refer to a variety of workplace practices designed to support employees in achieving a healthy integration of their work responsibilities and personal lives. These programmes are grouped into three categories: flexible work arrangements, enhanced leave schemes, and employee support schemes.

1.2 Data in this report are from the Conditions of Employment Survey conducted by the Manpower Research and Statistics Department of the Ministry of Manpower. The 2024 survey, conducted in the third quarter of 2024, covered establishments from both the private (each with at least 25 employees) and the public sector. A total of 3,300 establishments employing 983,500 employees responded. Detailed information on survey coverage and methodology is available in Annex A.

## 2. Flexible Work Arrangements (FWAs)

### By Type of FWA

2.1 The proportion of firms which offered at least one type of scheduled FWA increased from 68.1% in 2023 to 72.7% in 2024, well above the pre-pandemic level of 52.7% recorded in 2019 [Chart 1a]. The increase, which was broad-based across sectors and firm size, was also observed across the top three most offered scheduled FWAs in 2024, which were flexi-hours (from 39.7% to 44.4%), part-time work (from 34.3% to 38.8%), and scheduled tele-working (from 31.9% to 38.4%) [Chart 1b]. Formalised FWAs have become a common feature of workplaces today, as scheduled FWA provision has consistently remained above pre-pandemic levels in recent years.<sup>1</sup>



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

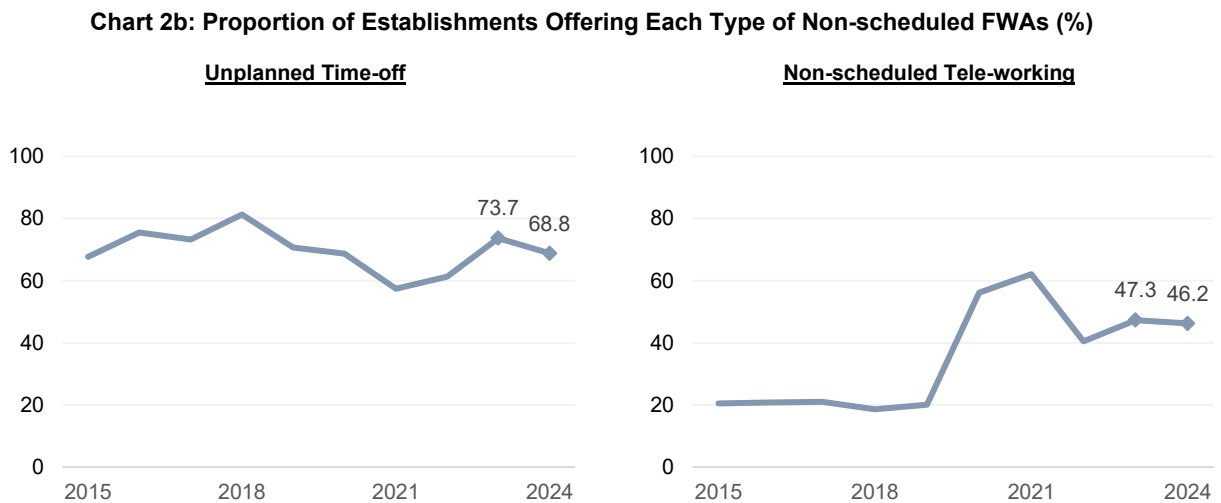
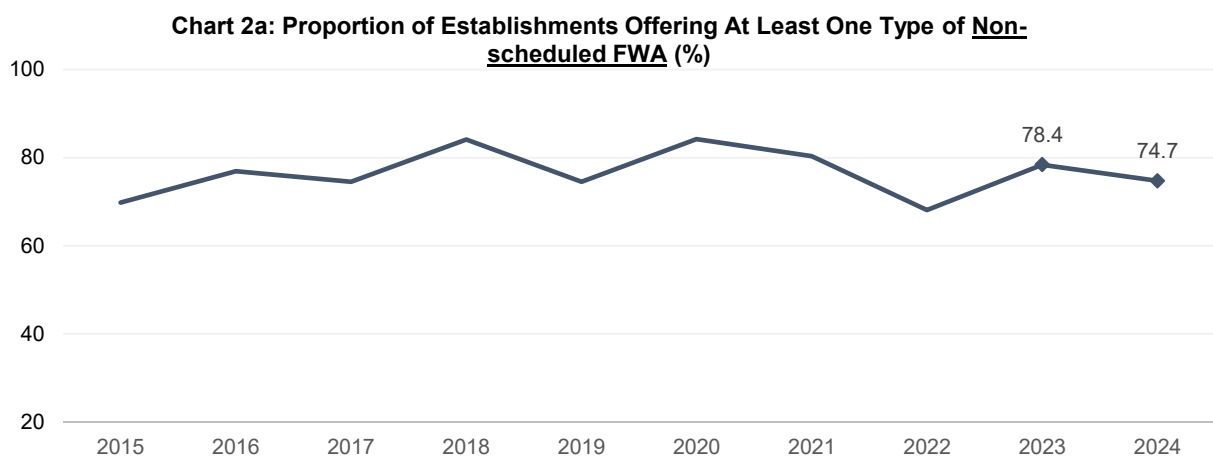
**Notes:**

- (1) For the years in which the Conditions of Employment Survey (i.e., 2015, 2017, 2019, 2021 and 2023) were not conducted, data on FWAs were obtained from a MOM Supplementary Survey.
- (2) Scheduled FWAs include part-time work, flexi-hours, staggered hours, scheduled tele-working, homeworking, job sharing, and compressed work-week.
- (3) Figures in Chart 1a refer to establishments offering at least one type of scheduled FWA as a proportion of all establishments.
- (4) In 2024, including newer forms of FWAs (employees' choice of days off, shift swapping and time banking collected from 2022, and flexi-shift collected from 2023), 77.5% of establishments offer at least one type of scheduled FWA, comparable to 74.8% in 2022 and 72.8% in 2023.
- (5) Figures in Chart 1b refer to establishments offering the respective types of FWAs as a proportion of all establishments.

<sup>1</sup> In 2024, around eight in ten establishments also indicated that they do not expect making significant changes to their existing FWA policies within the next 12 months.

2.2 Apart from scheduled FWAs, employers may also offer non-scheduled FWAs, which are ad-hoc arrangements to accommodate employees' needs in balancing work and life demands. While the proportion of firms which offered non-scheduled FWAs has declined from 78.4% in 2023 to 74.7% in 2024, the provision of non-scheduled FWAs has stayed around 70% to 80% over the last decade, notwithstanding year-to-year movements [Chart 2a]. The consistency in provision highlights that ad-hoc flexibility remains valued by employers and employees.

2.3 Among non-scheduled FWAs, unplanned time-off was more commonly offered than tele-working on an ad-hoc basis [Chart 2b].



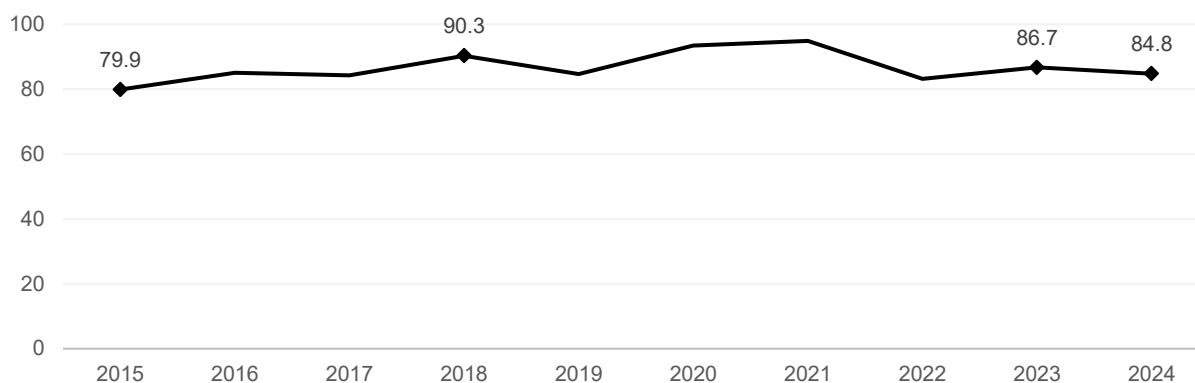
Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

- (1) For the years in which the Conditions of Employment Survey (i.e., 2015, 2017, 2019, 2021 and 2023) were not conducted, data on FWAs were obtained from a MOM Supplementary Survey.
- (2) Figures in Chart 2a refer to establishments offering at least one type of non-scheduled FWA as a proportion of all establishments.
- (3) Figures in Chart 2b refer to establishments offering the respective types of non-scheduled FWAs as a proportion of all establishments.

2.4 Overall, considering both scheduled and non-scheduled FWAs, 84.8%<sup>2</sup> of firms (which employed 89.7%<sup>3</sup> of the total workforce) offered at least one form of FWA, a slight decline from 86.7% in 2023. However, this remained within the pre-pandemic range of 79.9% to 90.3% observed during 2015 to 2019 [Chart 3].

**Chart 3: Proportion of Establishments Offering At Least One Type of Scheduled/Non-scheduled FWA (%)**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

- (1) For the years in which the Conditions of Employment Survey (i.e., 2015, 2017, 2019, 2021 and 2023) were not conducted, data on FWAs were obtained from a MOM Supplementary Survey.
- (2) Scheduled FWAs include part-time work, flexi-hours, staggered hours, scheduled tele-working, homeworking, job sharing, and compressed work-week. Non-scheduled FWAs include unplanned time-off and non-scheduled tele-working.
- (3) Figures refer to establishments offering at least one type of scheduled/non-scheduled FWA as a proportion of all establishments.
- (4) In 2024, including newer forms of FWAs (employees' choice of days off, shift swapping and time banking collected from 2022, and flexi-shift collected from 2023), 86.3% of establishments offer at least one type of scheduled/non-scheduled FWA, comparable to 84.5% in 2022 and 88.1% in 2023.

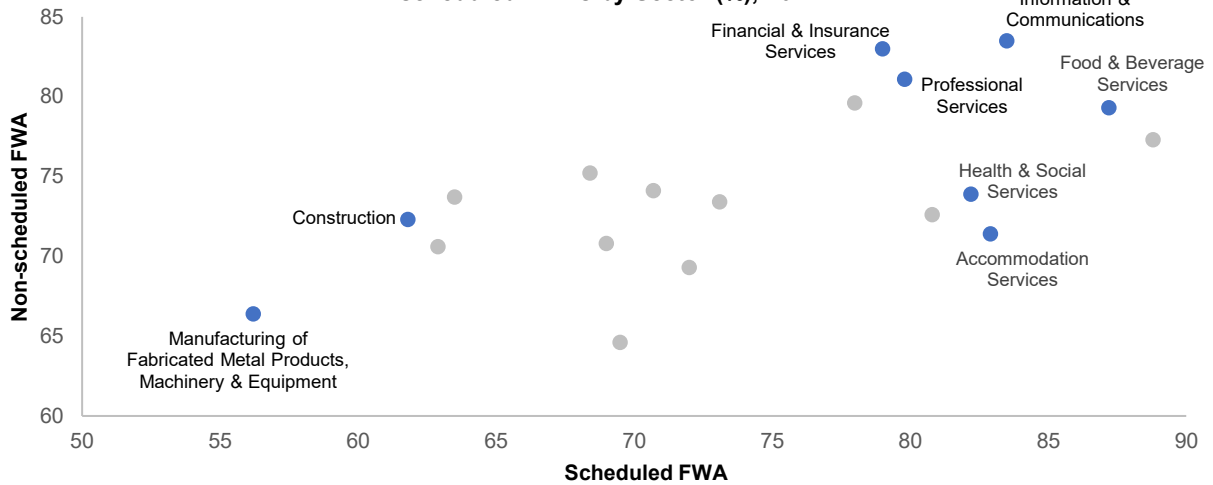
By Sector and Firm Size

2.5 Sectors with a higher proportion of firms offering scheduled FWAs tend to also have higher provision of non-scheduled FWAs. These include customer-facing sectors such as *Accommodation Services, Food & Beverage Services* and *Health & Social Services*. Also showing high FWA provision are growth sectors such as *Information & Communications, Financial & Insurance Services* and *Professional Services*, where the predominantly desk-bound nature of the job allows for more flexibility in the location and scheduling of work [Chart 4]. Reflecting a higher volume of onsite work that necessitates employees' physical presence to operate machinery and equipment, FWA provision is less common in *Construction* and *Manufacturing of Fabricated Metal Products, Machinery & Equipment*.

<sup>2</sup> This proportion is 86.3% including newer forms of FWAs (employees' choice of days off, shift swapping, time banking and flexi-shift).

<sup>3</sup> This proportion is 90.6% including newer forms of FWAs (employees' choice of days off, shift swapping, time banking and flexi-shift).

**Chart 4: Proportion of Private Sector Establishments Offering Scheduled and Non-scheduled FWAs by Sector (%), 2024**



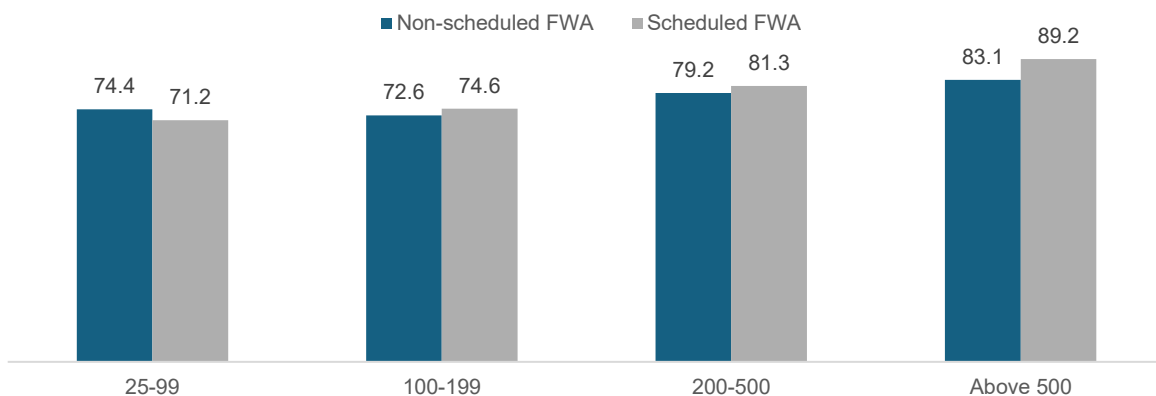
Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

- (1) Sectors mentioned in analysis are coloured in blue, with remaining sectors coloured in grey.
- (2) *Others* sector, which includes *Agriculture, Fishing, Quarrying, Utilities, and Sewerage & Waste Management*, is not included here.

