

ANNUAL
REPORT
2021



CHARTING THE WAY FORWARD

HOW SBF CHAMPIONS A FUTURE-READY
BUSINESS COMMUNITY

CONTENTS

2	Chairman's Message
4	2021 Achievement Highlights
5	Membership Profile
6	About Singapore Business Federation
8	INTERNATIONALISATION
10	GlobalConnect@SBF
13	International Advocacy
14	DIGITALISATION AND TRANSFORMATION
16	Industry 4.0 Human Capital Initiative
18	MAP Initiative
19	SG Cyber Safe Partnership Programme
20	JOBS AND SKILLS
23	SBF Business Institute
25	Sustainable Employment
26	ADVOCACY AND POLICY
30	Business Sentiments & Research
32	SBF Conversations
34	MEMBERS & TAC ENGAGEMENT
36	Company Visits, Dialogues & Seminars
38	TAC Engagement
40	SOCIAL IMPACT
42	SBF Foundation
44	Global Compact Network Singapore
46	SBF LEADERSHIP
48	Board of Trustees
49	2020/2022 Council
52	SBF Council Committees
53	SBF Digitalisation Committee
54	GlobalConnect@SBF Committee
55	SBF Infrastructure Committee
56	Jobs & Skills Advisory Committee
57	SBF SME Committee
58	Singapore Women Entrepreneurs Network Committee
59	Young Business Leaders Network Committee
60	SBF Secretariat

VISION

The apex platform promoting the growth and vibrancy of the Singapore business community.

MISSION

We champion the interests of our business community in Singapore and internationally, and act as the bridge between businesses and the Government.

THE SBF STORY

The evolving global economic and business landscape of the late 1990s prompted the Government to establish an entity that would better organise and represent Singapore's business community.

In July 2001, the Minister for Trade and Industry introduced a Bill in Parliament to establish the SBF Act, which was passed by Parliament and became law on 5 October 2001. Under the SBF Act, all Singapore-registered companies with share capital of S\$500,000 and above are members of SBF.

The Federation was established on 1 April 2002 and was officially launched by then Prime Minister Goh Chok Tong on 11 April 2002.



CHARTING THE WAY FORWARD

“Charting The Way Forward” reflects SBF’s leading role in supporting our local businesses and championing their needs locally and internationally, as Singapore emerges into a new business landscape taking shape from the COVID-19 pandemic.

We will work closely with the Government, partners and like-minded stakeholders to assist our members and local businesses to transform, build new capabilities and explore overseas opportunities. We will also strive to build stronger business ecosystems and platforms to empower businesses to strengthen their resilience and seize new opportunities for sustainable growth.



CHAIRMAN'S MESSAGE



Lim Ming Yan
Chairman
Singapore Business Federation

2021 continued to be a challenging year for businesses. Many started from an already weakened position at the start of the year, and the subsequent waves of the pandemic dented their recovery efforts.

Nevertheless, it is encouraging to note that overall, businesses are more optimistic about the business outlook compared to a year ago. Findings from SBF's National Business Survey 2021/2022, conducted between July and October 2021, revealed that the proportion of companies negatively impacted by COVID-19 had halved to 32% in 2021 from the 63% in 2020. 87% also expect 2022 to be better than or around the same as 2021.

However, the picture continues to be uneven across industries and companies. Sectors such as construction and engineering, retail, real estate, hotels, restaurants, and accommodations reported the highest proportion of companies being negatively impacted. These sectors are affected not only by border and travel restrictions, but also face a tighter manpower situation.

How we have supported businesses

Throughout the past year, we have strived to play our roles as a bridge, facilitator, and enabler to support and uplift businesses during these ongoing challenges and uncertainties.



2022 marks our 20th Anniversary and we are proud to have supported our business community over the past 20 years.

Bridge

In 2021, SBF leadership visited 40 companies across different industries and sizes to find out how they are coping and how SBF can continue to support their business needs. The feedback is collated into a quarterly report titled 'SBF In Good Company' and these findings support our advocacy and policy work to address areas of business concerns and opportunities. As part of our SBF Conversations series, we also intensified our efforts to bridge businesses and the Government, holding a total of 25 ministerial dialogues in both physical, virtual and hybrid formats.

