

PAPER NO. 1/12

**Retirement and
Re-employment Practices, 2011**



**MINISTRY OF
MANPOWER**

Manpower Research and Statistics Department
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Notations

- : nil or negligible

List of Abbreviations

M&E : Management & Executives
R&F : Rank-&-File

HIGHLIGHTS

- Nearly eight in ten (79%) private establishments reported they had implemented measures to allow their local employees to work beyond 62 in 2011, up from 77% in 2010. These establishments employed a large majority or 88% of the local employees in the private sector, up from 85% in 2010.
- The 79% of private establishments with measures allowing employment beyond 62 comprised 57% which allowed their employees to continue working on existing contracts and 22% which offered re-employment. Nevertheless, more locals were employed in establishments offering re-employment (50%) than in establishments allowing continuation on existing contracts (38%), as larger establishments were more likely to offer re-employment than smaller establishments.
- Nearly nine in ten (89%) private establishments offering re-employment indicated 12 months as the minimum duration of the re-employment contracts. In line with tripartite guidelines, almost all (95%) reported that the re-employment contracts were renewable up till the age of 65, as long as the employee continued to meet the medical fitness and work performance requirements.
- More private establishments offering re-employment had a policy of engaging their retiring employees in re-employment consultation in 2011 (75%) than the year before (61%). This included 42% which would conduct the re-employment consultation at least 6 months before the employee reaches 62, in line with the tripartite guidelines, up from 31% in 2010.
- Nearly three in eight (36%) private establishments had local employees who turned 62 in the year ending June 2011, involving some 11,500 local employees. This was an increase from 32% and 9,900 local employees in 2010.
- Amid the tight labour market and tripartite efforts at promoting re-employment, nearly all (97% or 11,100) the local employees retiring in 2011 were offered employment beyond 62. Most accepted the offer, forming slightly over nine in ten (92% or 10,600) of the retiring cohort. Nearly two-thirds (64%) continued working on their existing contracts while about three in ten (28%) were re-employed under a new contract, mostly with no change in their job scope (27%).

Retirement and Re-employment Practices, 2011

1 Introduction

1.1 This paper examines the retirement and re-employment practices of private establishments in 2011 in the lead-up to the implementation of the Retirement and Re-employment Act on 1 January 2012.

1.2 The data are obtained from the Survey on Retirement and Re-employment, 2011 conducted by the Manpower Research and Statistics Department in the last quarter of 2011. The survey effectively covered 3,200 private establishments (each with at least 25 employees) achieving a response rate of 90%. Details of the survey coverage and methodology are in the [Appendix](#).