2.6 The proportion of firms which offered FWAs increased with firm size. Smaller firms, each with 25 to 99 employees, reported lower provisions of FWAs (Scheduled: 71.2%; Non-scheduled: 74.4%), while large firms each with more than 500 employees were much more likely to offer FWAs for their employees (Scheduled: 89.2%; Non-scheduled: 83.1%) [Chart 5]. This can be attributed to larger firms having greater resources to formalise FWAs for their employees, as well as having sufficiently large workforces to offer FWAs without operational or staffing disruptions.

**Chart 5: Proportion of Private Sector Establishments Offering FWAs by Firm Size (%), 2024**



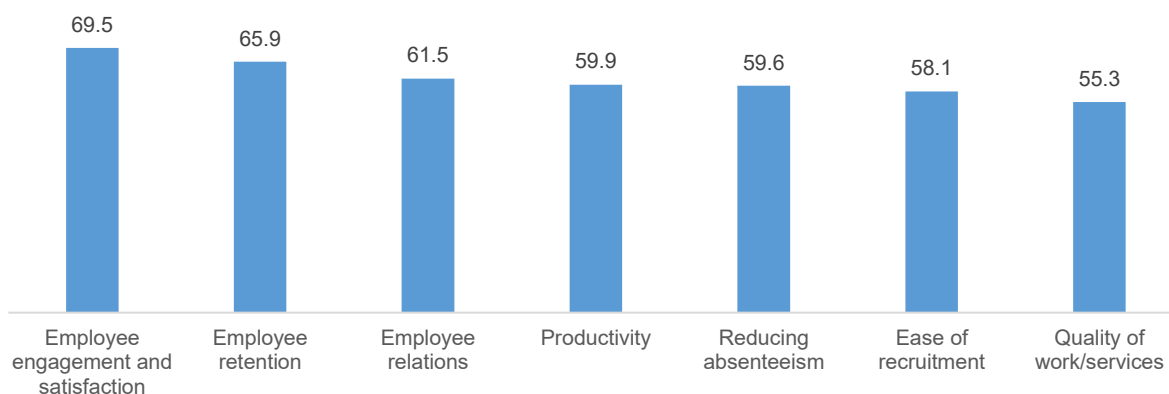
Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Note: The proportions for scheduled FWA provision exclude those offering employees' choice of days off, shift swapping, time banking and flexi-shift. Including them, the proportions for scheduled FWA provision are 76.7%, 77.8%, 83.7% and 90.4% respectively.

## Impact of FWA

2.7 Firms which offered scheduled FWAs commonly reported positive impacts on employee engagement and satisfaction (69.5%), retention (65.9%), and productivity (59.9%). The positive impact was more evident among firms in *Financial & Insurance Services* and *Information & Communications*.<sup>4</sup> These gains may be driven by reduced absenteeism (59.6%) as FWAs allow scheduled adjustments without the need for paid leave [Chart 6]. Additionally, firms perceived the availability of scheduled FWAs to be beneficial for recruitment (58.1%), which could also help boost productivity.<sup>5,6</sup>

**Chart 6: Proportion of Establishments Which Reported Positive Impact of Scheduled FWAs, by Areas of Improvement (%), 2024**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

**Notes:**

- (1) Establishments are allowed to select more than one option.
- (2) Establishments may also report other positive impact of scheduled FWAs which are not separately presented here.
- (3) These proportions exclude those offering employees' choice of days off, shift swapping, time banking and flexi-shift. Including them, the proportions are 68.6%, 64.6%, 61.2%, 59.0%, 58.8%, 57.0% and 54.5% respectively.

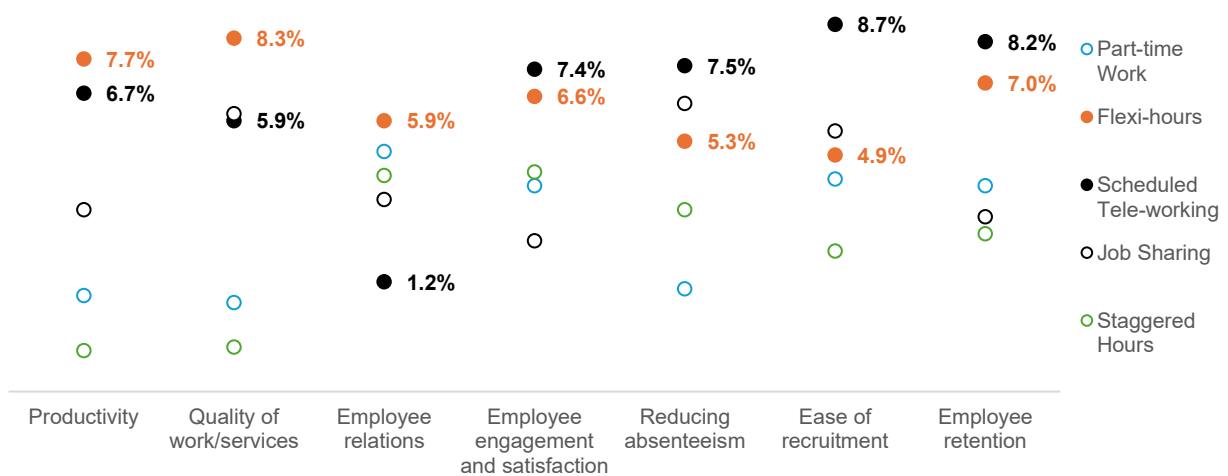
<sup>4</sup> The impacts of offering scheduled FWAs on employee engagement and satisfaction in *Financial & Insurance Services* and *Information & Communications* sectors are 90.3% and 75.6% respectively. The impacts of offering scheduled FWAs on employee retention in *Financial & Insurance Services* and *Information & Communications* are 81.3% and 73.9% respectively. The impacts of offering scheduled FWAs on employee productivity in *Financial & Insurance Services* and *Information & Communications* are 63.9% and 65.5% respectively.

<sup>5</sup> In 2Q 2025, *Information & Communications* (1.8% to 1.9%) and *Financial Services* (1.3% to 1.5%) saw recruitment rates rise compared to the previous quarter. Source, Labour Market Report 2Q 2025.

<sup>6</sup> Source: Angayarkanni, R., et al. "Flexible Work Arrangements: A Comparative Analysis of their Impact on Work-Life Balance" *Educational Administration: Theory and Practice*, 30(6), 1603-1610, Doi: 10.53555/kuey.v30i6.5554. These results are consistent with a study by Angayarkanni et al. (2024) which discovered that scheduled FWAs have a positive impact on work-life balance and improve employee productivity outcomes.

2.8 Performance impacts varied by type of scheduled FWA. Using logistic regression models to analyse the likelihood of firms reporting positive assessments of firm or employee performance for each type of scheduled FWA offered, the analysis found that firms offering flexi-hours or scheduled tele-working were generally more likely to report positive outcomes compared to those offering part-time work, staggered hours, or job sharing [Chart 7].<sup>7</sup> However, firms offering scheduled tele-working were less likely to report positive impacts on employee relations, possibly reflecting reduced opportunities for in-person engagement.

**Chart 7: Predicted Probability (%) of FWA-providing Establishment Reporting a Positive Impact by Type of Scheduled FWA**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

<sup>7</sup> The results are statistically significant at the 5% level, after controlling for firm size, sector, and employee type.

## Predictors of FWA Provision

2.9 While provision of scheduled FWAs has increased compared to pre-pandemic levels, there were notable differences in provision across sectors and firm sizes. To identify the key firm-level predictors of FWA provision, a logistic regression was conducted. The variables used to predict the likelihood of a firm offering any type of scheduled FWA (e.g., part-time work, flexi-hours, tele-working) include firm size (logarithm of the number of employees), union status, industry, and share of PMETs (logarithm of the proportion of PMETs in the firm's workforce). The key findings, which are all statistically significant at the 5% level, include:

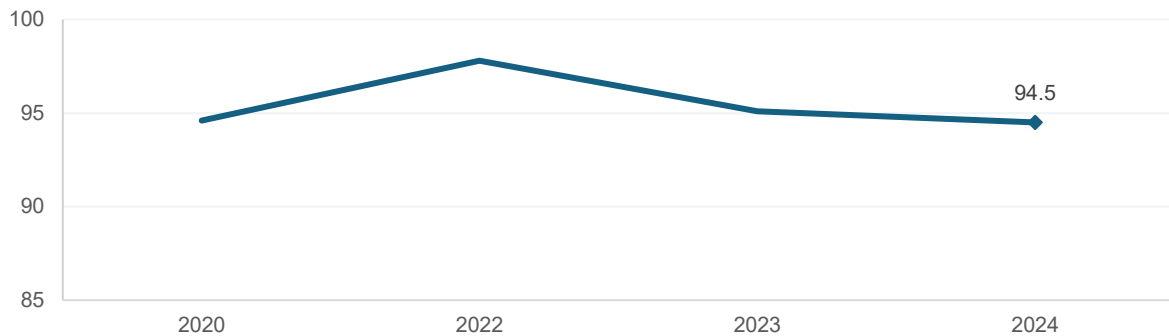
- Firms with a higher proportion of PMETs are more likely to offer FWA.
- The likelihood of offering FWA increases with firm size.
- Unionised firms are more likely to offer FWA compared to non-unionised firms.
- Compared to firms in *Community, Social & Personal Services*, firms in *Financial & Insurance Services* are more likely to offer FWA, while those in *Manufacturing, Construction, Real Estate Services* and *Administrative & Support Services* are less likely to offer FWA.

2.10 The regression results reveal that firm size, business type and job nature are key drivers of whether firms offer scheduled FWAs. This suggests that overly prescriptive or one-size-fits-all approaches to FWA guidelines may be too rigid. Given that most firms also offer unplanned time-off and teleworking on an ad-hoc basis, policies should allow sufficient flexibility and consultation to enable both employers and employees to balance business requirements and personal needs effectively.

### 3. Non-Statutory Leave (NSL)

3.1 NSL benefits remain widely used to support employees' welfare. The proportion of firms which offered at least one type of NSL remained high and stable over the years, with more than nine in ten firms consistently offering such leave benefits [Chart 8].

**Chart 8: Proportion of Establishments Offering At Least One Type of NSL (%)**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

(1) Types of NSL include compassionate leave, marriage leave, study/examination leave, family care leave (includes parental care leave), childcare sick leave (with MC), and unpaid leave (of one month or less/ more than one month). Including paid sick leave without MC, which was collected from 2023 onwards, proportions would be as follows – 2023: 95.2%; 2024: 94.9%.

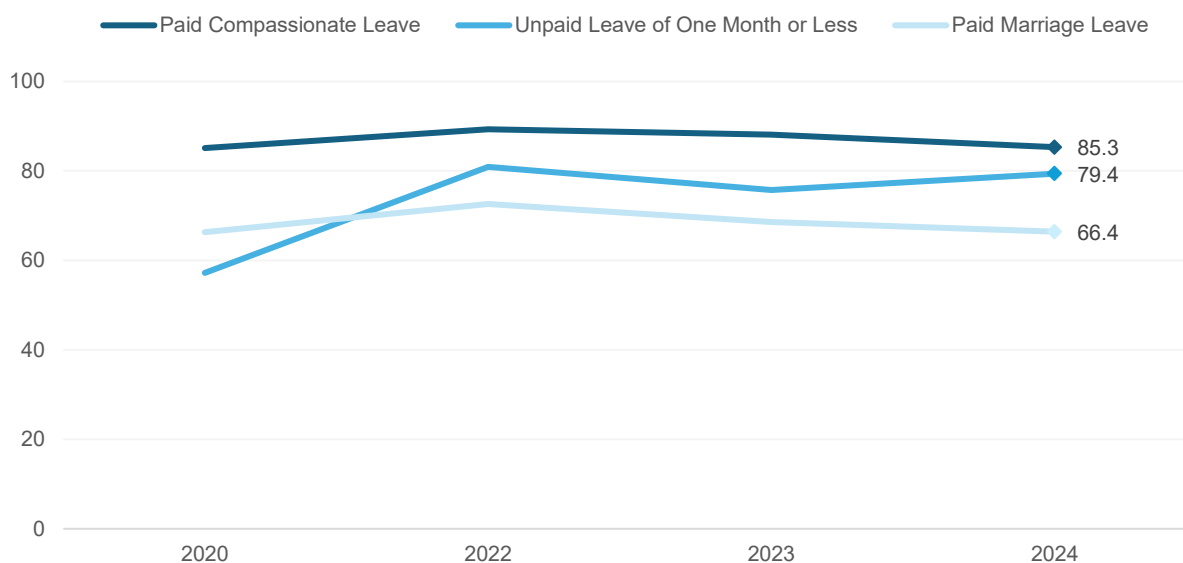
(2) Figures refer to establishments offering at least one type of NSL as a proportion of all establishments.

(3) 2023 data on NSL were obtained from a MOM supplementary survey. Data on NSL were not collected in 2021.

(4) Scale of axis has been adjusted for clarity.

3.2 Paid compassionate leave (85.3%), unpaid leave of one month or less (79.4%) and paid marriage leave (66.4%) remained the top three most offered NSL benefits in 2024 [Chart 9]. While the provision of compassionate leave and marriage leave has remained broadly stable, there was a general uptrend in the share of firms which offered unpaid leave of one month or less. This leave arrangement offers additional options beyond annual leave or statutory leave, allowing employees to continue employment when they need to take extended absences from work for caregiving needs or personal reasons.

**Chart 9: Proportion of Establishments Offering Each of the Top Three Types of NSL (%)**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

(1) 2023 data on NSL were obtained from a MOM supplementary survey. Data on NSL were not collected in 2021.

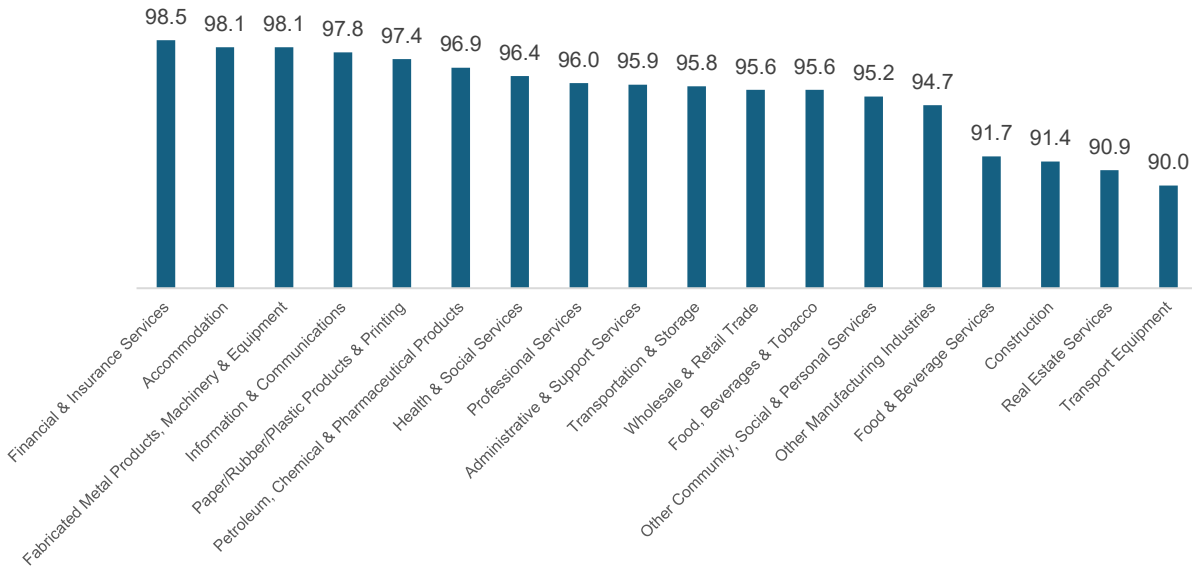
(2) Figures refer to establishments offering the respective types of NSL as a proportion of all establishments.