Facilitator

Digitalisation and transformation continue to be a top priority and many companies are asking for assistance in this area. Through our Industry 4.0 Human Capital Initiative (IHCI) and the MAP Initiative (Mindset shift, Analysis of potential, Pathway assignment) introduced in April 2021, we continue to support our members to achieve greater productivity gains through operational efficiency and the reskilling of their workforce.

Business travel continues to be subdued due to difficulties from long quarantine and stay home requirements. But many businesses recognise the need and importance to press on with internationalisation and to continue engaging their overseas customers and partners. In place of business missions, SBF organised three editions of the FYIstival series focused on connecting businesses with partners and opportunities in ASEAN, South Asia and Japan through virtual means. The series was well-attended by close to 2,200 attendees from 38 countries and achieved a total of 160 business deals. Despite the challenges, SBF led our largest in-person business delegation since the pandemic to the 4th China International Import Expo (CIIE) in November and held the Singapore-China Trade and Investment Forum via livestreaming between Singapore and Shanghai.

Manpower challenges have been exacerbated due to the pandemic, putting greater importance on our jobs and skills efforts. SBF continued to support businesses in training their employees for business growth through programmes such as the Career Conversation Programme for Internationalisation Professionals (CCP-I), formerly known as the Professional Conversation Programme for Southeast Asia Ready Talent (PCP-

SEA). In our role as Programme Manager for the SGUnited Traineeships and Mid-Career Pathways Programme, we onboarded 12,000 trainees in 2021.

Enabler

Recognising that on our own, we can only do so much to help our businesses, we actively pursued partnerships that allow us to multiply our efforts. Together with 28 other trade associations and chambers (TACs), we issued a joint statement on fair hiring and employment practices, pledging our support to foster an inclusive and diverse workforce in Singapore.

Along with the Singapore Furniture Industries Council (SFIC) and Singapore Green Building Council (SGBC), we launched a new Alliance for Action (AfA) on Sustainable Spaces to highlight opportunities for Singapore companies to provide green solutions in indoor spaces.

We also launched the Singapore Women Entrepreneurs Network (SG-WEN) to bring together women entrepreneurs in Singapore and connect them with other women leaders and trade associations in the Asia-Pacific.

Priorities for 2022

2022 marks our 20th Anniversary and we are proud to have supported our business community over the past 20 years. Looking ahead, we will continue to explore new ways to bring greater value to our members that meets their needs.

In 2022, SBF will be launching our inaugural Singapore Apex Business Summit (SABS) to bring together signature business conferences – Singapore Regional Business Forum (SRBF), ASEAN Conference, Future Economy Conference and Exhibition (FECE), FTA Day and TAC Symposium. The Summit aims to foster discussions and collaborations to empower our businesses to maximise their potential in an endemic world. We look forward to your strong support!