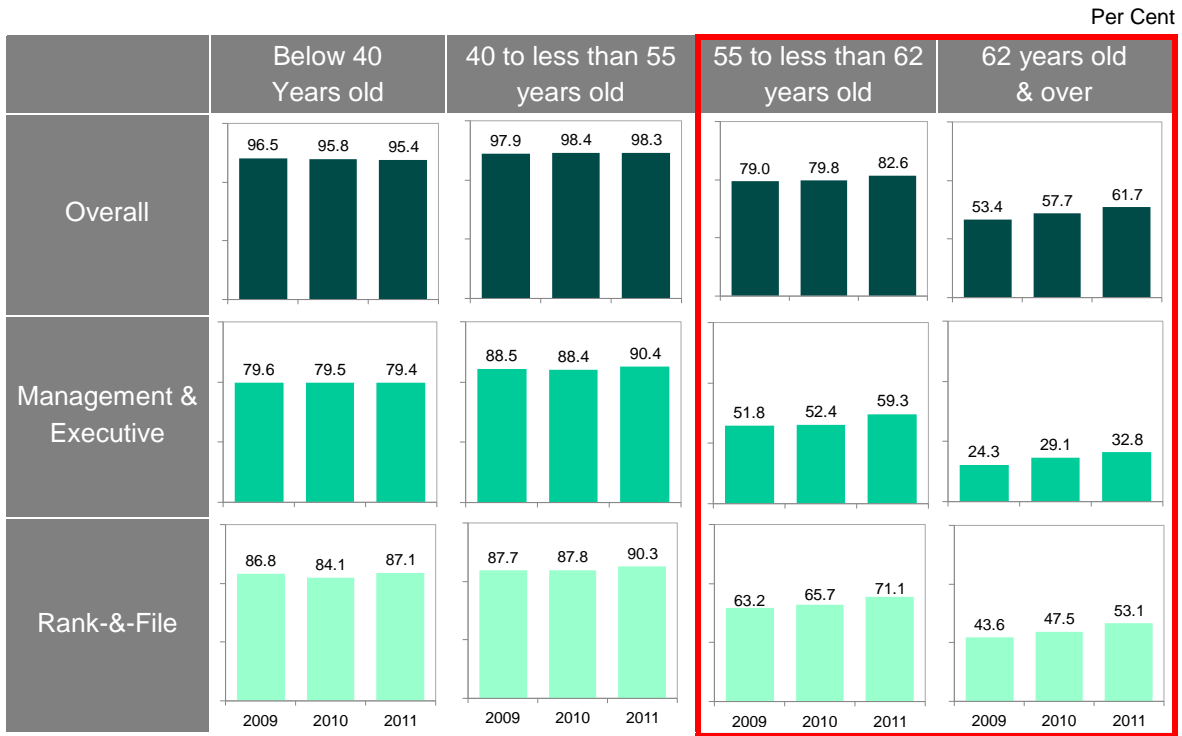
2 Employment of Older Workers

Employment of older workers continued to increase

2.1 More establishments employed older workers in 2011. 62% of private establishments employed at least one local worker aged 62 & over, up from 58% in 2010. Similarly, the proportion of establishments employing locals aged 55 to less than 62 rose from 80% to 83%.

2.2 The increase was observed for both management & executive (M&E) and rank-&-file (R&F) employees. More establishments employed older staff in R&F than M&E positions, reflecting the concentration of older workers among the less educated due to limited opportunities for higher education in the earlier years ([Chart 1](#)).

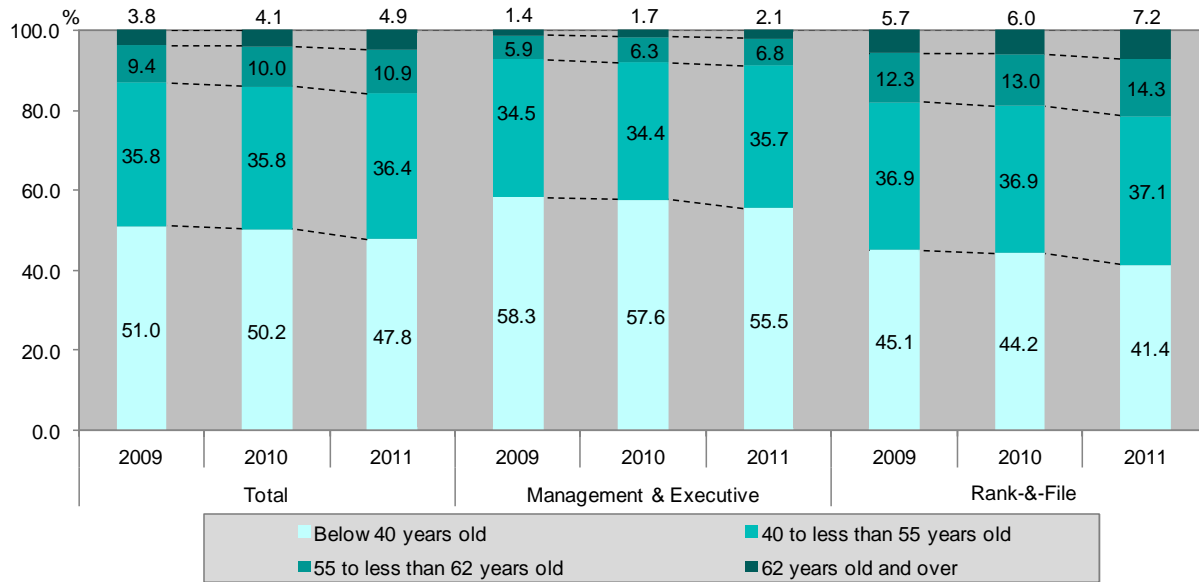
Chart 1: Proportion Of Private Establishments With Mature And Older Local Employees, 2009 To 2011 (As At June)



Note: Figures are based on all private establishments surveyed.

2.3 Reflecting the ageing workforce, the share of local employees aged 62 & over in the private sector edged up to 4.9% in 2011 from 4.1% in 2010. The share for local employees aged 55 & over (i.e. including those slightly younger) also rose to 16% in 2011 from 14% in 2010. The uptrend was observed for both M&E and R&F (Chart 2).

Chart 2: Age Distribution Of Local Employees In Private Establishments By Broad Occupational Group, 2009 To 2011 (As At June)



Notes:

- (1) Figures are based on all private establishments surveyed.
- (2) Figures may not add up due to rounding.

3 Measures Facilitating Employment Beyond 62

Nearly eight in ten private establishments allowed their local employees to work beyond 62

3.1 In 2011, 79.4% of private establishments reported they had implemented measures to allow their local employees to work beyond 62, up from 76.6% in 2010. The increase of 2.8%-points came after the strong 13.0%-point gain in the previous year. These establishments employed a large majority or 88.4% of the local employees in the private sector, up from 85.4% a year ago (Chart 3).