### By Sector and Firm Size

3.3 Higher provision of NSL was observed in sectors that typically employ higher-skilled workers, with these additional leave benefits implemented by firms to attract and retain talent, particularly in specialised sectors that require significant training investments. Examples include *Financial & Insurance Services* (98.5%), *Information & Communications* (97.8%) and *Professional Services* (96.0%) [Chart 10]. These sectors operate in competitive markets, where technical expertise and specialised knowledge are critical, therefore, firms in these sectors need attractive benefits to maintain workforce stability.

3.4 While over nine in ten firms across sectors offer some form of NSL as an employee benefit, provision was slightly lower in sectors which require consistent staffing and immediate availability. These include sectors such as *Construction* (91.4%), *Real Estate Services* (90.9%), and *Manufacturing of Transport Equipment* (90.0%) [Chart 10]. These sectors typically have lower barriers to entry for many roles, resulting in reduced incentives for firms in these industries to offer generous retention benefits.

**Chart 10: Proportion of Private Sector Establishments Offering At Least One Type of NSL by Sector (%), 2024**



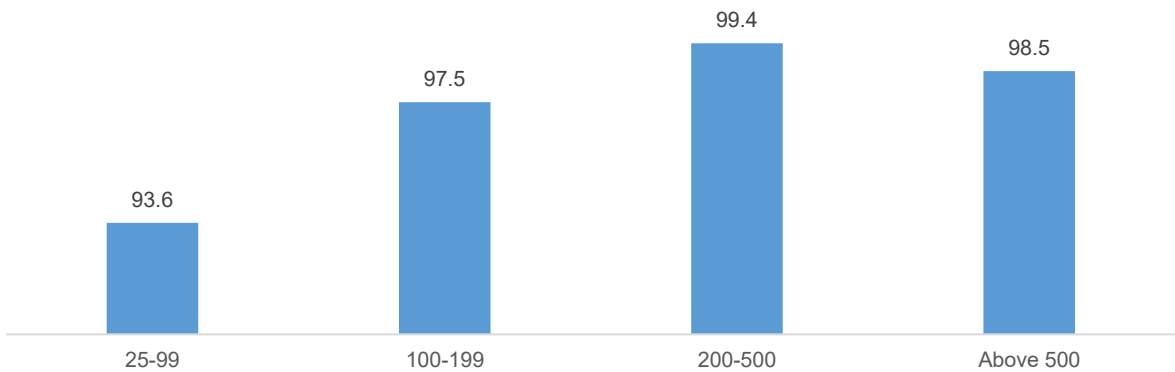
Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

**Notes:**

- (1) *Other Community, Social & Personal Services* include sectors such as *Education* and *Arts, Entertainment & Recreation*.
- (2) *Other Manufacturing Industries* include sectors such as *Manufacturing of Furniture, Manufacturing of Basic Metals* and *Manufacturing of Electronic, Computer & Optical Products*.
- (3) *Others* sector, which includes *Agriculture, Fishing, Quarrying, Utilities, and Sewerage & Waste Management*, are not presented here.

3.5 There is a slight gap in NSL provision by firm size [Chart 11]. Larger firms were more likely to offer NSL as a benefit to their employees, reflecting their greater resource availability, as well as competitive pressure to enhance employee welfare.

**Chart 11: Proportion of Private Sector Establishments Offering At Least One Type of NSL by Firm Size (%), 2024**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Note: These proportions exclude those offering paid sick leave without MC. Including this, the proportions are 94.0%, 97.8%, 99.5%, and 98.5% respectively.

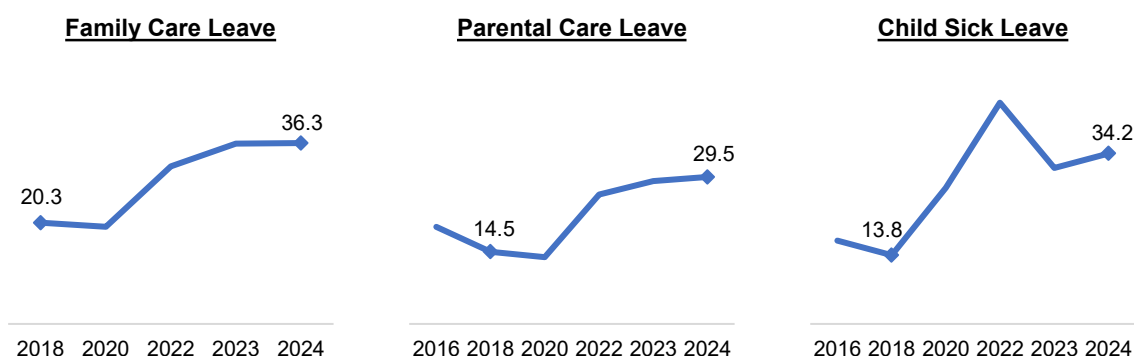
## Non-statutory Family Care-related Leave

3.6 The proportion of firms which offered at least one type of NSL remained high and stable in 2024 (94.5%) [Chart 8].

3.7 Besides statutory paid leave provisions such as maternity, paternity, and childcare leave, employers may voluntarily offer non-statutory family care-related paid leave, including family care leave, parental care leave, and child sick leave, to support employees with family care needs.<sup>8</sup> Provision of family care-related paid leave has also expanded – from 20.3% before the pandemic to 36.3% in 2024 [Chart 12] – indicating sustained employer recognition of caregiving needs.

3.8 Following COVID-19, more employers introduced such provisions in 2022 to help employees care for unwell family members. The steady provision post-pandemic indicates that there is sustained employer recognition of caregiving needs.

**Chart 12: Proportion of Establishments Offering Each Type of Non-statutory Paid Family Care-related Leave (%)**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

(1) 2023 data on NSL were obtained from a MOM supplementary survey. Data on NSL were not collected in 2017, 2019 and 2021.

(2) Figures refer to establishments offering the respective types of NSL as a proportion of all establishments.

(3) Family care leave is collected from 2018 onwards and includes parental care leave.

<sup>8</sup> Family care leave includes parental care leave. Family care leave refers to leave granted to employees for taking care of their family members or to accompany them for medical appointment when they are sick or when the main caregiver is not available. Parental care leave refers to leave granted to employees for taking care of their parents or to accompany them for medical appointment when they are sick or when the main caregiver is not available. Child sick leave (MC required) refers to leave granted to employees for taking care of their children.

## Predictors of Family Care-related Leave Provision

3.9 To better understand the factors driving the voluntary provision of paid family care-related leave benefits, a logistic regression was conducted to identify key firm-level predictors. The variables used to predict the likelihood of a firm offering any type of non-statutory paid family care-related leave (i.e. family care leave, parental care leave, child sick leave) include firm size (logarithm of the number of employees), union status, industry, and share of PMETs (logarithm of the proportion of PMETs in the firm's workforce). The key findings<sup>9</sup> include:

- The likelihood of offering family care-related leave increases with firm size.
- Unionised firms are more likely to offer these voluntary leave benefits compared to non-unionised firms.
- Relative to firms in *Manufacturing*, firms in *Information & Communications*, *Financial & Insurance Services*, *Professional Services*, *Administrative & Support Services* and *Community, Social & Personal Services* are more likely to offer these voluntary leave benefits.

3.10 The regression results show that firm size and sector are the primary drivers of family care-related leave. While the nature of jobs (proxied by the occupational profile in the firm's workforce) was a determinant for FWA implementation, it was not significant for family care-related leave provisions. This suggests that caregiving-related leave and FWAs serve complementary roles in offering comprehensive employee support.

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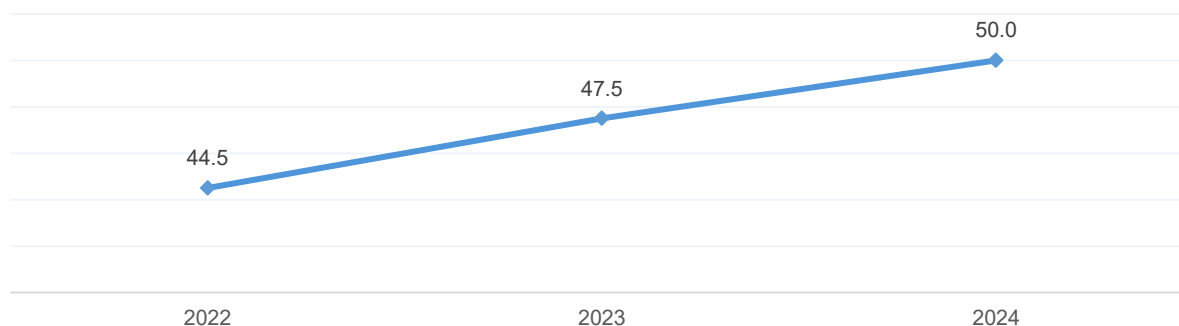
<sup>9</sup> The findings are statistically significant at the 5% level.

## 4. Employee Support Scheme (ESS)

4.1 Through ESSs, organisations offer holistic support for their employees' personal lives, encompassing recreational programmes, mental wellness resources, and family-focused assistance.

4.2 The proportion of firms which offered ESSs has grown for two consecutive years (50.0% in 2024, up from 47.5% in 2023 and 44.5% in 2022) [Chart 13]. This can be attributed to shifting workplace expectations for comprehensive employee support, with employers adopting more progressive employment practices.

**Chart 13: Proportion of Establishments Offering At Least One Type of ESS (%)**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

**Notes:**

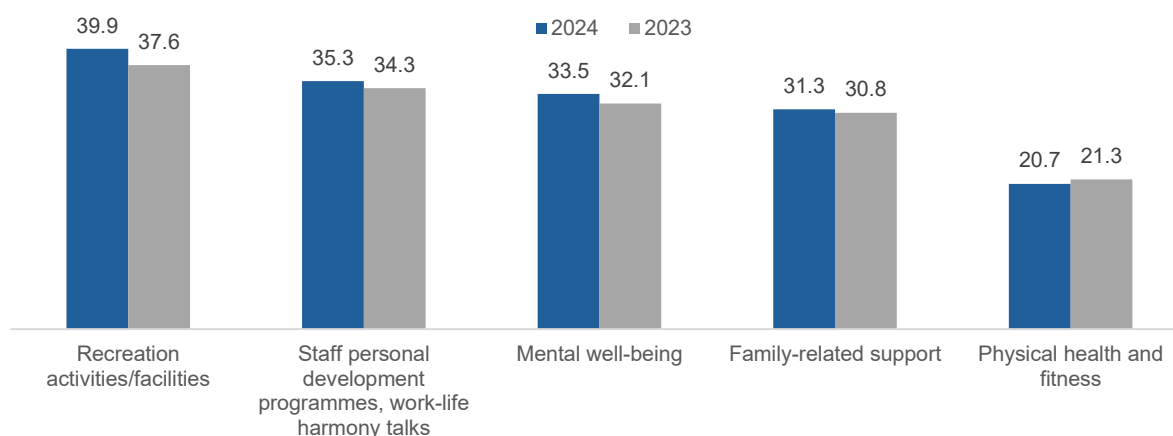
(1) Data only available from 2022 onwards. 2023 data on ESS were obtained from a MOM supplementary survey.

(2) Figures refer to establishments offering at least one type of ESS as a proportion of all establishments.

(3) Types of ESSs include physical health and fitness, mental well-being and family-related support. Including recreation activities/facilities and staff personal development programmes, work-life harmony talks collected from 2023 onwards, proportions are as follows – 2023: 60.6%; 2024: 65.0%.

4.3 Among ESSs, mental well-being programmes remain prominent (2024: 33.5%; 2023: 32.1%), alongside recreation activities and facilities (2024: 39.9%; 2023: 37.6%) and staff personal development programmes and work-life harmony talks (2024: 35.3%; 2023: 34.3%). This reflects firms aligning with the Tripartite Advisory on Mental Health and Well-being at Workplaces, issued in November 2023 [Chart 14].

**Chart 14: Proportion of Establishments Offering Each Type of ESS (%)**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

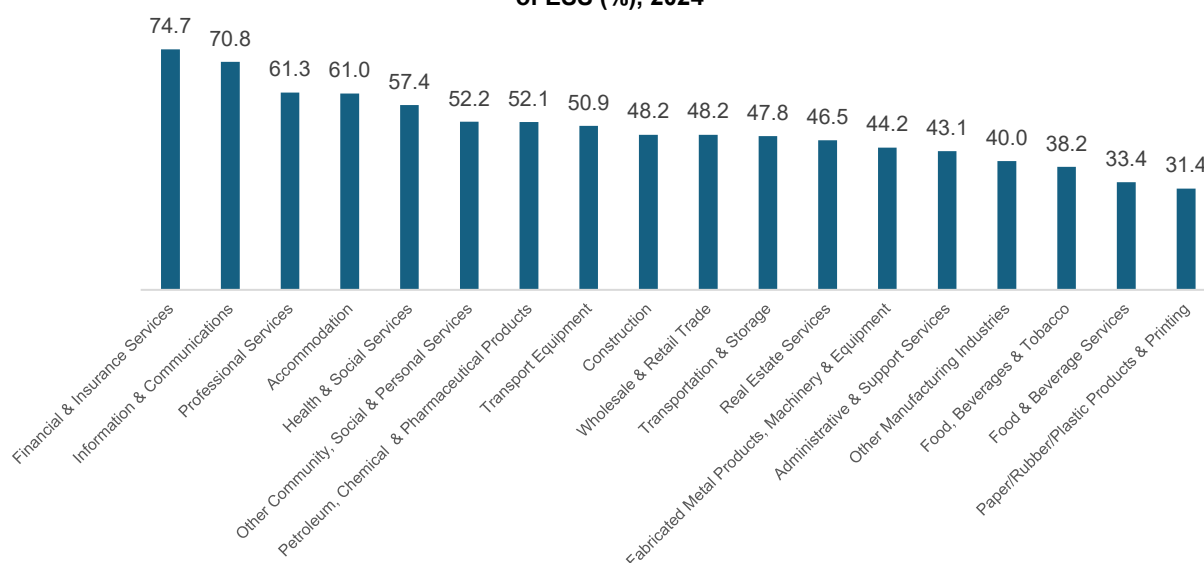
- (1) Figures refer to establishments offering the respective types of ESSs as a proportion of all establishments.
- (2) Establishments are allowed to select more than one option.
- (3) Establishments may also offer other types of ESSs which are not separately presented here.