Lim Ming Yan

Chairman
Singapore Business Federation

2021 ACHIEVEMENT HIGHLIGHTS



NUMBER OF SBF MEMBERS

27,769



NUMBER OF
ACTIVITIES ORGANISED

782

NUMBER OF
PARTICIPANTS ENGAGED

35,500



LEVEL OF SATISFACTION WITH
SBF'S SERVICES AND SUPPORT

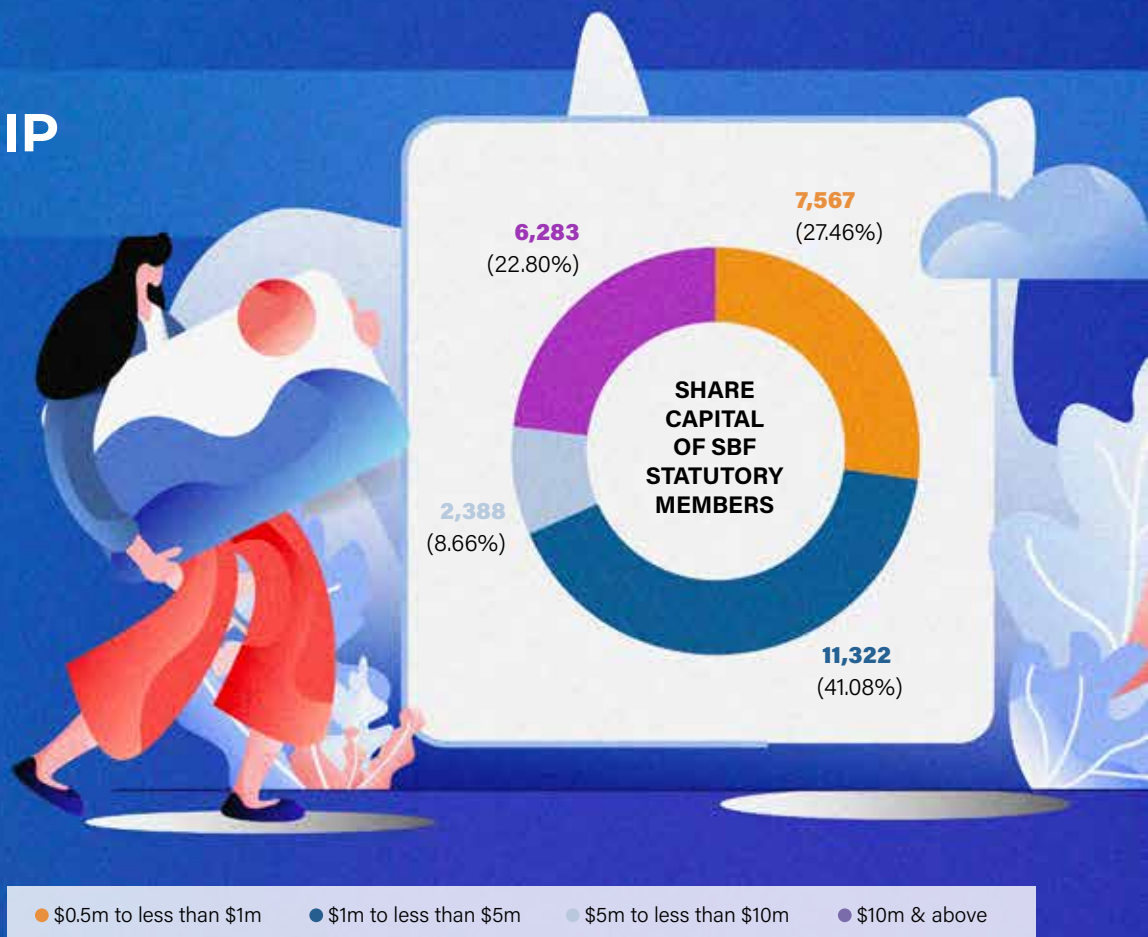
92%



MEMBERSHIP PROFILE

As of December 2021, there were 27,769 SBF members, comprising 27,560 Statutory Members and 209 Associate/Constituent Members.

The profile of SBF Statutory Members by Share Capital and Industry are as follows:



INDUSTRY PROFILE OF SBF MEMBERS BY SINGAPORE STANDARD INDUSTRIAL CLASSIFICATION (SSIC)