Chart 3: Measures* Enabling Local Employees To Work Beyond 62, 2009 to 2011 (Oct – Dec)

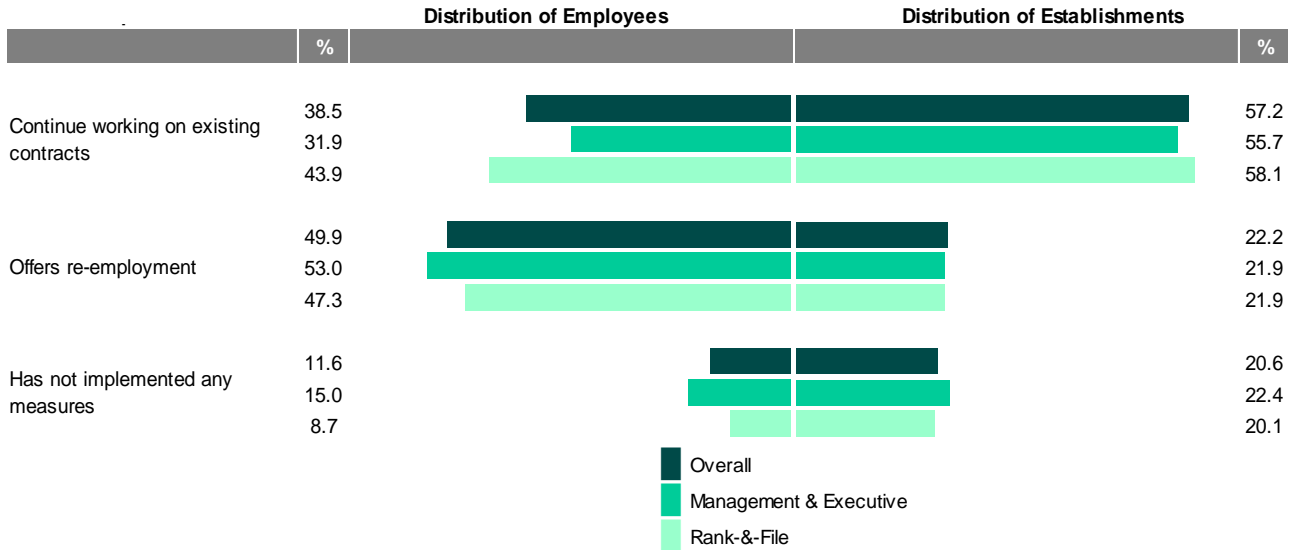


Notes:

- (1) The figures were based on all private establishments surveyed.
- (2) *These measures include re-employment and continuation of employment on existing contracts.

3.2 The 79% of private establishments with measures to enable employment beyond 62 comprised 57% which allowed their employees to continue working on existing contracts and 22% which offered re-employment. Nevertheless, more locals were employed in establishments offering re-employment (50%) than in establishments allowing continuation on existing contracts (38%) (Chart 4). This was because large establishments with at least 200 employees were more likely to offer re-employment (45%) than smaller establishments (19%).

**Chart 4: Type Of Measures Enabling Local Employees To Work Beyond 62,
Oct – Dec 2011**



Notes:

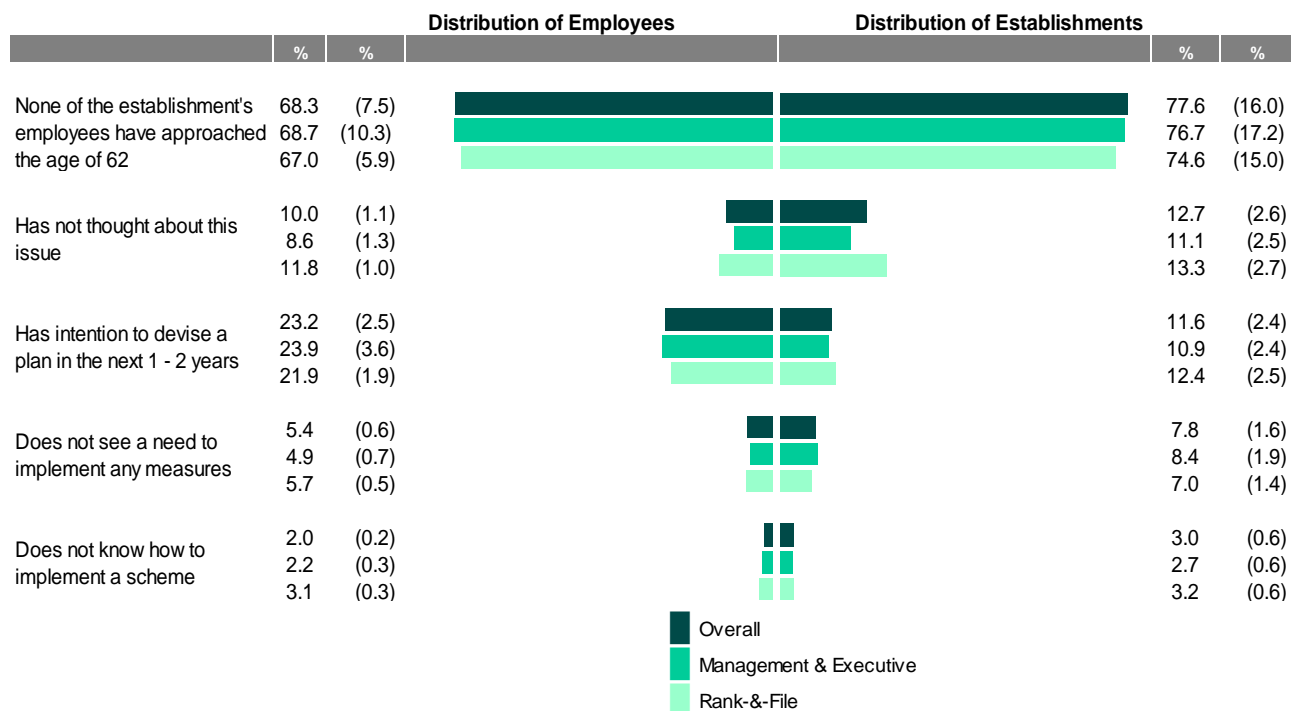
- (1) The figures were based on all private establishments surveyed.
- (2) Re-employment is defined as the employment of employees who are aged 62 or above on a new employment contract, with or without any changes in terms and/or tenure.
- (3) Continue working on existing contracts refers to the situation where there is no change to existing terms and conditions of employment.
- (4) Establishments which offered both re-employment and continuation on existing contracts to employees in either the same or different occupational groups will be considered as having offered re-employment to its local employees.
- (5) Figures may not add up due to rounding.

3.3 One in five private establishments (21%) did not implement any measures for their local employees to work beyond 62, but they employed only 12% of local employees.

“None of their employees are approaching 62” was the most common reason for not implementing measures

3.4 The most common reason for not implementing any measures was that none of their employees were approaching 62, with 78% of establishments that did not implement any measures citing this, up from 62% in 2010. With greater awareness of the re-employment legislation, a smaller proportion of the establishments reported that they had not thought about the issue (13%) and did not see a need to implement any measures (7.8%), down from 2010 (23% and 9.7% respectively). The proportion of establishments which intended to devise a plan in the next 1 – 2 years was unchanged at 12% (Chart 5).

Chart 5: Reasons for Not Implementing Any Measures To Allow Local Employees To Work Beyond 62, Oct – Dec 2011



Notes:

- (1) Figures are based on private establishments which have not implemented measures to allow for employment beyond 62.
- (2) Figures in brackets are based on all private establishments surveyed.
- (3) Figures may not add up as establishments could indicate more than one reason.

4 Re-employment Contract

Re-employment contract commonly of one-year duration

4.1 Nearly nine in ten (89%) private establishments offering re-employment indicated 12 months as the minimum duration of the re-employment contracts. 7.7% offered re-employment contracts of less than a year, while a small minority of 3.0% and 0.5% reported giving longer contracts of 24 and 36 months respectively (Chart 6).

Chart 6: Distribution By Minimum Duration Of Re-employment Contract, Oct – Dec 2011

	Distribution of Employees		Distribution of Establishments	
	%	%	%	%
Less than 12 months	4.4	(2.2)	7.7	(1.7)
12 months	90.6	(45.8)	88.9	(19.6)
24 months	1.3	(0.7)	3.0	(0.7)
36 months	3.6	(1.8)	0.5	(0.1)

Notes:

- (1) Figures are based on private establishments offering re-employment.
- (2) Figures in brackets are based on all private establishments surveyed.
- (3) Figures may not add up due to rounding.

4.2 In line with the tripartite guidelines, almost all (95%) private establishments offering re-employment reported that the re-employment contracts were renewable up till the age of 65, as long as the employee continued to meet the medical fitness and work performance requirements.

Majority offered re-employment either in the same or different Job

4.3 Employees could be re-employed in either the same or different job in majority (69%) of the establishments with re-employment policy. Another 31% allowed re-employment strictly in the same job.

Chart 7: Re-employment To Same Or Different Job, Oct – Dec 2011

	Distribution of Employees		Distribution of Establishments	
	%	%	%	%
Re-employed to either same or different job	79.7	(40.3)	69.1	(15.3)
Re-employed to same job only	20.2	(10.2)	30.5	(6.8)
Re-employed to different job only	0.1	(0.1)	0.4	(0.1)

Notes:

- (1) Figures are based on private establishments offering re-employment.
- (2) Figures in brackets are based on all private establishments surveyed.
- (3) Figures may not add up due to rounding.