### By Sector and Firm Size

4.4 Like the provision of NSL, firms in growth sectors tend to be more likely to offer ESSs to their employees as a talent retention strategy. Sectors with higher ESS provision include *Financial & Insurance Services* (74.7%), *Information & Communications* (70.8%), and *Professional Services* (61.3%) [Chart 15].

4.5 Conversely, customer-facing sectors such as *Real Estate Services* (46.5%), *Administrative & Support Services* (43.1%), and *Food & Beverage Services* (33.4%) tend to be less likely to offer ESSs to employees. Jobs in food services, facilities management, and maintenance tend to require physical presence for on-site work and are often under outsourced work arrangements, reducing the likelihood of firms investing in ESSs such as recreational facilities and well-being sessions [Chart 15].

**Chart 15: Proportion of Private Sector Establishments Offering At Least One Type of ESS (%), 2024**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

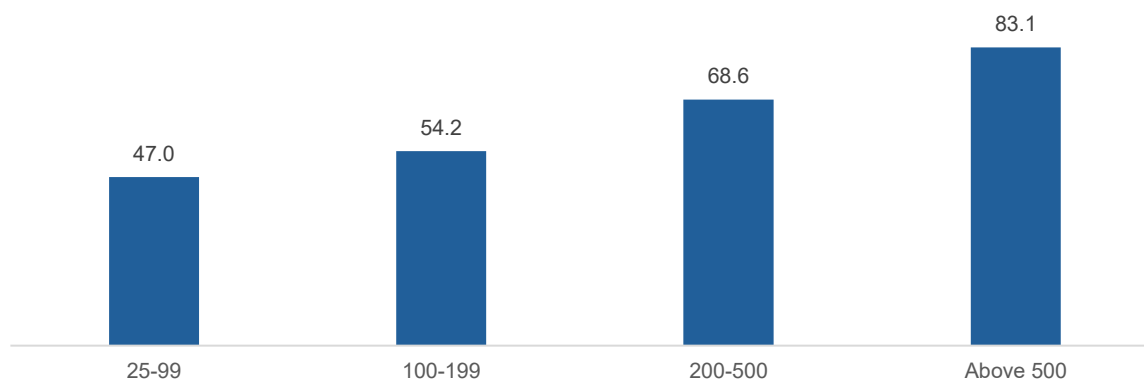
(1) *Other Community, Social & Personal Services* include sectors such as *Education* and *Arts, Entertainment & Recreation*.

(2) *Other Manufacturing Industries* include sectors such as *Manufacturing of Furniture, Manufacturing of Basic Metals and Manufacturing of Electronic, Computer & Optical Products*.

(3) *Others* sector, which includes *Agriculture, Fishing, Quarrying, Utilities, and Sewerage & Waste Management*, are not presented here.

4.6 A positive relationship between firm size and ESS provision was observed, mirroring the trend seen with NSL provision. In 2024, only 47.0% of smaller firms, each with 25 to 99 employees, offered at least one type of ESS, while the proportion was significantly higher (83.1%) among larger firms, each with more than 500 employees [Chart 16].

**Chart 16: Proportion of Private Sector Establishments Offering At Least One Type of ESS by Firm Size (%), 2024**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Note: These proportions exclude those offering recreation activities/facilities and staff personal development programmes, work-life harmony talks. Including them, the proportions are 63.0%, 67.9%, 77.6%, and 90.7%.

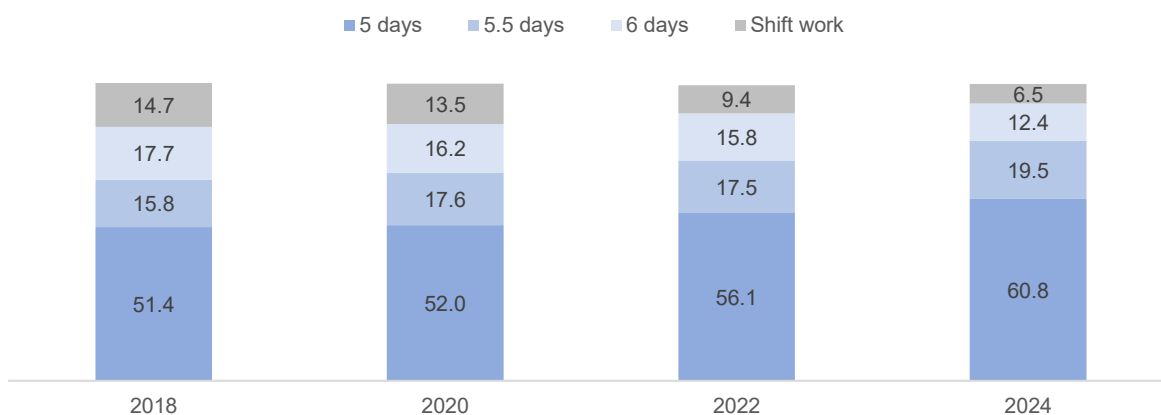
4.7 Among firms which offered ESSs, the majority believed these schemes boosted staff motivation and engagement, resulting in increased productivity (85.4%). Additional perceived benefits include reduced employee attrition rates (47.1%) and enhanced ability to attract talents (37.4%).

4.8 The steady increase in ESS provision likely reflects the effectiveness of the Tripartite Standard on Work-Life Harmony implemented in 2021. This tripartite standard comprises voluntary guidelines on FWAs, NSL, and ESSs to encourage employers to adopt progressive workplace practices whilst maintaining operational flexibility. However, sectoral differences in adoption rates suggest that targeted interventions may be necessary for sectors with low uptake. Similarly, smaller firms' lower ESS provision rates indicate they may require additional guidance or resources to implement ESSs effectively.

## 5. Work-week Pattern

5.1 The proportion of full-time employees working on a 5-day work-week pattern has been steadily increasing (2024: 60.8%; 2022: 56.1%; 2020: 52.0%) with corresponding decreases in 5.5- and 6-day work-weeks [Chart 17]. This indicates that firms are increasingly prioritising employee welfare by adopting more regular 5-day work-week schedules.

**Chart 17: Proportion of Full-time Employees by Work-week Pattern (%)**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

**Notes:**

(1) '5.5 days' and '6 days' work-weeks include those with periodic Saturday off – e.g. off on a Saturday on alternate week/once in three weeks/once a month.

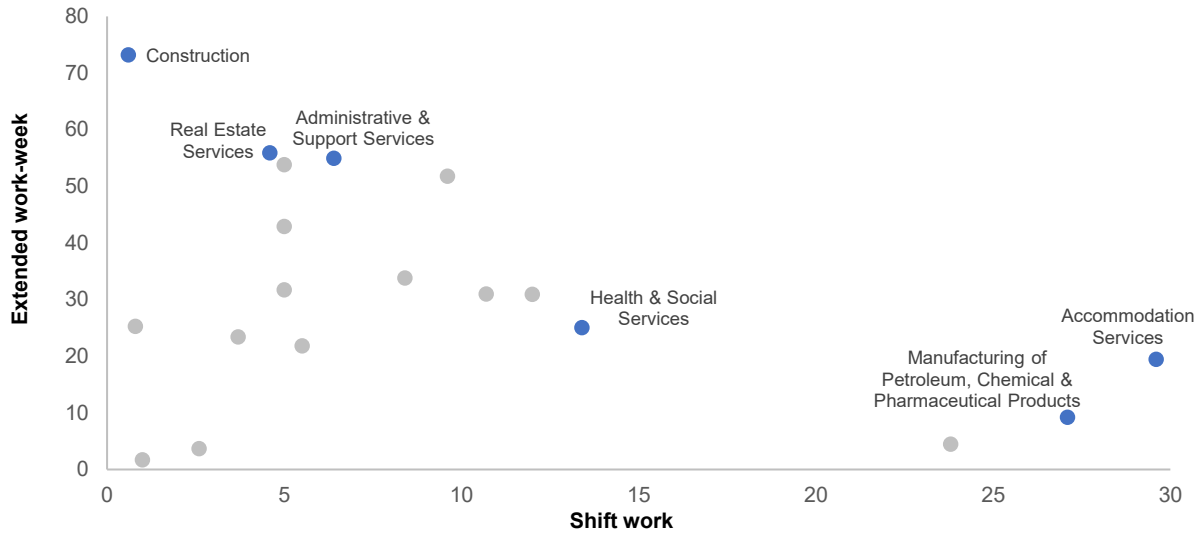
(2) Data may not add up to 100% as employees on irregular work-week patterns and work-week corresponding to 'Less than 5 days' are not presented.

### By Sector and Firm Size

5.2 Different sectors exhibited distinct preferences for work-week patterns, with shift work predominantly adopted by sectors requiring continuous round-the-clock operational requirements despite increased automation, such as *Accommodation Services* (29.6%), *Manufacturing of Petroleum, Chemical & Pharmaceutical Products* (27.1%), and *Health & Social Services* (13.4%) [Chart 18].

5.3 Sectors with predominantly extended work-weeks (5.5 days and 6 days) typically view extended availability as essential for meeting customer demands and operational constraints. Examples of such sectors include *Construction* (73.2%), *Real Estate Services* (55.9%), and *Administrative & Support Services* (54.9%) [Chart 18].

**Chart 18: Proportion of Full-time Employees in Private Sector on Shift Work and Extended Work-week by Sector (%), 2024**



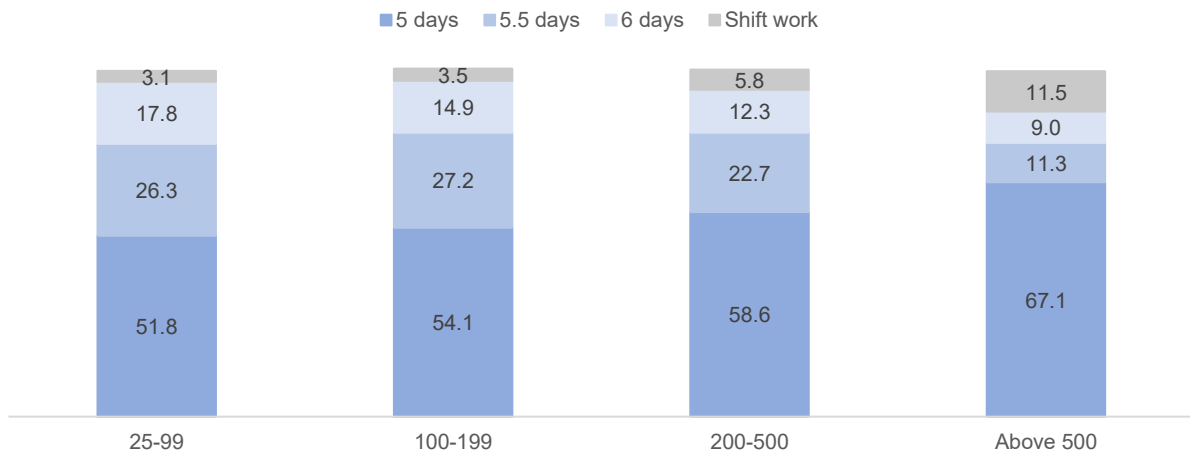
Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

- (1) Sectors mentioned in analysis are coloured in blue, with remaining sectors coloured in grey.
- (2) Others sector, which includes Agriculture, Fishing, Quarrying, Utilities, and Sewerage & Waste Management, is not presented here.

5.4 Larger firms, each with more than 500 employees, offered more conventional 5-day work-weeks (67.1%) [Chart 19]. Firm size showed positive correlations with the proportions of full-time employees on 5-day work-weeks and shift work, and a corresponding inverse relationship with the proportions of full-time employees on 5.5-day and 6-day work-week patterns. This likely reflects the operational complexity of larger firms, requiring standard 5-day schedules for administrative functions alongside shift work for maintaining around-the-clock operations.

**Chart 19: Distribution of Full-time Employees in Private Sector on Different Work-week Patterns by Firm Size (%), 2024**



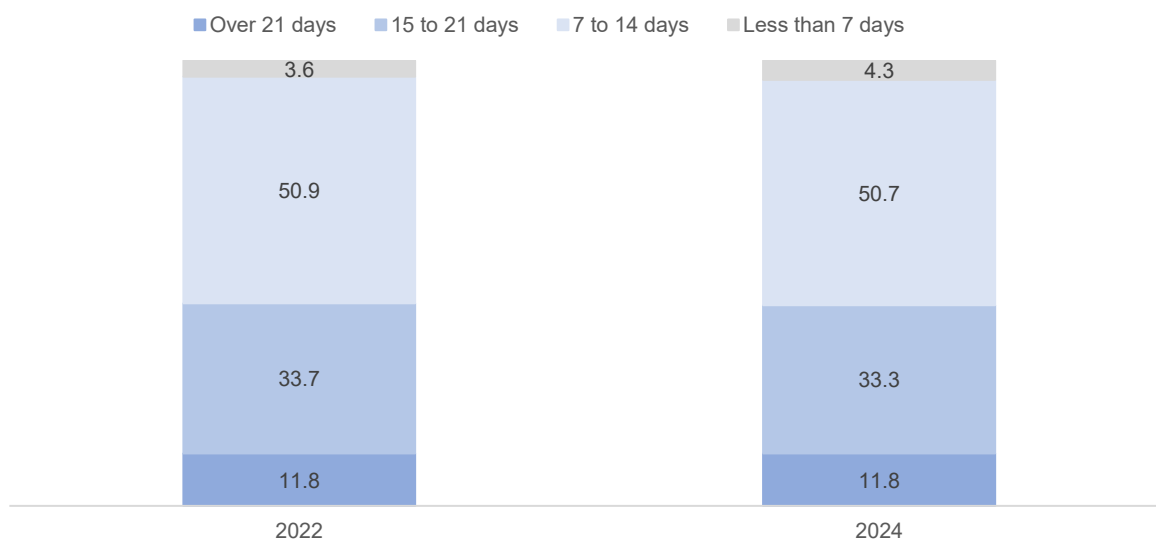
Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Note: Data may not add up to 100% as employees on irregular work-week patterns and work-week corresponding to 'Less than 5 days' are not presented.

## 6. Annual Leave Entitlement

6.1 In line with provisions in the Employment Act, most full-time employees remained as having annual leave entitlements of 7 to 21 days, with a small share of employees receiving fewer than 7 days [Chart 20].<sup>10</sup>

**Chart 20: Distribution of Full-time Employees by Annual Leave Entitlement (%)**



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

(1) 'Less than 7 days' include employees who were not entitled to a fixed number of paid annual leave days.