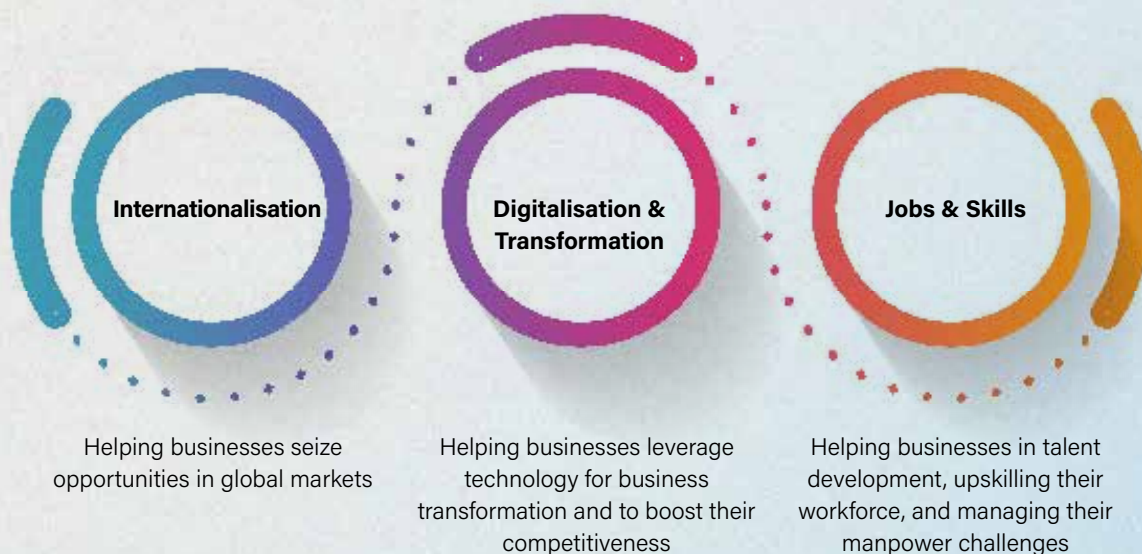
ABOUT SINGAPORE BUSINESS FEDERATION

Established on 1 April 2002, the Singapore Business Federation (SBF) is the apex business chamber championing the interests of the business community in Singapore and internationally, with more than 27,000 member companies, including key local foreign trade associations and business chambers.

SBF plays 3 key roles in supporting our members – as a Bridge, a Facilitator and an Enabler.



We support our members through our 3 strategic pillars of Internationalisation, Digitalisation & Transformation, and Jobs & Skills.





BRIDGE | FACILITATOR | ENABLER

STRATEGIC PILLARS

INTERNATIONALISATION

DIGITALISATION & TRANSFORMATION

JOBS & SKILLS

HORIZONTAL FOUNDATIONS

ADVOCACY & POLICY

MEMBERS & TAC ENGAGEMENT

PEOPLE, PROCESSES, PARTNERSHIPS



NO. OF ADVISORIES
PROVIDED ON FREE TRADE
AGREEMENTS

154

NO. OF ADVISORIES
PROVIDED BY
GLOBALCONNECT@SBF

2,244

NO. OF PROJECTS
FACILITATED BY
GLOBALCONNECT@SBF

53

NO. OF FYISTIVAL
WEBINARS/SESSIONS

28

INTERNATIONALISATION

Singapore is a global business hub and the world is our market. We leverage the networks and connections of our overseas partners to support our members as they explore, spread their wings and capitalise on opportunities in global markets.

NO. OF FYISTIVAL
ATTENDEESS

2,197



GLOBAL CONNECT @SBF

The GlobalConnect@SBF programme, started in November 2019, is an initiative by SBF and supported by Enterprise Singapore to help businesses expand globally, through three key pillars of assistance: Learn, Land and Localise.

GlobalConnect@SBF Showcase

The inaugural GlobalConnect@SBF Showcase held in February 2021 at the SBF Center featured nine Singapore companies whose overseas ventures had been facilitated by SBF. During the showcase, SBF signed two Memorandums of Understanding (MOUs) on Strategic Partnerships with UOB and Keppel Land to offer financial advisory and co-working spaces respectively to Singapore companies expanding overseas. Then Minister for Trade and Industry Chan Chun Sing graced the launch as the event's Guest-of-Honour where he witnessed the MOU signing ceremony and spoke to company representatives at the showcase.



18th China-ASEAN Expo (CAEXPO)

SBF led 44 companies and five business associations to participate in the 18th China-ASEAN Expo (CAEXPO) and 18th China-ASEAN Business and Investment Summit (CABIS), which were held in a hybrid format from 10 to 13 September 2021 in Nanning, Guangxi, China. The Singapore Pavilion adopted the theme: "Singapore - Emerging Stronger for a Shared Future (同新协力 共创未来)". A virtual Singapore Day Seminar was held on 11 September 2021 to deepen the economic, trade and investment co-operation between Singapore and China, and help businesses from China and ASEAN understand Singapore's business prospects and environment.