5 Re-employment Consultation and Offer of Re-employment

More employers engaged retiring employees on re-employment consultation

5.1 The “Tripartite Guidelines on Re-employment of Older Employees” recommend employers to engage employees on re-employment issues as early as possible, no less than 6 months prior to re-employment.

5.2 Three in four (75%) private establishments offering re-employment had a policy of engaging their retiring employees in re-employment consultation in 2011, an improvement from 61% a year ago. This included 42% which would conduct the re-employment consultation at least 6 months before the employee reaches 62, in line with the tripartite guidelines, up from 31% in 2010.

Chart 8: Months Before Local Employees Reach 62 When Re-employment Consultation Takes Place, Oct – Dec 2011

	Distribution of Employees		Distribution of Establishments	
	%	%	%	%
Offer	89.2	(45.2)	75.4	(16.7)
< 1 month	-	(-)	-	(-)
1 < 2 months	2.1	(1.1)	4.0	(0.9)
2 < 3 months	5.1	(2.6)	7.4	(1.6)
3 < 4 months	17.7	(9.0)	22.1	(4.9)
4 < 5 months	0.5	(0.2)	0.2	(0.1)
5 < 6 months	0.1	(-)	-	(-)
6 < 7 months	42.5	(21.5)	30.6	(6.8)
7 < 8 months	-	(-)	0.1	(-)
8 < 9 months	0.3	(0.1)	0.1	(-)
9 < 10 months	2.4	(1.2)	0.9	(0.2)
10 < 11 months	-	(-)	-	(-)
11 < 12 months	-	(-)	-	(-)
12 months & above	18.5	(9.4)	9.8	(2.2)
Did not offer	10.8	(5.5)	24.6	(5.5)

Notes:

- (1) Figures are based on private establishments offering re-employment.
- (2) Figures in brackets are based on all private establishments surveyed.
- (3) Figures may not add up due to rounding.
- (4) '-': nil or negligible

Seven in ten would inform employees of re-employment offer at least 3 months before they reach 62

5.3 70% of establishments offering re-employment would inform retiring employees about the outcome of the re-employment offer at least 3 months before they turned 62, in line with the tripartite guidelines. This was slightly higher than 67% in 2010 (Chart 9).

Chart 9: Months Before Local Employees Reach 62 When They Were Informed Of The Re-employment Offer, Oct - Dec 2011

	Distribution of Employees		Distribution of Establishments	
	%	%	%	%
< 1 month	-	(-)	-	(-)
1 < 2 months	8.7	(4.4)	17.1	(3.8)
2 < 3 months	8.6	(4.3)	12.8	(2.8)
3 < 4 months	50.3	(25.4)	39.5	(8.7)
4 < 5 months	3.0	(1.5)	1.3	(0.3)
5 < 6 months	0.4	(0.2)	0.6	(0.1)
6 < 7 months	25.1	(12.7)	23.9	(5.2)
7 < 8 months	0.1	(0.1)	0.2	(-)
8 < 9 months	-	(-)	-	(-)
9 < 10 months	0.7	(0.3)	0.6	(0.1)
10 < 11 months	-	(-)	-	(-)
11 < 12 months	-	(-)	-	(-)
12 months & above	3.1	(1.6)	4.0	(0.9)

Notes:

- (1) Figures are based on private establishments offering re-employment.
- (2) Figures in brackets are based on all private establishments surveyed.
- (3) Figures may not add up due to rounding
- (4) '-': nil or negligible

Five in nine would issue the contract at least 3 months before employee reaches 62

5.4 Around five in nine (53%) private establishments with re-employment policy would issue the re-employment contract at least 3 months before the employees reached 62, up from 43% in 2010 ([Chart 10](#)).

**Chart 10: Months Before Local Employees Reach 62 When They Were Given
The Re-employment Contract, Oct - Dec 2011**

	Distribution of Employees		Distribution of Establishments	
	%	%	%	%
< 1 month	0.1	(0.1)	0.1	(-)
1 < 2 months	24.4	(12.4)	35.8	(7.9)
2 < 3 months	9.4	(4.8)	10.7	(2.3)
3 < 4 months	55.5	(28.1)	38.9	(8.5)
4 < 5 months	0.6	(0.3)	0.6	(0.1)
5 < 6 months	-	(-)	-	(-)
6 < 7 months	9.6	(4.9)	12.7	(2.8)
7 < 8 months	-	(-)	-	(-)
8 < 9 months	-	(-)	-	(-)
9 < 10 months	0.1	(0.1)	0.5	(0.1)
10 < 11 months	-	(-)	-	(-)
11 < 12 months	-	(-)	-	(-)
12 months & above	0.2	(0.1)	0.9	(0.2)

Notes:

- (1) Figures are based on private establishments offering re-employment.
- (2) Figures in brackets are based on all private establishments surveyed.
- (3) Figures may not add up due to rounding.
- (4) '-': nil or negligible

6 Employment of Older Workers Aged 62 in 2011

Nearly all local employees who reached 62 in 2011 stayed on

6.1 Nearly three in eight (36%) private establishments had local employees who turned 62 in the year ending June 2011, involving some 11,500 local employees. This was an increase from 32% and 9,900 local employees in 2010. Altogether, these retiring employees formed 1.3% of the local workforce in the private sector.