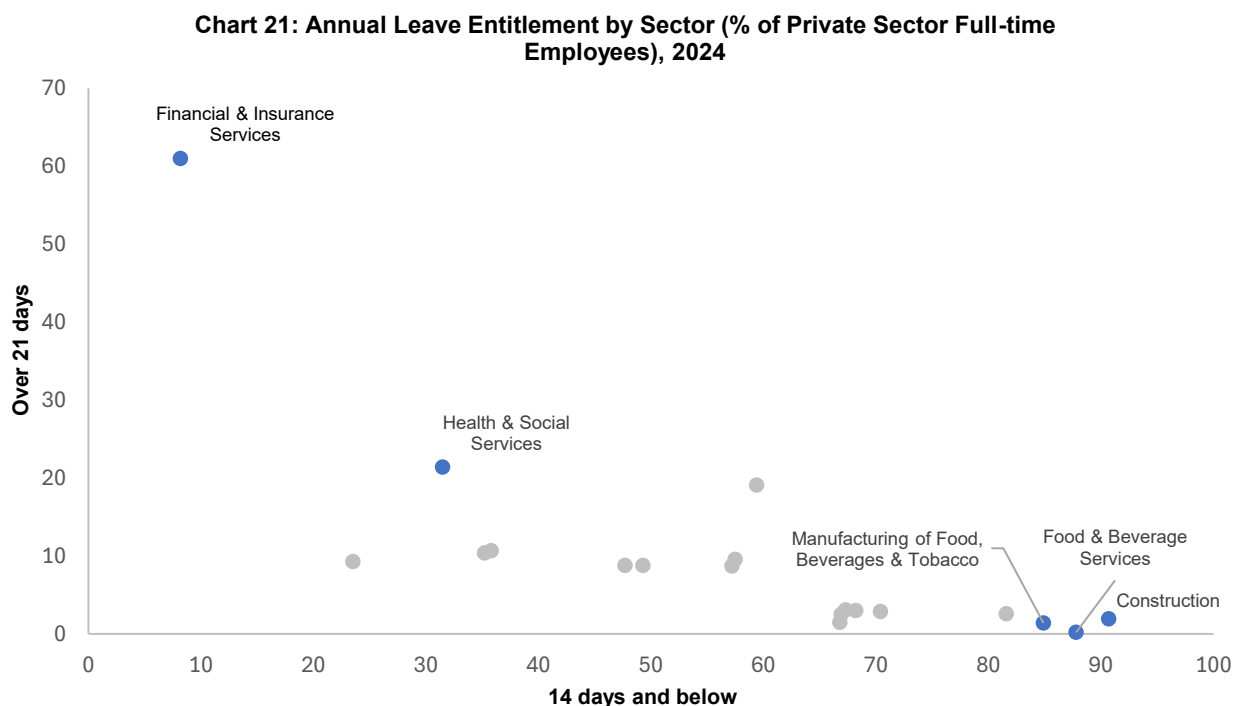
(2) Data may not add up to 100% due to rounding.

### By Sector and Firm Size

6.2 Sectors with traditionally higher employee turnover tend to prioritise immediate operational needs over long-term retention strategies. Operational constraints such as project deadlines and customer service requirements further discourage firms from providing longer leave entitlements, with these sectors typically providing employees fewer days of annual leave (14 days and below). Examples of these sectors include *Construction* (90.7%), *Food & Beverage Services* (87.8%), and *Manufacturing of Food, Beverages & Tobacco* (84.9%) [Chart 21].

<sup>10</sup> According to the Employment Act, full-time employees who have worked for their employer for at least 3 months are entitled to a minimum of 7 days of annual leave in the first year of service, with annual leave entitlement increasing by 1 day with every year of service.

6.3 Sectors that typically employ higher-skilled workers provide more generous annual leave (over 21 days) as a talent attraction and retention strategy. Firms which involve high-stress work environments also tend to offer more comprehensive leave packages, with additional leave helping to prevent employee burnout and maintain productivity. Examples of these sectors include *Financial & Insurance Services* (61.0%) and *Health & Social Services* (21.4%) [Chart 21].



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

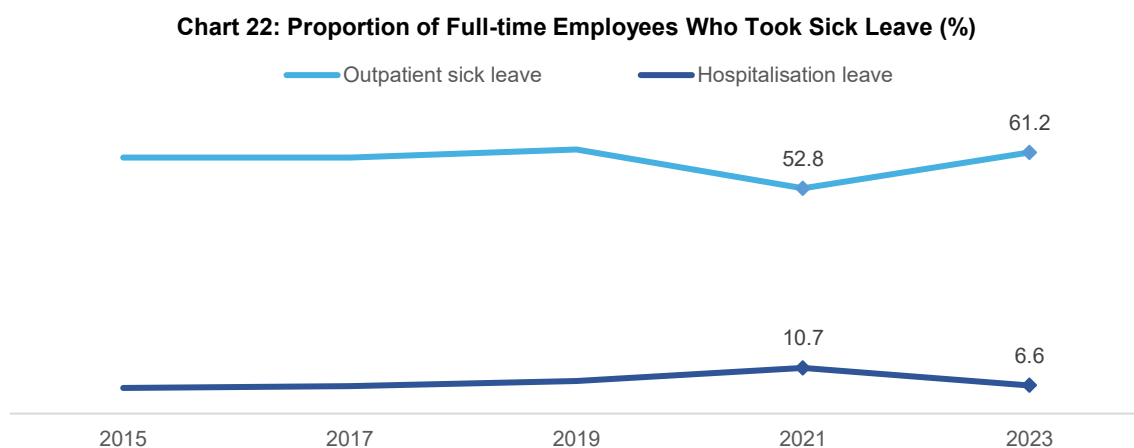
Notes:

- (1) Sectors mentioned in analysis are coloured in blue, with remaining sectors coloured in grey.
- (2) *Others* sector, which includes *Agriculture, Fishing, Quarrying, Utilities, and Sewerage & Waste Management*, is not presented here.

## 7. Sickness Absenteeism

7.1 The proportion of full-time employees who took outpatient sick leave increased from 52.8% in 2021 to 61.2% in 2023, returning to the range seen prior to the pandemic [Chart 22]. The average number of outpatient sick leave days per absentee also rose from 5.2 days in 2021 to 6.1 days in 2023, higher than the pre-pandemic average of around 5 days per absentee. While most full-time employees still took sick leave of 2 days or less, this proportion decreased from 54.4% in 2021 to 52.6% in 2023, corresponding with an increase in the share of full-time employees with longer absences of 5 days or more (from 12.1% to 18.7%). The increase in outpatient sick leave coincided with the post-pandemic return to office. Employees with minor illnesses who might have previously worked from home during the pandemic, may now be more likely to take formal medical leave.

7.2 The proportion of full-time employees who took hospitalisation leave fell from a peak of 10.7% in 2021 to 6.6% in 2023 [Chart 22]. This is likely due to fewer COVID-19 cases in 2023, reducing the need for employees to take hospitalisation leave. However, those who required hospitalisation experienced longer recovery periods, with the average leave days per absentee increasing from 11.2 days in 2021 to 12.3 days in 2023. Employees who previously contracted COVID-19 may have compromised immune systems and persistent health complications, increasing their susceptibility to severe illnesses requiring extended hospitalisation.



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Note: Reference period of January to December.



## **Annex A: Survey Coverage and Methodology**

### **Introduction**

The Conditions of Employment Survey 2024 was conducted by the Manpower Research and Statistics Department of the Ministry of Manpower under the Statistics Act (Chapter 317). The survey was conducted from 3 June 2024 to 4 October 2024.

### **Objective**

The survey was conducted to study the general employment conditions and workplace practices covering flexible work arrangements, non-statutory leave, employee support schemes, annual leave entitlement, work-week pattern and sickness absenteeism.

### **Coverage**

The survey covered private sector establishments each with at least 25 employees and the public sector comprising government ministries, organs of state and statutory boards. A total of 3,300 establishments employing 983,500 employees responded, yielding a response rate of 82.3%.

The results were weighted to reflect the population of private sector establishments each with at least 25 employees by using expansion factors based on sampling fraction.

### **Mode of submission**

Respondents were notified of the survey by email notification. They could submit their returns online or via email, with clarifications provided over the phone or through email.

### **Reference Period**

Most of the information provided in the survey returns was based on the establishments' practices as of 30 June 2024, except for information on sickness absenteeism which was based on data for calendar year 2023.

## Data Collected

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

- Flexible work arrangements
- Non-statutory leave
- Employee support schemes
- Annual leave entitlement
- Work-week pattern
- Sickness absenteeism

## Classification

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

## Concepts and Definitions

Full-time employees	These refer to employment where the normal hours of work are at least 35 hours a week.
Annual leave entitlement	This refers to the leave entitlement of full-time employees for a year of service. For employees on probation, their annual leave is reported based on the entitlement after their probation period.
Sickness absenteeism	This refers to the actual sick leave taken, regardless of whether it is paid or unpaid.
Paid family care leave	This refers to paid leave granted to employees for taking care of their family members (e.g. parents, step-parents, parents-in-law, children, spouse) or to accompany them for medical appointment when they are sick or when the main caregiver is not available.
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 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. 10am to 4pm).
Tele-working	This is an arrangement for extended period of time where employees perform work in places other than the office and the job is performed using information and communication technologies. Employees under this work arrangement may be required to spend certain “core” times or days in the office. Teleworking may be offered in two forms: <ul style="list-style-type: none"><li>• Scheduled tele-working is when the employees tele-work for an agreed period of time.</li></ul>

	<ul style="list-style-type: none"> <li>• Non-scheduled tele-working is when employees tele-work on an ad-hoc basis, for personal reasons (e.g., for family emergencies).</li> </ul>
Homeworking (physical work)	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 (e.g., sewing parts of a product, hand-packing of products from home). 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 jobsharers 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.
Part-time work	This refers to total working hours of less than 35 hours in a week. This work arrangement includes those who work half-days or only some days per week but excludes workers who work 'on and off' and temporary employees who work the normal hours.
Compressed work-week	This is an arrangement where a standard work-week is condensed into fewer than five days (i.e. employees complete their expected workload over a shorter time period). It is an option taken up by employees, rather than a mandatory requirement made by the employer.
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.
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 fair allocation of day(s) off.
Flexi-shift	This is an arrangement where employees specify the days or hours they can work and are scheduled accordingly.

## RELIABILITY OF DATA

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

A common measure of the sampling error of an estimate is its standard error, which is a measure of the variation among the estimates derived from all possible samples. An alternative measure is the relative standard error of an estimate which indicates the standard error (S.E) 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 (CI) has been set at 95 per cent.

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

		Estimate (%)	SE (%-points)	Relative SE (%)	95% CI	
					Lower	Upper
<b>Distribution of Establishments by <sup>(1), (2)</sup></b>						
<b>Flexible Work Arrangements (FWAs)</b>	<b>Offered at least one type of scheduled FWA</b>	72.7	1.6	2.1	69.6	75.8
	<b>Offered at least two types of scheduled FWAs</b>	54.4	1.7	3.1	51.0	57.7
	<b>Offered at least one type of non-scheduled FWA</b>	74.7	1.5	2.0	71.7	77.7
<b>Distribution of Employees by <sup>(1)</sup></b>						
<b>Flexible Work Arrangements (FWAs) <sup>(2)</sup></b>	<b>Working in establishment offering at least one type of scheduled FWA</b>	82.2	0.7	0.8	80.9	83.6
	<b>Working in establishment offering at least one type of non-scheduled FWA</b>	80.7	0.7	0.8	79.4	82.1
<b>Non-Statutory Leave <sup>(2)</sup></b>	<b>Working in establishment offering Paid Family Care Leave <sup>(4)</sup></b>	48.2	0.7	1.5	46.8	49.7
	<b>Working in establishment offering Paid Parental Care Leave</b>	35.1	0.7	2.1	33.7	36.6
<b>Annual Leave Entitlement <sup>(3)</sup></b>	<b>Over 21 days</b>	11.8	0.3	2.4	11.2	12.3
	<b>15 to 21 days</b>	33.3	0.4	1.2	32.5	34.1
	<b>14 days &amp; below <sup>(5)</sup></b>	55.0	0.5	0.8	54.1	55.9
<b>Work-Week Pattern <sup>(3)</sup></b>	<b>5 days</b>	60.8	0.6	1.0	59.7	62.0
	<b>5.5 days <sup>(6)</sup></b>	19.5	0.7	3.4	18.2	20.8
	<b>6 days <sup>(6)</sup></b>	12.4	0.5	4.4	11.3	13.5
	<b>Shift work</b>	6.5	0.2	2.5	6.2	6.8
<b>Sickness Absenteeism</b>	<b>Outpatient sick leave</b>	61.2	0.7	1.1	59.8	62.5
	<b>Hospitalisation leave</b>	6.6	0.1	2.2	6.3	6.9

Notes:

(1) Data pertain to private sector establishments with at least 25 employees and the public sector.

(2) Data pertain to permanent employees and employees on term contract of at least one year.

(3) Data pertain to full-time employees.

(4) This includes paid parental care leave.

(5) Includes employees who were not entitled to a fixed number of paid annual leave days.

(6) Includes those with periodic Sat off – e.g. off on a Sat on alternate week/ once in three weeks/ once a month.