4th China International Import Expo (CIIE)



SBF led a business delegation comprising over 350 representatives from 45 Singapore companies to participate in the China International Import Expo (CIIE) 2021, which was held from 5 to 10 November 2021 in Shanghai, China. It was Singapore's largest overseas in-person business delegation since the start of the COVID-19 pandemic.

The theme of Singapore's participation in CIIE was "Singapore-China: Seizing New Opportunities Together" ("新中合璧 共拓商机"), which highlighted the strong, symbiotic partnership between the two countries. Singapore's presence covered over 1,250 sqms of exhibition space across three main exhibition halls - Trade in Services Hall, Food & Agricultural Products Hall, and Consumer Goods Hall.



In conjunction with the exhibition, SBF organised the 4th Singapore-China Trade and Investment Forum (SCTIF) on 6 November in a hybrid format that was screened live between Singapore and Shanghai and attended by over 500 Singapore and Chinese business leaders and trade delegates.

Minister for Trade and Industry Gan Kim Yong was the event's Guest-of-Honour where he delivered a keynote speech and participated in a Ministerial Dialogue moderated by SBF CEO Lam Yi Young.

FYIstival



Launched in 2020, FYIstival is SBF’s digital space to help companies continue with their internationalisation efforts through virtual engagements in spite of the restrictions on international travel. FYIstival’s second season, comprising 28 sessions, ran from 30 March to 12 August 2021, covering three editions or “regions” – ASEAN, South Asia, and Japan. With a total webinar runtime of more than 2,500 minutes, FYIstival engaged close to 2,200 attendees from 38 countries and garnered strong support from Governments, with notable appearances by Singapore’s Minister for Transport and Minister-in-charge of Trade Relations S Iswaran, Bangladesh’s Minister for Commerce Tipu Munshi

and Vietnam’s Deputy Minister for Planning and Investment Mrs Nguyen. 160 business deals were also inked through the customised business matching and networking sessions.

The FYIntastic #FYInfography Challenge was held from 7 June to 26 July 2021 to introduce internationalisation to young adults through the creation of infographics. The Challenge generated more than 30 submissions and achieved close to 10,100 impressions on social media channels including Instagram, Facebook and LinkedIn.

SBF Infrastructure Committee Sectorial Research Report

In 2021, the SBF Infrastructure Committee released a research report on the challenges faced by the infrastructure sector in Singapore. Key recommendations were proposed to improve the overall competitiveness of the sector and strengthen the competitiveness of Singapore companies in delivering infrastructure projects across Asia.



INTERNATIONAL ADVOCACY

Survey on Travel and Borders

SBF represents the interests of the Singapore business community at various international platforms such as the World Trade Organization, to advocate for post-COVID-19 economic recovery through a multilateral approach.

As part of the APEC Business Advisory Council (ABAC), SBF led the Taskforce on Reopening Borders for Safe and Seamless Travel to develop recommendations for a regionally consistent framework that would minimise costs and complexities for business travel.