6.2 Amid the tight labour market and tripartite efforts at promoting re-employment, nearly all (97% or 11,100) of the retiring cohort in 2011 were offered employment beyond 62. This comprised 66% who were allowed to continue working on their existing contracts and 31% who were offered re-employment, mostly in the same job. Most accepted the offer, forming slightly over nine in ten (92% or 10,600) of the retiring cohort. Nearly two-thirds (64%) continued working on their existing contracts, while about three in ten (28%) were re-employed under a new contract, mostly with no change in their job scope (27%) ([Table 1](#)).

Table 1: Employment Beyond 62 For Local Employees Retiring In The Year Ending June 2011

Per Cent

	Offered Employment Beyond 62			
	Overall	Accepted	Rejected	Still Considering
Among local employees who reached 62 during the year ending June 2011				
Employment beyond 62*	96.7	91.7	2.6	2.4
Re-employment	30.6	28.1	1.8	0.7
In same job	29.2	27.0	1.6	0.6
In different job	1.4	1.1	0.2	0.1
Allowed to continue working on existing contracts	66.0	63.5	0.8	1.7
Among local employees who were offered employment beyond 62				
Employment beyond 62*	100.0	94.8	2.7	2.5
Re-employment	100.0	91.9	6.0	2.2
In same job	100.0	92.5	5.6	1.9
In different job	100.0	78.9	13.7	7.5
Allowed to continue working on existing contracts	100.0	96.2	1.1	2.6

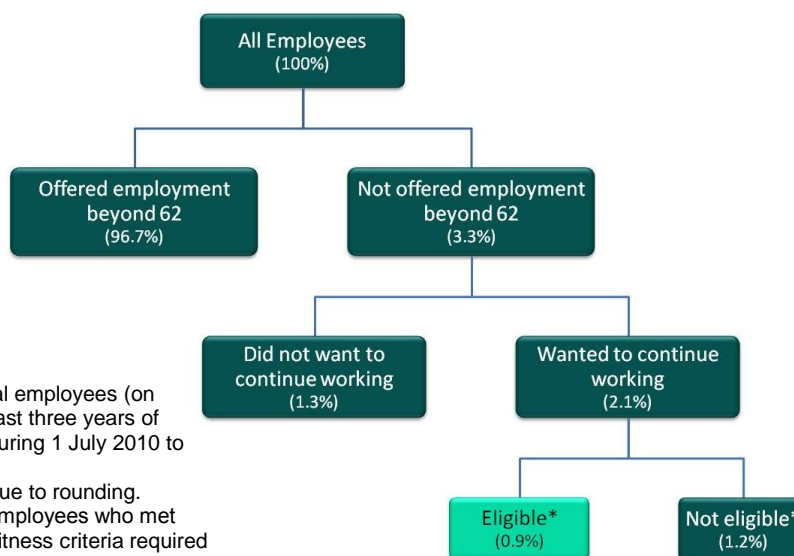
Notes:

- (1) Figures are based on local employees (on permanent or term contract with at least three years of service) who reached the age of 62 during 1 July 2010 to 30 June 2011.
- (2) Figures may not add up due to rounding.
- (3) *This refers to all forms of employment beyond 62 including re-employment in the same/different job and continued employment on existing contracts.

Lack of suitable job and leadership renewal were common reasons for not offering employment to retiring employees, but number of employees involved was few

6.3 Only a small minority (3.3% or 400) of local employees who turned 62 in the year ending June 2011 were not offered employment beyond 62. This included 0.9% who were eligible (i.e. met the work performance and medical fitness criteria required for re-employment) and wanted to continue working (Chart 11). Lack of suitable job (44%) was the most common reason cited by these establishments for not offering employment to the eligible employees, followed by leadership renewal (40%). Nevertheless, these establishments formed a very small minority of all private establishments (0.2% and 0.2% respectively) (Chart 12).

Chart 11: Employment Outcomes Of Local Employees Retiring In The Year Ending June 2011



Notes:

- (1) Figures in Chart 11 are based on local employees (on permanent or term contract with at least three years of service) who reached the age of 62 during 1 July 2010 to 30 Jun 2011.
- (2) Figures in Chart 11 may not add up due to rounding.
- (3) “**”: eligible employees refer to local employees who met both work performance and medical fitness criteria required to continue working beyond 62.