## Annex B: Statistical Table

Table B1: Proportion Of Establishments Offering Scheduled Flexible Work Arrangements, June 2024

SSIC 2020	Per Cent							
	Total (At least one type)	Part-Time Work	Flexi-Hours	Staggered Hours	Scheduled Tele-working	Compressed Work-Week	Job Sharing	Homeworking (Physical Work)
<b>OVERALL (PUBLIC &amp; PRIVATE SECTORS)</b>	<b>72.7</b>	<b>38.8</b>	<b>44.4</b>	<b>33.9</b>	<b>38.4</b>	<b>22.6</b>	<b>23.2</b>	<b>11.5</b>
<b>BY INDUSTRY (PRIVATE SECTOR)</b>								
<b>MANUFACTURING</b>	<b>69.2</b>	<b>36.2</b>	<b>37.4</b>	<b>30.1</b>	<b>33.2</b>	<b>21.0</b>	<b>24.7</b>	<b>11.6</b>
Food, Beverages & Tobacco	88.8	74.9	49.6	38.2	31.5	25.9	41.2	5.8
Paper/ Rubber/ Plastic Products & Printing	63.5	21.8	28.8	28.8	23.1	15.4	21.8	10.3
Petroleum, Chemical & Pharmaceutical Products	62.9	27.3	32.5	32.0	29.4	10.8	16.0	4.1
Fabricated Metal Products, Machinery & Equipment	56.2	27.1	38.1	26.7	33.9	19.6	19.3	14.2
Electronic, Computer & Optical Products	78.0	17.8	36.6	37.7	42.9	9.4	10.5	6.8
Transport Equipment	68.4	26.1	38.4	30.5	40.9	26.5	29.0	19.9
Other Manufacturing Industries	72.0	37.2	25.8	22.2	25.6	22.9	21.5	9.2
<b>CONSTRUCTION</b>	<b>61.8</b>	<b>25.2</b>	<b>37.0</b>	<b>23.9</b>	<b>31.8</b>	<b>22.4</b>	<b>25.6</b>	<b>12.6</b>
<b>SERVICES</b>	<b>77.2</b>	<b>43.8</b>	<b>48.9</b>	<b>37.8</b>	<b>41.6</b>	<b>23.4</b>	<b>22.1</b>	<b>11.3</b>
<b>Wholesale and Retail Trade</b>	<b>70.7</b>	<b>38.4</b>	<b>43.6</b>	<b>31.4</b>	<b>39.9</b>	<b>20.2</b>	<b>20.2</b>	<b>10.4</b>
Wholesale Trade	69.1	31.9	38.7	30.5	43.1	19.8	20.9	12.0
Retail Trade	74.7	53.9	55.5	33.6	32.0	21.2	18.6	6.5
<b>Transportation and Storage</b>	<b>69.0</b>	<b>26.9</b>	<b>35.5</b>	<b>33.6</b>	<b>34.4</b>	<b>18.1</b>	<b>22.6</b>	<b>7.8</b>
Land Transport & Supporting Services	67.6	38.2	34.2	24.0	32.4	18.7	26.7	13.8
Water Transport & Supporting Services	69.1	25.7	38.5	36.2	32.8	18.9	21.1	6.4
Air Transport & Supporting Services	86.0	41.9	48.8	41.9	51.2	25.6	18.6	9.3
Other Transport & Storage Services	67.9	19.6	32.8	36.4	34.9	16.5	21.6	5.1
<b>Accommodation and Food Services</b>	<b>86.9</b>	<b>57.5</b>	<b>66.2</b>	<b>44.6</b>	<b>29.2</b>	<b>33.9</b>	<b>29.1</b>	<b>15.0</b>
Accommodation	82.9	59.0	49.5	56.2	32.4	41.9	27.6	16.2
Food & Beverage Services	87.2	57.4	67.5	43.7	29.0	33.3	29.2	14.9
<b>Information and Communications</b>	<b>83.5</b>	<b>30.3</b>	<b>58.2</b>	<b>31.7</b>	<b>61.0</b>	<b>22.0</b>	<b>14.9</b>	<b>14.9</b>
Telecommunications, Broadcasting & Publishing	77.2	37.6	50.3	36.2	55.0	15.4	11.4	8.1
IT & Other Information Services	85.1	28.4	60.3	30.5	62.6	23.8	15.8	16.7
<b>Financial and Insurance Services</b>	<b>79.0</b>	<b>43.7</b>	<b>47.6</b>	<b>41.0</b>	<b>54.2</b>	<b>15.7</b>	<b>16.8</b>	<b>9.4</b>
Financial Services	77.2	44.4	47.6	38.7	52.8	15.8	17.7	9.4
Insurance Services	91.1	38.6	47.5	56.4	63.4	14.9	10.9	8.9
<b>Real Estate Services</b>	<b>69.5</b>	<b>42.0</b>	<b>48.6</b>	<b>35.0</b>	<b>24.7</b>	<b>11.9</b>	<b>20.2</b>	<b>7.0</b>
<b>Professional Services</b>	<b>79.8</b>	<b>37.4</b>	<b>49.4</b>	<b>43.0</b>	<b>48.2</b>	<b>24.0</b>	<b>19.3</b>	<b>10.0</b>
Legal, Accounting & Management Services	80.5	39.7	54.1	44.7	63.2	28.1	15.8	13.4
Architectural & Engineering Services	76.0	39.1	43.4	43.1	32.4	20.5	24.0	6.2
Other Professional Services	86.4	28.9	52.0	38.8	50.2	23.1	16.5	11.0
<b>Administrative and Support Services</b>	<b>73.1</b>	<b>47.6</b>	<b>39.1</b>	<b>26.7</b>	<b>31.5</b>	<b>20.3</b>	<b>22.9</b>	<b>12.1</b>
Security & Investigation	68.8	49.4	33.1	22.7	26.0	20.1	19.5	11.0
Cleaning & Landscaping	76.0	62.7	42.6	22.9	27.2	25.9	28.1	16.5
Other Administrative & Support Services	71.4	28.3	37.5	33.1	39.2	13.4	17.9	7.3
<b>Community, Social and Personal Services</b>	<b>80.2</b>	<b>59.4</b>	<b>51.0</b>	<b>47.3</b>	<b>47.8</b>	<b>28.8</b>	<b>26.6</b>	<b>12.0</b>
Education	74.3	56.8	43.6	34.0	43.2	23.2	19.5	8.3
Health & Social Services	82.2	61.7	56.3	56.3	46.4	27.7	31.8	8.8
Other Community, Social & Personal Services	80.8	59.0	50.4	46.3	49.6	30.7	25.9	14.5
<b>*OTHERS</b>	<b>58.5</b>	<b>26.4</b>	<b>17.9</b>	<b>25.5</b>	<b>24.5</b>	<b>6.6</b>	<b>14.2</b>	<b>2.8</b>

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

\* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

- (1) Data pertain to permanent employees and employees on term contract of at least one year.
- (2) 'Total' refers to establishments offering at least one type of scheduled FWA excluding employees' choice of days off, shift swapping, time banking and flexi-shift. These four types of FWAs were collected for the first time in 2022 and 2023.
- (3) Figures refer to establishments offering the respective types of scheduled FWAs as a proportion of all establishments.
- (4) Data do not add up to 'Total' as establishments can offer more than one type of scheduled FWA.

**Table B2: Proportion Of Establishments Offering Employees' Choice of Days Off/Shift Swapping/Time Banking/Flexi-Shift, June 2024**

Per Cent

SSIC 2020	Employees' Choice of Days Off	Shift Swapping	Time Banking	Flexi-Shift
<b>OVERALL (PUBLIC &amp; PRIVATE SECTORS)</b>	<b>35.5</b>	<b>30.7</b>	<b>22.6</b>	<b>26.0</b>
<b>BY INDUSTRY (PRIVATE SECTOR)</b>				
<b>MANUFACTURING</b>	<b>27.0</b>	<b>20.7</b>	<b>19.9</b>	<b>18.2</b>
Food, Beverages & Tobacco	49.0	43.0	32.7	30.1
Paper/ Rubber/ Plastic Products & Printing	23.1	31.4	18.6	23.7
Petroleum, Chemical & Pharmaceutical Products	14.9	22.7	11.9	12.4
Fabricated Metal Products, Machinery & Equipment	22.6	9.5	16.9	11.6
Electronic, Computer & Optical Products	16.8	13.6	11.5	11.5
Transport Equipment	29.2	18.0	21.4	23.1
Other Manufacturing Industries	17.4	16.4	16.4	14.0
<b>CONSTRUCTION</b>	<b>25.1</b>	<b>23.0</b>	<b>19.8</b>	<b>20.6</b>
<b>SERVICES</b>	<b>41.4</b>	<b>36.0</b>	<b>24.4</b>	<b>30.2</b>
<b>Wholesale and Retail Trade</b>	<b>35.2</b>	<b>30.1</b>	<b>20.8</b>	<b>24.0</b>
Wholesale Trade	24.9	22.1	17.1	15.8
Retail Trade	60.3	49.4	29.9	43.8
<b>Transportation and Storage</b>	<b>27.1</b>	<b>24.0</b>	<b>15.6</b>	<b>18.5</b>
Land Transport & Supporting Services	23.1	21.8	19.1	16.0
Water Transport & Supporting Services	26.8	16.6	10.6	14.7
Air Transport & Supporting Services	32.6	53.5	18.6	25.6
Other Transport & Storage Services	29.0	27.0	16.5	21.6
<b>Accommodation and Food Services</b>	<b>67.5</b>	<b>73.8</b>	<b>31.4</b>	<b>62.5</b>
Accommodation	61.0	75.2	41.9	46.7
Food & Beverage Services	68.0	73.7	30.6	63.8
<b>Information and Communications</b>	<b>32.4</b>	<b>21.9</b>	<b>35.3</b>	<b>18.2</b>
Telecommunications, Broadcasting & Publishing	33.6	26.8	26.8	16.8
IT & Other Information Services	32.1	20.6	37.6	18.6
<b>Financial and Insurance Services</b>	<b>28.2</b>	<b>22.2</b>	<b>13.7</b>	<b>20.4</b>
Financial Services	30.0	24.4	13.5	21.9
Insurance Services	16.8	7.9	14.9	10.9
<b>Real Estate Services</b>	<b>46.9</b>	<b>47.7</b>	<b>31.3</b>	<b>38.3</b>
<b>Professional Services</b>	<b>28.9</b>	<b>16.5</b>	<b>20.9</b>	<b>15.4</b>
Legal, Accounting & Management Services	36.1	18.3	21.0	18.5
Architectural & Engineering Services	25.5	14.1	19.6	12.8
Other Professional Services	20.5	17.9	23.4	14.3
<b>Administrative and Support Services</b>	<b>43.2</b>	<b>28.7</b>	<b>20.1</b>	<b>28.0</b>
Security & Investigation	63.0	46.8	22.1	32.5
Cleaning & Landscaping	50.3	27.9	21.1	32.5
Other Administrative & Support Services	26.1	21.8	18.2	20.4
<b>Community, Social and Personal Services</b>	<b>55.1</b>	<b>50.9</b>	<b>33.5</b>	<b>40.3</b>
Education	43.2	39.4	31.5	31.1
Health & Social Services	43.5	60.6	40.3	46.2
Other Community, Social & Personal Services	63.9	49.3	30.7	39.8
<b>*OTHERS</b>	<b>28.3</b>	<b>25.5</b>	<b>22.6</b>	<b>10.4</b>

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

\* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

(1) Data pertain to permanent employees and employees on term contract of at least one year.

(2) Figures refer to establishments offering the respective types of scheduled FWAs as a proportion of all establishments.

**Table B3: Proportion Of Establishments Offering Non-Scheduled Flexible Work Arrangements, June 2024**

Per Cent

SSIC 2020	Total (At least one type)	Unplanned Time-off	Non-Scheduled Tele-working
<b>OVERALL (PUBLIC &amp; PRIVATE SECTORS)</b>	<b>74.7</b>	<b>68.8</b>	<b>46.2</b>
<b>BY INDUSTRY (PRIVATE SECTOR)</b>			
<b>MANUFACTURING</b>	<b>72.1</b>	<b>67.4</b>	<b>40.2</b>
Food, Beverages & Tobacco	77.3	72.3	39.6
Paper/ Rubber/ Plastic Products & Printing	73.7	66.7	30.8
Petroleum, Chemical & Pharmaceutical Products	70.6	65.5	41.2
Fabricated Metal Products, Machinery & Equipment	66.4	61.0	37.5
Electronic, Computer & Optical Products	79.6	69.6	48.7
Transport Equipment	75.2	74.4	53.6
Other Manufacturing Industries	69.3	64.7	27.8
<b>CONSTRUCTION</b>	<b>72.3</b>	<b>64.5</b>	<b>42.9</b>
<b>SERVICES</b>	<b>76.2</b>	<b>70.7</b>	<b>48.7</b>
<b>Wholesale and Retail Trade</b>	<b>74.1</b>	<b>67.9</b>	<b>46.0</b>
Wholesale Trade	76.7	68.3	48.6
Retail Trade	67.9	66.9	39.8
<b>Transportation and Storage</b>	<b>70.8</b>	<b>65.2</b>	<b>46.3</b>
Land Transport & Supporting Services	69.8	67.1	40.0
Water Transport & Supporting Services	69.1	63.4	49.1
Air Transport & Supporting Services	65.1	60.5	44.2
Other Transport & Storage Services	73.3	65.9	48.3
<b>Accommodation and Food Services</b>	<b>78.8</b>	<b>70.5</b>	<b>43.4</b>
Accommodation	71.4	69.5	39.0
Food & Beverage Services	79.3	70.6	43.7
<b>Information and Communications</b>	<b>83.5</b>	<b>79.0</b>	<b>66.3</b>
Telecommunications, Broadcasting & Publishing	73.8	69.1	64.4
IT & Other Information Services	86.0	81.6	66.8
<b>Financial and Insurance Services</b>	<b>83.0</b>	<b>78.0</b>	<b>68.2</b>
Financial Services	83.9	79.5	68.9
Insurance Services	77.2	68.3	63.4
<b>Real Estate Services</b>	<b>64.6</b>	<b>63.4</b>	<b>27.2</b>
<b>Professional Services</b>	<b>81.1</b>	<b>77.1</b>	<b>55.7</b>
Legal, Accounting & Management Services	85.7	79.8	66.1
Architectural & Engineering Services	77.0	75.2	44.3
Other Professional Services	79.9	75.5	58.2
<b>Administrative and Support Services</b>	<b>73.4</b>	<b>70.6</b>	<b>39.8</b>
Security & Investigation	66.2	63.0	40.9
Cleaning & Landscaping	71.6	70.0	32.3
Other Administrative & Support Services	78.7	74.5	48.5
<b>Community, Social and Personal Services</b>	<b>72.4</b>	<b>66.2</b>	<b>44.1</b>
Education	68.9	61.8	45.6
Health & Social Services	73.9	66.0	39.4
Other Community, Social & Personal Services	72.6	67.4	46.0
<b>*OTHERS</b>	<b>58.5</b>	<b>51.9</b>	<b>33.0</b>

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

\* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

- (1) Data pertain to permanent employees and employees on term contract of at least one year.
- (2) 'Total' refers to establishments offering at least one type of non-scheduled FWA.
- (3) Figures refer to establishments offering the respective types of non-scheduled FWAs as a proportion of all establishments.
- (4) Data do not add up to 'Total' as establishments can offer more than one type of non-scheduled FWA.