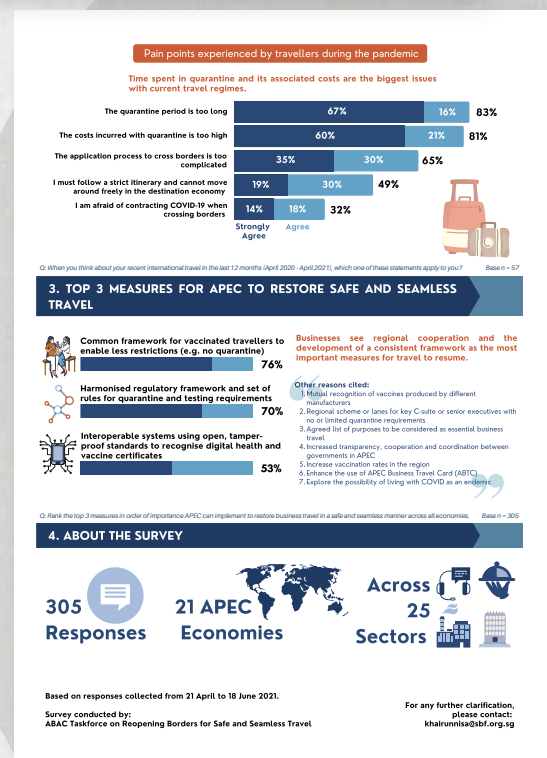
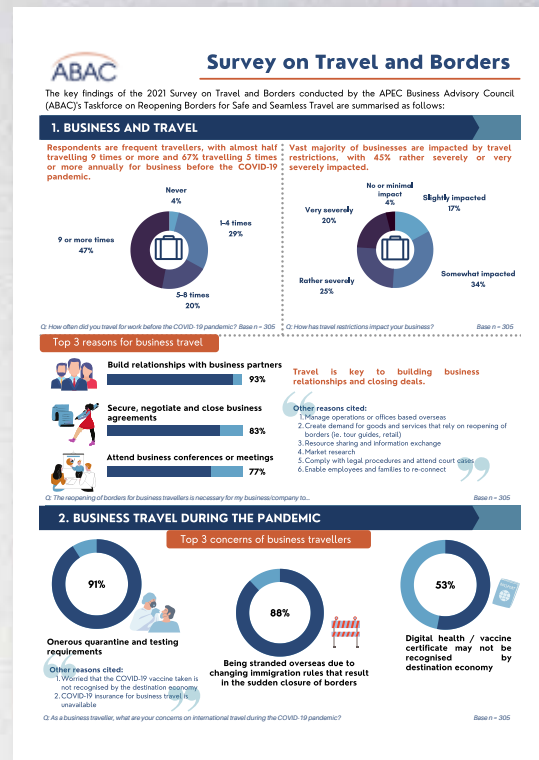
A survey on business travel was conducted between April and June 2021 to better understand businesses' concerns over travel during the pandemic. The survey garnered responses from over 300 businesses in the region. SBF also facilitated a discussion among 400 government officials and business leaders from the 21 APEC economies on the issue through a virtual Public-Private Dialogue (PPD) held in May 2021. Key participants included then-Singapore Minister for Transport Ong Ye Kung and Hong Kong China Secretary for Commerce and Economic Development Edward Yau.

FTA Workshops

SBF organised 12 Free Trade Agreement (FTA) seminars, workshops, and webinars for over 1,400 participants in 2021. These events provided attendees with knowledge on specific FTA chapters impacting their companies and industries as well as the latest updates and developments in regional and bilateral FTAs. These included the ASEAN Trade in Goods Agreement (ATIGA) Industry Consultation organised with the Ministry of Trade and Industry and Enterprise Singapore and the FTA Training Workshop for companies in the food manufacturing sector.

FTA Advisories

SBF provided 154 individualised advisories to businesses in 2021, addressing their queries on FTA-related topics such as certification processes for tariff preferences and rules of origin.



DIGITALISATION AND TRANSFORMATION

Technology is both an enabler and disruptor for businesses. SBF will continue to support our members in their digitalisation and transformation journey to enhance their resilience against disruptions and to enable them to build stronger and more sustainable businesses.





INDUSTRY 4.0 HUMAN CAPITAL INITIATIVE

COMPANIES
ONBOARDED IN 2021

60

SECTORS COVERED

10

ABOUT
\$16.3m
IN POTENTIAL COST SAVINGS

AVAILABLE RESOURCES

39

STRATEGIC PARTNERS

16

SUPPORTED BY

6

GOVERNMENT AGENCIES

SBF is the appointed programme manager for the Industry 4.0 Human Capital Initiative (IHCI) Enabler Programme, the first programme in Singapore designed to promote Industry 4.0 (I4.0) transformation with emphasis on technology and human capital development.

In 2021, 60 businesses across three cohorts participated in the eight-week IHCI Enabler Programme, where they received hands-on guidance from I4.0 and human capital experts to address key pain points and pilot I4.0 projects in a controlled and low-risk environment.