Chart 12: Reasons For Not Offering Employment Beyond 62 To Eligible* Local Employees In The Year Ending June 2011

Organisation-related	Distribution of Employees		Distribution of Establishments	
	%	%	%	%
No suitable job was available	62.0	(-)	44.0	(0.2)
Leadership renewal needed	45.0	(-)	40.0	(0.2)
Medical insurance coverage is not readily available	11.0	(-)	6.0	(-)
Employee-Related	%	%	%	%
Poor working relationships with other colleagues	13.0	(-)	10.0	(-)
Poor work attitude (e.g. in conduct and discipline)	3.0	(-)	6.0	(-)
Length of service was too short	1.0	(-)	2.0	(-)

Notes:

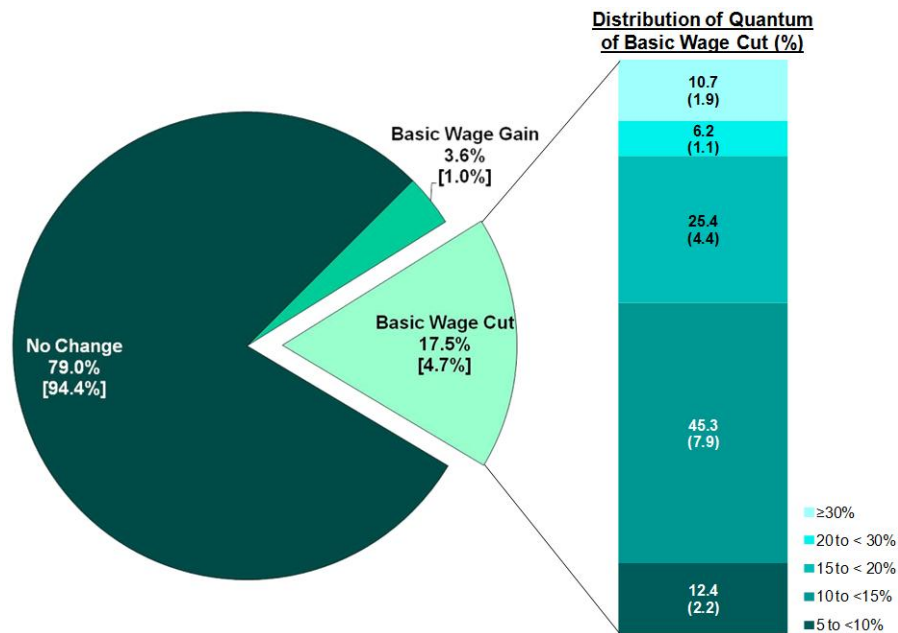
- (1) Figures in Chart 12 are based on private establishments with incidence of not offering employment beyond 62 to eligible local employees who wanted to continue working past 62.
- (2) Figures in Chart 12 in brackets are based on all private establishments surveyed.
- (3) Figures may not add up as establishments could indicate more than one reason.
- (4) “**”: eligible employees refer to local employees who met both work performance and medical fitness criteria required to continue working beyond 62.
- (5) “-”: nil or negligible

Wages were unchanged for a large majority of those re-employed in the same job

6.4 Amid the tight labour market, nearly eight in ten (79%) local employees who accepted re-employment in the same job in the year ending June 2011 were paid the same wages. Taking into account local employees who continued working on their existing contracts, the proportion of employees who were paid the same wages upon re-employment in the same job or continuation on existing contracts was 94% (Chart 13).

6.5 Of the local employees who accepted re-employment in the same job, only 17% of the employees were paid lower, with a median wage cut of 12%. A small minority or 3.6% were paid more, with a median wage gain of 12%.

Chart 13: Wage Adjustment For Local Employees Re-employed In The Same Job In The Year Ending June 2011



Notes:

- (1) The wages here refer to the basic monthly salary.
- (2) Figures in the pie chart are based on local employees who accepted the offer of re-employment in the same job. Figures in [] take into account local employees who continued working on existing contracts.
- (3) Figures in the bar chart are based on local employees who had a basic wage cut. Figures in () are based on local employees who accepted re-employment in the same job.
- (4) Figures may not add up due to rounding.

7 Concluding Remarks

7.1 Amid the tight labour market and tripartite efforts at promoting re-employment, almost all the local employees retiring in 2011 in the private sector were offered employment beyond 62. Most accepted the offer, forming slightly over nine in ten of the retiring cohort.

SURVEY COVERAGE & METHODOLOGY

Introduction

The Survey on Retirement and Re-employment Practices, 2011 was conducted by the Manpower Research and Statistics Department of the Ministry of Manpower from 28 September 2011 to 7 December 2011. The survey was conducted under the Statistics Act (Chapter 317).