**Table B4: Distribution Of Full-Time Employees By Annual Leave Entitlement, June 2024**

Per Cent

SSIC 2020	Total	Over 21 Days	15 to 21 Days	14 Days & Below
<b>OVERALL (PUBLIC &amp; PRIVATE SECTORS)</b>	<b>100.0</b>	<b>11.8</b>	<b>33.3</b>	<b>55.0</b>
<b>BY TYPE OF EMPLOYEES (PUBLIC &amp; PRIVATE SECTORS)</b>				
Management & Executives	100.0	21.7	49.8	28.4
Rank & File	100.0	2.7	18.3	79.0
<b>BY INDUSTRY (PRIVATE SECTOR)</b>				
<b>MANUFACTURING</b>	<b>100.0</b>	<b>5.4</b>	<b>34.3</b>	<b>60.3</b>
Food, Beverages & Tobacco	100.0	1.4	13.7	84.9
Paper/ Rubber/ Plastic Products & Printing	100.0	19.1	21.5	59.4
Petroleum, Chemical & Pharmaceutical Products	100.0	10.7	53.5	35.8
Fabricated Metal Products, Machinery & Equipment	100.0	3.1	29.6	67.3
Electronic, Computer & Optical Products	100.0	10.4	54.3	35.2
Transport Equipment	100.0	1.5	31.7	66.8
Other Manufacturing Industries	100.0	3.0	28.8	68.2
<b>CONSTRUCTION</b>	<b>100.0</b>	<b>1.9</b>	<b>7.4</b>	<b>90.7</b>
<b>SERVICES</b>	<b>100.0</b>	<b>15.7</b>	<b>36.3</b>	<b>48.0</b>
<b>Wholesale and Retail Trade</b>	<b>100.0</b>	<b>8.8</b>	<b>41.8</b>	<b>49.3</b>
Wholesale Trade	100.0	10.7	46.9	42.3
Retail Trade	100.0	5.3	32.5	62.2
<b>Transportation and Storage</b>	<b>100.0</b>	<b>8.7</b>	<b>34.1</b>	<b>57.2</b>
Land Transport & Supporting Services	100.0	0.4	18.8	80.8
Water Transport & Supporting Services	100.0	18.4	43.5	38.1
Air Transport & Supporting Services	100.0	11.3	21.1	67.6
Other Transport & Storage Services	100.0	5.8	37.0	57.2
<b>Accommodation and Food Services</b>	<b>100.0</b>	<b>0.6</b>	<b>15.2</b>	<b>84.2</b>
Accommodation	100.0	2.5	30.6	66.9
Food & Beverage Services	100.0	0.2	12.1	87.8
<b>Information and Communications</b>	<b>100.0</b>	<b>9.3</b>	<b>67.2</b>	<b>23.5</b>
Telecommunications, Broadcasting & Publishing	100.0	14.7	66.0	19.3
IT & Other Information Services	100.0	8.0	67.5	24.5
<b>Financial and Insurance Services</b>	<b>100.0</b>	<b>61.0</b>	<b>30.8</b>	<b>8.2</b>
Financial Services	100.0	64.8	27.9	7.3
Insurance Services	100.0	32.9	52.4	14.7
<b>Real Estate Services</b>	<b>100.0</b>	<b>2.9</b>	<b>26.7</b>	<b>70.4</b>
<b>Professional Services</b>	<b>100.0</b>	<b>8.8</b>	<b>43.5</b>	<b>47.7</b>
Legal, Accounting & Management Services	100.0	15.0	55.2	29.8
Architectural & Engineering Services	100.0	2.3	26.2	71.5
Other Professional Services	100.0	9.0	56.2	34.8
<b>Administrative and Support Services</b>	<b>100.0</b>	<b>2.6</b>	<b>15.8</b>	<b>81.6</b>
Security & Investigation	100.0	0.1	9.6	90.3
Cleaning & Landscaping	100.0	-	4.4	95.6
Other Administrative & Support Services	100.0	8.0	36.5	55.5
<b>Community, Social and Personal Services</b>	<b>100.0</b>	<b>15.5</b>	<b>40.1</b>	<b>44.4</b>
Education	100.0	19.7	43.0	37.3
Health & Social Services	100.0	21.4	47.1	31.5
Other Community, Social & Personal Services	100.0	3.5	26.9	69.6
<b>*OTHERS</b>	<b>100.0</b>	<b>7.4</b>	<b>24.5</b>	<b>68.2</b>

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

\* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

- (1) "14 Days and Below" includes employees who were not entitled to a fixed number of paid annual leave days.
- (2) Data may not add up due to rounding.
- (3) '-': Nil or negligible.

**Table B5: Proportion Of Establishments By Type Of Non-Statutory Leave Offered, June 2024**

SSIC 2020	Compassionate Leave	Marriage Leave	Study/ Examination Leave	Family Care Leave	Parental Care Leave	Child Sick Leave (MC required)	Sick Leave Without MC	Unpaid Leave of 1 Month Or Less	Per Cent Unpaid Leave of More Than 1 Month
<b>OVERALL (PUBLIC &amp; PRIVATE SECTORS)</b>	<b>85.3</b>	<b>66.4</b>	<b>42.2</b>	<b>36.3</b>	<b>29.5</b>	<b>34.2</b>	<b>29.5</b>	<b>79.4</b>	<b>61.8</b>
<b>BY INDUSTRY (PRIVATE SECTOR)</b>									
<b>MANUFACTURING</b>	<b>86.9</b>	<b>65.0</b>	<b>38.9</b>	<b>32.0</b>	<b>28.4</b>	<b>30.6</b>	<b>22.8</b>	<b>83.8</b>	<b>71.0</b>
Food, Beverages & Tobacco	90.4	62.4	35.1	31.7	29.9	37.1	21.7	83.5	74.1
Paper/ Rubber/ Plastic Products & Printing	97.4	82.7	35.3	24.4	16.7	23.7	23.7	79.5	64.7
Petroleum, Chemical & Pharmaceutical Products	94.3	82.0	53.1	38.7	27.8	24.7	22.7	79.9	59.8
Fabricated Metal Products, Machinery & Equipment	87.0	62.5	40.2	37.2	32.5	30.7	27.2	87.2	71.0
Electronic, Computer & Optical Products	100.0	89.5	56.0	30.4	26.7	17.8	20.4	84.8	65.4
Transport Equipment	75.2	53.6	32.6	28.8	27.1	30.7	27.5	87.3	80.1
Other Manufacturing Industries	84.1	61.6	36.2	27.3	26.3	33.8	10.9	76.6	65.7
<b>CONSTRUCTION</b>	<b>72.5</b>	<b>62.5</b>	<b>42.5</b>	<b>32.5</b>	<b>31.5</b>	<b>45.5</b>	<b>30.5</b>	<b>74.4</b>	<b>56.9</b>
<b>SERVICES</b>	<b>89.3</b>	<b>67.9</b>	<b>42.8</b>	<b>38.3</b>	<b>28.8</b>	<b>31.0</b>	<b>30.6</b>	<b>79.9</b>	<b>60.8</b>
<b>Wholesale and Retail Trade</b>	<b>89.7</b>	<b>63.6</b>	<b>40.1</b>	<b>35.1</b>	<b>30.1</b>	<b>28.5</b>	<b>31.3</b>	<b>78.5</b>	<b>57.2</b>
Wholesale Trade	92.6	68.6	44.3	35.8	32.6	28.5	28.4	76.0	51.8
Retail Trade	82.9	51.2	30.0	33.6	24.2	28.4	38.5	84.5	70.1
<b>Transportation and Storage</b>	<b>90.0</b>	<b>70.3</b>	<b>38.0</b>	<b>32.7</b>	<b>27.0</b>	<b>26.8</b>	<b>25.8</b>	<b>78.4</b>	<b>63.3</b>
Land Transport & Supporting Services	86.2	48.9	30.2	33.8	24.4	28.9	36.4	67.1	57.3
Water Transport & Supporting Services	86.8	72.8	46.0	34.7	29.4	29.1	29.4	78.1	65.3
Air Transport & Supporting Services	90.7	76.7	32.6	18.6	11.6	27.9	23.3	76.7	55.8
Other Transport & Storage Services	94.1	80.2	37.7	32.3	28.5	23.9	17.6	85.2	66.2
<b>Accommodation and Food Services</b>	<b>78.8</b>	<b>56.5</b>	<b>31.0</b>	<b>28.6</b>	<b>22.5</b>	<b>28.1</b>	<b>23.1</b>	<b>78.4</b>	<b>56.1</b>
Accommodation	96.2	94.3	63.8	43.8	37.1	25.7	17.1	92.4	79.0
Food & Beverage Services	77.4	53.6	28.5	27.5	21.3	28.3	23.5	77.3	54.3
<b>Information and Communications</b>	<b>90.2</b>	<b>75.0</b>	<b>39.0</b>	<b>40.5</b>	<b>24.5</b>	<b>26.8</b>	<b>38.4</b>	<b>87.4</b>	<b>61.9</b>
Telecommunications, Broadcasting & Publishing	98.0	76.5	47.0	49.7	32.2	22.1	32.2	94.0	79.2
IT & Other Information Services	88.1	74.6	36.9	38.1	22.5	28.0	40.1	85.6	57.3
<b>Financial and Insurance Services</b>	<b>95.0</b>	<b>85.8</b>	<b>62.0</b>	<b>43.7</b>	<b>26.0</b>	<b>16.6</b>	<b>44.7</b>	<b>81.1</b>	<b>66.9</b>
Financial Services	94.5	84.8	58.9	42.6	25.1	15.2	44.0	81.4	66.8
Insurance Services	98.0	92.1	82.2	50.5	31.7	25.7	49.5	79.2	67.3
<b>Real Estate Services</b>	<b>86.8</b>	<b>56.8</b>	<b>39.5</b>	<b>34.2</b>	<b>25.5</b>	<b>30.5</b>	<b>22.6</b>	<b>74.9</b>	<b>57.6</b>
<b>Professional Services</b>	<b>91.8</b>	<b>70.9</b>	<b>49.1</b>	<b>45.9</b>	<b>37.0</b>	<b>29.6</b>	<b>38.1</b>	<b>80.7</b>	<b>65.5</b>
Legal, Accounting & Management Services	94.6	72.8	60.3	53.3	42.2	26.6	48.6	80.3	69.4
Architectural & Engineering Services	87.9	66.1	43.9	40.6	34.3	35.8	31.4	78.9	63.6
Other Professional Services	94.1	77.3	35.9	41.4	31.5	22.7	29.7	85.3	61.2
<b>Administrative and Support Services</b>	<b>92.6</b>	<b>61.4</b>	<b>42.7</b>	<b>37.4</b>	<b>32.0</b>	<b>40.1</b>	<b>28.0</b>	<b>80.3</b>	<b>63.2</b>
Security & Investigation	99.4	53.9	36.4	31.8	27.3	45.5	15.6	80.5	57.8
Cleaning & Landscaping	88.1	53.3	43.7	42.1	37.3	47.4	33.6	81.2	66.1
Other Administrative & Support Services	95.2	74.5	44.3	34.2	27.5	28.9	26.3	79.0	61.9
<b>Community, Social and Personal Services</b>	<b>90.7</b>	<b>74.4</b>	<b>47.6</b>	<b>45.9</b>	<b>27.8</b>	<b>44.8</b>	<b>25.2</b>	<b>80.4</b>	<b>60.6</b>
Education	92.5	77.6	53.1	46.5	34.9	42.3	33.6	86.7	71.4
Health & Social Services	96.4	81.8	49.8	49.3	31.3	36.5	29.3	71.4	65.8
Other Community, Social & Personal Services	87.4	69.9	45.0	44.0	24.3	49.4	21.0	83.1	55.3
<b>*OTHERS</b>	<b>78.3</b>	<b>74.5</b>	<b>35.8</b>	<b>36.8</b>	<b>26.4</b>	<b>25.5</b>	<b>17.9</b>	<b>76.4</b>	<b>59.4</b>

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

\* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

- Notes:
- (1) Data pertain to permanent employees and employees on term contract of at least one year.
  - (2) Figures refer to establishments offering the respective types of non-statutory leave as a proportion of all establishments.
  - (3) "Family Care Leave" includes Parental Care Leave.

Table B6: Distribution Of Full-Time Employees By Work-Week Pattern, June 2024

Per Cent

SSIC 2020	Total	5 Days	5½ Days <sup>^</sup>	6 Days <sup>^</sup>	Shift Work	Others
<b>OVERALL (PUBLIC &amp; PRIVATE SECTORS)</b>	<b>100.0</b>	<b>60.8</b>	<b>19.5</b>	<b>12.4</b>	<b>6.5</b>	<b>0.7</b>
<b>BY TYPE OF EMPLOYEES</b>						
Management & Executives	100.0	85.9	7.8	1.7	3.7	0.9
Rank & File	100.0	38.2	30.1	22.1	9.0	0.6
<b>BY INDUSTRY (PRIVATE SECTOR)</b>						
<b>MANUFACTURING</b>	<b>100.0</b>	<b>58.1</b>	<b>21.7</b>	<b>7.9</b>	<b>11.9</b>	<b>0.4</b>
Food, Beverages & Tobacco	100.0	40.9	29.6	24.2	5.0	0.3
Paper/ Rubber/ Plastic Products & Printing	100.0	72.9	11.3	12.1	3.7	-
Petroleum, Chemical & Pharmaceutical Products	100.0	63.7	6.6	2.6	27.1	0.1
Fabricated Metal Products, Machinery & Equipment	100.0	57.2	25.2	8.6	8.4	0.6
Electronic, Computer & Optical Products	100.0	71.1	4.0	0.5	23.8	0.5
Transport Equipment	100.0	52.0	37.5	5.4	5.0	0.1
Other Manufacturing Industries	100.0	57.0	22.6	8.4	10.7	1.3
<b>CONSTRUCTION</b>	<b>100.0</b>	<b>25.7</b>	<b>44.5</b>	<b>28.7</b>	<b>0.6</b>	<b>0.6</b>
<b>SERVICES</b>	<b>100.0</b>	<b>67.0</b>	<b>14.9</b>	<b>11.2</b>	<b>5.8</b>	<b>1.0</b>
<b>Wholesale and Retail Trade</b>	<b>100.0</b>	<b>72.2</b>	<b>12.7</b>	<b>9.1</b>	<b>5.5</b>	<b>0.6</b>
Wholesale Trade	100.0	75.7	12.0	6.2	5.4	0.7
Retail Trade	100.0	65.6	14.0	14.4	5.8	0.3
<b>Transportation and Storage</b>	<b>100.0</b>	<b>56.0</b>	<b>22.1</b>	<b>8.9</b>	<b>12.0</b>	<b>1.1</b>
Land Transport & Supporting Services	100.0	35.9	30.3	15.7	16.0	2.1
Water Transport & Supporting Services	100.0	75.7	12.0	0.3	11.7	0.3
Air Transport & Supporting Services	100.0	33.4	3.5	36.1	21.2	5.8
Other Transport & Storage Services	100.0	56.2	28.2	6.4	8.8	0.3
<b>Accommodation and Food Services</b>	<b>100.0</b>	<b>39.7</b>	<b>17.9</b>	<b>28.4</b>	<b>13.0</b>	<b>1.1</b>
Accommodation	100.0	50.7	10.5	8.9	29.6	0.3
Food & Beverage Services	100.0	37.4	19.4	32.4	9.6	1.2
<b>Information and Communications</b>	<b>100.0</b>	<b>93.6</b>	<b>2.7</b>	<b>1.0</b>	<b>2.6</b>	<b>0.1</b>
Telecommunications, Broadcasting & Publishing	100.0	89.8	2.7	0.1	7.3	0.1
IT & Other Information Services	100.0	94.5	2.7	1.2	1.5	-
<b>Financial and Insurance Services</b>	<b>100.0</b>	<b>94.1</b>	<b>0.9</b>	<b>0.8</b>	<b>1.0</b>	<b>3.2</b>
Financial Services	100.0	93.4	1.0	0.9	1.2	3.6
Insurance Services	100.0	99.7	0.2	-	-	0.1
<b>Real Estate Services</b>	<b>100.0</b>	<b>39.3</b>	<b>33.4</b>	<b>22.5</b>	<b>4.6</b>	<b>0.1</b>
<b>Professional Services</b>	<b>100.0</b>	<b>73.3</b>	<b>17.9</b>	<b>7.4</b>	<b>0.8</b>	<b>0.5</b>
Legal, Accounting & Management Services	100.0	92.6	4.4	1.4	1.5	0.1
Architectural & Engineering Services	100.0	50.5	34.5	14.5	0.4	0.1
Other Professional Services	100.0	80.7	11.2	5.4	-	2.7
<b>Administrative and Support Services</b>	<b>100.0</b>	<b>38.2</b>	<b>27.4</b>	<b>27.5</b>	<b>6.4</b>	<b>0.5</b>
Security & Investigation	100.0	20.8	33.2	25.0	20.0	1.0
Cleaning & Landscaping	100.0	25.7	36.0	36.6	1.5	0.1
Other Administrative & Support Services	100.0	68.5	11.0	16.6	3.3	0.6
<b>Community, Social and Personal Services</b>	<b>100.0</b>	<b>61.6</b>	<b>17.7</b>	<b>10.6</b>	<b>9.3</b>	<b>0.8</b>
Education	100.0	79.6	10.2	6.4	2.0	1.8
Health & Social Services	100.0	61.3	20.9	4.1	13.4	0.3
Other Community, Social & Personal Services	100.0	51.4	17.0	23.7	6.8	1.1
<b>*OTHERS</b>	<b>100.0</b>	<b>48.9</b>	<b>30.2</b>	<b>15.5</b>	<b>5.4</b>	<b>-</b>

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

\* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

- (1) "Others" refer to irregular work-week patterns which include work-week of less than 5 days.
- (2) ^ Includes those with periodic Sat off - e.g. off on Saturday on alternate week/ once on three weeks/ once a month.
- (3) Data may not add up due to rounding.
- (4) '-': Nil or negligible.

**Table B7: Proportion Of Employees Who Took Sick Leave and The Average Days Of Sick Leave Taken, 2023**

Per Cent

SSIC 2020	Outpatient Sick Leave			Hospitalisation Leave		
	Proportion of employees who took outpatient sick leave (%)	Average no. of outpatient sick leave taken per outpatient sick absentee (Days)	Average no. of outpatient sick leave taken per employee (Days)	Proportion of employees who took hospitalisation leave (%)	Average no. of hospitalisation leave taken per hospitalisation absentee (Days)	Average no. of hospitalisation leave taken per employee (Days)
<b>OVERALL (PUBLIC &amp; PRIVATE SECTORS)</b>	<b>61.2</b>	<b>6.1</b>	<b>3.7</b>	<b>6.6</b>	<b>12.3</b>	<b>0.8</b>
<b>BY TYPE OF EMPLOYEES (PUBLIC &amp; PRIVATE SECTORS)</b>						
Management & Executives	63.5	5.8	3.7	7.5	12.1	0.9
Rank & File	59.1	6.3	3.7	5.8	12.6	0.7
<b>BY INDUSTRY (PRIVATE SECTOR)</b>						
<b>MANUFACTURING</b>	<b>68.1</b>	<b>6.7</b>	<b>4.5</b>	<b>7.6</b>	<b>11.0</b>	<b>0.8</b>
Food, Beverages & Tobacco	50.1	5.1	2.6	4.8	11.4	0.5
Paper/ Rubber/ Plastic Products & Printing	76.0	6.8	5.2	7.6	10.8	0.8
Petroleum, Chemical & Pharmaceutical Products	72.0	7.2	5.2	9.4	13.6	1.3
Fabricated Metal Products, Machinery & Equipment	75.6	6.7	5.1	8.5	10.5	0.9
Electronic, Computer & Optical Products	74.7	7.1	5.3	7.0	12.3	0.9
Transport Equipment	59.5	6.7	4.0	7.2	9.9	0.7
Other Manufacturing Industries	65.6	6.3	4.1	9.0	8.5	0.8
<b>CONSTRUCTION</b>	<b>47.7</b>	<b>5.2</b>	<b>2.5</b>	<b>2.3</b>	<b>12.8</b>	<b>0.3</b>
<b>SERVICES</b>	<b>59.4</b>	<b>6.0</b>	<b>3.5</b>	<b>6.5</b>	<b>12.3</b>	<b>0.8</b>
<b>Wholesale and Retail Trade</b>	<b>62.1</b>	<b>6.0</b>	<b>3.7</b>	<b>5.4</b>	<b>11.1</b>	<b>0.6</b>
Wholesale Trade	63.9	6.0	3.9	4.0	13.7	0.6
Retail Trade	59.1	6.0	3.5	7.7	8.7	0.7
<b>Transportation and Storage</b>	<b>63.3</b>	<b>6.8</b>	<b>4.3</b>	<b>8.7</b>	<b>15.0</b>	<b>1.3</b>
Land Transport & Supporting Services	57.8	7.3	4.2	8.1	17.5	1.4
Water Transport & Supporting Services	53.7	5.7	3.1	5.0	9.3	0.5
Air Transport & Supporting Services	55.9	8.3	4.6	12.9	19.5	2.5
Other Transport & Storage Services	72.2	6.8	4.9	10.2	14.7	1.5
<b>Accommodation and Food Services</b>	<b>40.5</b>	<b>5.6</b>	<b>2.3</b>	<b>4.3</b>	<b>11.3</b>	<b>0.5</b>
Accommodation	68.6	5.4	3.7	11.2	9.2	1.0
Food & Beverage Services	35.2	5.6	2.0	3.0	12.8	0.4
<b>Information and Communications</b>	<b>57.4</b>	<b>5.4</b>	<b>3.1</b>	<b>5.0</b>	<b>9.6</b>	<b>0.5</b>
Telecommunications, Broadcasting & Publishing	59.8	5.2	3.1	6.8	8.0	0.5
IT & Other Information Services	57.0	5.4	3.1	4.7	10.1	0.5
<b>Financial and Insurance Services</b>	<b>60.6</b>	<b>5.4</b>	<b>3.3</b>	<b>7.4</b>	<b>10.5</b>	<b>0.8</b>
Financial Services	58.7	5.4	3.2	7.2	10.5	0.8
Insurance Services	74.6	5.6	4.2	8.6	10.3	0.9
<b>Real Estate Services</b>	<b>65.2</b>	<b>5.5</b>	<b>3.6</b>	<b>6.6</b>	<b>15.9</b>	<b>1.0</b>
<b>Professional Services</b>	<b>59.7</b>	<b>5.3</b>	<b>3.2</b>	<b>4.7</b>	<b>11.2</b>	<b>0.5</b>
Legal, Accounting & Management Services	57.7	5.6	3.2	5.2	11.3	0.6
Architectural & Engineering Services	59.4	5.0	3.0	3.9	11.4	0.4
Other Professional Services	67.1	5.1	3.4	5.3	10.6	0.6
<b>Administrative and Support Services</b>	<b>61.0</b>	<b>6.1</b>	<b>3.7</b>	<b>6.5</b>	<b>12.6</b>	<b>0.8</b>
Security & Investigation	66.1	7.3	4.8	6.3	16.0	1.0
Cleaning & Landscaping	57.1	5.4	3.1	7.3	11.6	0.8
Other Administrative & Support Services	61.3	5.7	3.5	5.6	10.9	0.6
<b>Community, Social and Personal Services</b>	<b>66.1</b>	<b>6.9</b>	<b>4.5</b>	<b>9.7</b>	<b>14.0</b>	<b>1.4</b>
Education	61.8	6.5	4.0	8.6	12.1	1.0
Health & Social Services	74.0	7.5	5.5	13.7	14.5	2.0
Other Community, Social & Personal Services	56.5	6.0	3.4	4.4	13.8	0.6
<b>*OTHERS</b>	<b>63.7</b>	<b>7.3</b>	<b>4.6</b>	<b>10.6</b>	<b>10.9</b>	<b>1.2</b>

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

\* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

## Annex C: Logistic Regression Results

### FWA Models

#### Variables

- *ffwa*: Binary variable taking the value of 1 if the firm offers at least 1 scheduled FWA
- *pos\_imp\_k*: Binary variable taking the value of 1 if the firm reports a positive impact on outcome *k*
- *prop\_pmet* = Proportion of PMET workers in a firm's workforce
- *firm\_size* = Number of employees in a firm
- *ind* = Categorical variable indicating the industry
- *union* = Binary variable taking the value of 1 if the firm is unionised
- *fwa\_i* = Binary variable taking the value of 1 if the firm offers scheduled FWA *i*

#### FWA Provision Model Equation

$\text{logit}(\text{Probability}(ffwa = 1)) = \beta_0 + \beta_1 \cdot ind + \beta_2 \cdot \log(prop\_pmet) + \beta_3 \cdot \log(firm\_size) + \beta_4 \cdot union + \varepsilon$ ,  
 where  $\varepsilon$  is the error term in the regression equation, and *Community, Social & Personal Services* is the industry used as the base industry.

#### FWA Provision Model Coefficients

Variable	Coefficient	p-value
<i>Manufacturing</i>	-0.651	0.000 +++
<i>Construction</i>	-0.924	0.000 +++
<i>Wholesale Trade</i>	-0.212	0.322
<i>Retail Trade</i>	0.050	0.832
<i>Transportation &amp; Storage</i>	-0.313	0.059 +
<i>Accommodation</i>	-0.046	0.874
<i>Food &amp; Beverage Services</i>	-0.008	0.972
<i>Information &amp; Communications</i>	-0.168	0.412
<i>Financial &amp; Insurance Services</i>	0.117	0.581
<i>Real Estate Services</i>	-0.541	0.033 ++
<i>Professional Services</i>	-0.033	0.850
<i>Administrative &amp; Support Services</i>	-0.342	0.027 ++
* <i>Others</i>	-1.040	0.000 +++
$\log(prop\_pmet)$	0.279	0.000 +++
$\log(firm\_size)$	0.259	0.000 +++
<i>union_2</i> (Ununionised)	-0.289	0.045 ++

\* Includes *Agriculture, Fishing, Quarrying, Utilities, and Sewerage & Waste Management*.

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

### FWA Impact Model Equation

$$\partial P(\text{pos\_imp\_k} = 1) / \partial (\text{fwa\_i}),$$

where  $P(\text{pos\_imp\_k} = 1) = \exp(X\beta) / (1 + \exp(X\beta))$ ,

and  $X\beta = \beta_0 + \beta_1 \cdot \text{ind} + \beta_2 \cdot \log(\text{prop\_pmet}) + \beta_3 \cdot \log(\text{firm\_size}) + \beta_4 \cdot \text{union} + \beta_i \cdot \text{fwa\_i} + \varepsilon$ ,

where  $i \in \{\text{part-time, flexi-hours, scheduled tele-working, job sharing, staggered hours}\}$ ,  $k \in \{\text{productivity, service quality, employee relations, employee engagement \& satisfaction, reducing absenteeism, ease of recruitment, employee retention}\}$ ,  $\varepsilon$  is the error term in the regression equation, and *Community, Social & Personal Services* is the industry used as the base industry.

### FWA Impact Model Results

<b>Positive impact</b>	Part-time	Flexi-hours	Scheduled Tele-working	Job Sharing	Staggered Hours
Productivity	0.008 (0.668)	0.077 (0.000) +++	0.067 (0.000) +++	0.033 (0.111)	-0.077 (0.673)
Service Quality	0.006 (0.739)	0.083 (0.000) +++	0.059 (0.002) +++	0.061 (0.004) +++	-0.007 (0.714)
Employee Relations	0.050 (0.009) +++	0.059 (0.001) +++	0.012 (0.530)	0.036 (0.080) +	0.043 (0.019) ++
Employee Engagement & Satisfaction	0.040 (0.146)	0.066 (0.000) +++	0.074 (0.000) +++	0.024 (0.205)	0.044 (0.008) +++
Reducing Absenteeism	0.010 (0.606)	0.053 (0.004) +++	0.075 (0.000) +++	0.064 (0.002) +++	0.033 (0.073) +
Ease of Recruitment	0.042 (0.024) +++	0.049 (0.006) +++	0.087 (0.000) +++	0.056 (0.006) +++	0.021 (0.234)
Employee Retention	0.193 (0.001) +++	0.335 (0.023) +++	0.393 (0.000) +++	0.150 (0.117)	0.125 (0.131)

Notes:

(1) The results are labelled as coefficient values, with the respective p-values in parentheses. The coefficient values can be interpreted as the probability that a firm would report the positive impact given the provision of the scheduled FWA.

(2) +, ++, and +++ refer to the statistical significance of the finding. +++: p-value < 0.01; ++: 0.01 < p-value < 0.05; +: 0.05 < p-value < 0.1.

## Family Care-related Leave Model

### Variables

- *faml*: Binary variable taking the value of 1 if the firm offers family care-related leave
- *prop\_pmet* = Proportion of PMET workers in a firm's workforce
- *firm\_size* = Number of employees in a firm
- *ind* = Categorical variable indicating the industry
- *union* = Binary variable taking the value of 1 if the firm is unionised

### Family Care-related Leave Provision Model Equation

$$\text{logit}(P(\textit{faml} = 1)) = \beta_0 + \beta_1 \textit{ind} + \beta_2 \log(\textit{prop\_pmet}) + \beta_3 \log(\textit{firm\_size}) + \beta_4 \textit{union} + \varepsilon,$$

where  $\varepsilon$  is the error term in the regression equation, and *Manufacturing* is the industry used as the base industry.

### Family Care-related Leave Provision Model Coefficients

Variable	Coefficient	p-value
<i>Construction</i>	0.055	0.696
<i>Wholesale Trade</i>	0.218	0.186
<i>Retail Trade</i>	0.275	0.126
<i>Transportation &amp; Storage</i>	0.054	0.672
<i>Accommodation</i>	0.331	0.133
<i>Food &amp; Beverage Services</i>	-0.022	0.901
<i>Information &amp; Communications</i>	0.411	0.007 +++
<i>Financial &amp; Insurance Services</i>	0.644	0.000 +++
<i>Real Estate Services</i>	-0.025	0.910
<i>Professional Services</i>	0.380	0.003 +++
<i>Administrative &amp; Support Services</i>	0.237	0.041 ++
<i>Community, Social &amp; Personal Services</i>	0.709	0.000 +++
<i>*Others</i>	0.309	0.212
$\log(\textit{prop\_pmet})$	0.017	0.636
$\log(\textit{firm\_size})$	0.058	0.023 ++
<i>union_2</i> (Ununionised)	-0.269	0.013 ++

\*Includes *Agriculture, Fishing, Quarrying, Utilities, and Sewerage & Waste Management*.

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