Objective

The survey seeks to understand establishments' practices on retirement and re-employment in the lead-up to the implementation of the Retirement and Re-employment Act in 2012.

Coverage

The survey covered an effective sample of 3,200 establishments in the private sector (each with at least 25 employees), achieving a response rate of 90%. These establishments employed a total of 973,000 employees.

Methodology

The survey was conducted using mail questionnaires with clarifications made over the phone. Survey forms were returned either via internet submission or through mail, fax and e-mail.

Reference period

The information provided in the survey returns was mainly based on the establishments' policy or practice at the time of the survey.

Data Collected

The establishments were asked to provide the following information:

- Breakdown of local employees by age and occupational group
- Measures to allow local employees to work beyond 62
- Pre-retirement planning and re-employment consultation
- Employment of employees retiring in the year ending June 2011
- Last drawn and new monthly basic salary of employees re-employed in the same job in the year ending June 2011

Classification

The industries of the surveyed establishments were classified according to the Singapore Standard Industrial Classification (SSIC), 2010.

CONCEPTS AND DEFINITIONS

Management and executives

This refers to employees who hold managerial and supervisory responsibilities. They may or may not have substantial influence over the hiring, firing, promotion, transfer, reward or discipline of employees. Also, they may or may not have access to confidential information.

Rank-and-file

This refers to employees who are in the technical, clerical, sales, service, craftsmen, production, transportation, cleaning and related positions. They are not employees in managerial or executive positions.

Employees aged 62 years old and above

This refers to employees who were born before or on 30 June 1949.

Re-employment

This is defined as the employment of employees who are aged 62 or above on a new employment contract, with or without any changes in terms and/or tenure.

Different job

This includes cases where the new job differs from the previous job in terms of job duties, responsibilities or grades. If an employee is re-employed with fewer working hours, but with no change in the nature of job, he should be considered as re-employed in the same job.

Re-employment consultation

This involves engaging retiring employees in discussion on their re-employment prospects. The discussions should cover possible re-employment arrangements, the competency training they may require should they be re-employed to a different job and the pay and benefits employees can expect upon re-employment.

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 difference between the estimated value obtained from a sample and the actual 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.

The most 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 actual value. About 68, 95 and 99 per cent of estimates from all possible samples will fall within the interval defined by one, two or three standard errors respectively on either side of the 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 %-pts	Relative Standard Error (%)	95% Confidence Interval	
					Lower (%)	Upper (%)
PROPORTION OF EMPLOYEES						
Age distribution of management and executives	Below 40 yrs old	55.5	0.2	0.4	55.0	55.9
	40 to less than 55	35.7	0.2	0.5	35.3	36.1
	55 to less than 62	6.8	0.1	1.3	6.6	7.0
	62 yrs old and over	2.1	0.1	2.9	2.0	2.2
Age distribution of rank-&-file employees	Below 40 yrs old	41.4	0.3	0.7	40.8	42.0
	40 to less than 55	37.1	0.2	0.5	36.7	37.5
	55 to less than 62	14.3	0.1	0.9	14.0	14.6
	62 yrs old and over	7.2	0.1	1.5	7.0	7.4
Type of measures enabling employees to work beyond 62	Offers re-employment	49.9	0.5	0.9	49.0	50.9
	Continue working on existing contracts	38.5	0.5	1.3	37.5	39.5
	Has not implemented any measures	11.6	0.4	3.3	10.8	12.4
PROPORTION OF ESTABLISHMENTS						
Establishments with mature management and executives	Below 40 yrs old	79.4	0.9	1.1	77.7	81.1
	40 to less than 55	90.4	0.6	0.7	89.1	91.7
	55 to less than 62	59.3	1.0	1.6	57.4	61.2
	62 yrs old and over	32.8	0.9	2.7	31.0	34.6
Establishments with mature rank-&-file employees	Below 40 yrs old	87.1	0.7	0.8	85.6	88.5
	40 to less than 55	90.3	0.6	0.7	89.1	91.6
	55 to less than 62	71.1	0.9	1.3	69.3	72.9
	62 yrs old and over	53.1	1.0	1.9	51.2	55.1
Type of measures enabling employees to work beyond 62	Offers re-employment	22.2	0.8	3.4	20.7	23.7
	Continue working on existing contracts	57.2	1.0	1.7	55.3	59.2
	Has not implemented any measures	20.6	0.8	4.1	18.9	22.3

Notes: (1) Estimates are based on all private establishments surveyed.

FEEDBACK FORM

TITLE OF REPORT: Retirement and Re-employment Practices, 2011

1. How would you rate this publication in terms of :
- | | Excellent | Good | Average | Poor |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| a) Relevance to your work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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