As of end-2021, 107 companies had benefitted from the Programme where they were guided to address priority areas, such as asset efficiency, inventory management, and labour productivity, as well as job redesign and human capital development.

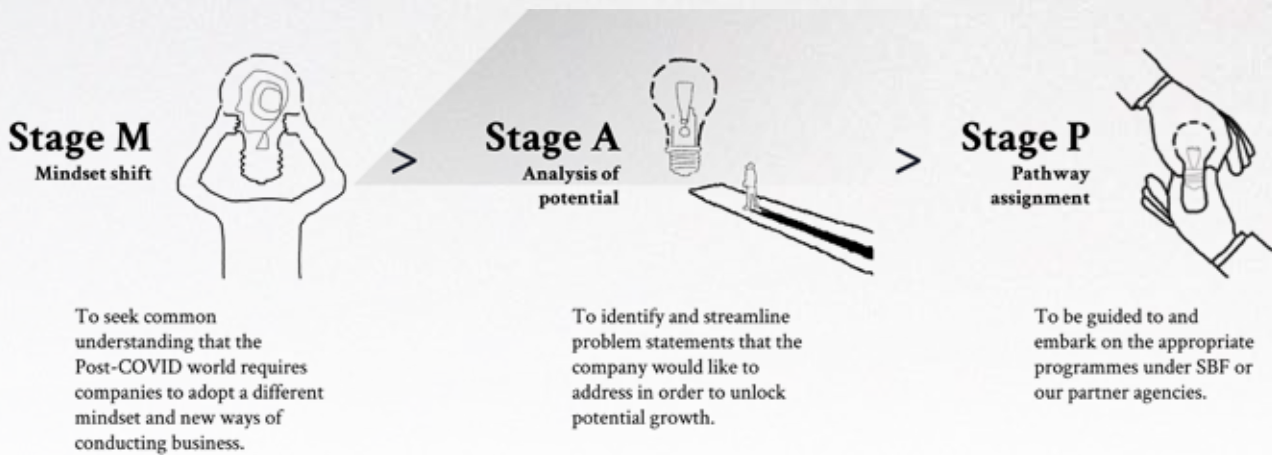
Upon completion of the IHCI Enabler Programme, companies will have access to an exclusive Community of Practice (COP) to further support their I4.0 transformation needs. The COP is an ecosystem of 18 solution partners and service providers that offers a peer-to-peer learning environment and customised advice and resources to these companies.

The initiative is funded by Workforce Singapore and supported by a network of government agencies, in partnership with various trade associations and chambers.





MAP INITIATIVE



SBF launched the MAP Initiative on 1 April 2021 to systematically guide companies in their business transformation journey. The MAP Initiative provides businesses with guided assistance to position them for recovery and growth post COVID-19. It covers three stages – Mindset change, Analysis of potential and Pathway assignment. The pilot run targeted companies in the wholesale and retail trade sectors and was supported by 10 agencies

and partners. As of end-2021, it had benefitted more than 500 participants from 300 companies across all sectors.

The second run of the MAP Initiative was launched on 18 October with a focus on helping companies with the digitalisation and transformation of their logistics and supply chain operations.

SG CYBER SAFE PARTNERSHIP PROGRAMME



Singapore businesses are increasingly vulnerable to cyber threats like phishing and ransomware as they digitalise and transform their business operations in the wake of the COVID-19 pandemic.

SBF is among 19 international and local business organisations, trade associations and societies partnering the Cybersecurity Agency of Singapore (CSA) as pioneer SG Cyber Safe Advocates under the SG Cyber Safe Partnership Programme.

This was announced on 7 October 2021 by Minister of State for Communications and Information Tan Kiat How during the Singapore International Cyber Week (SICW). Under the programme, SBF will partner CSA to help more SMEs raise their cybersecurity awareness and encourage adoption of good cybersecurity practices.

NO. OF CANDIDATES
ON BOARD
PCP-SEA / CCP-I

56

NO. OF SBI
PROGRAMMES IN 2021

321

NO. OF PARTICIPANTS*
IN 2021

2,461

125
E-learning

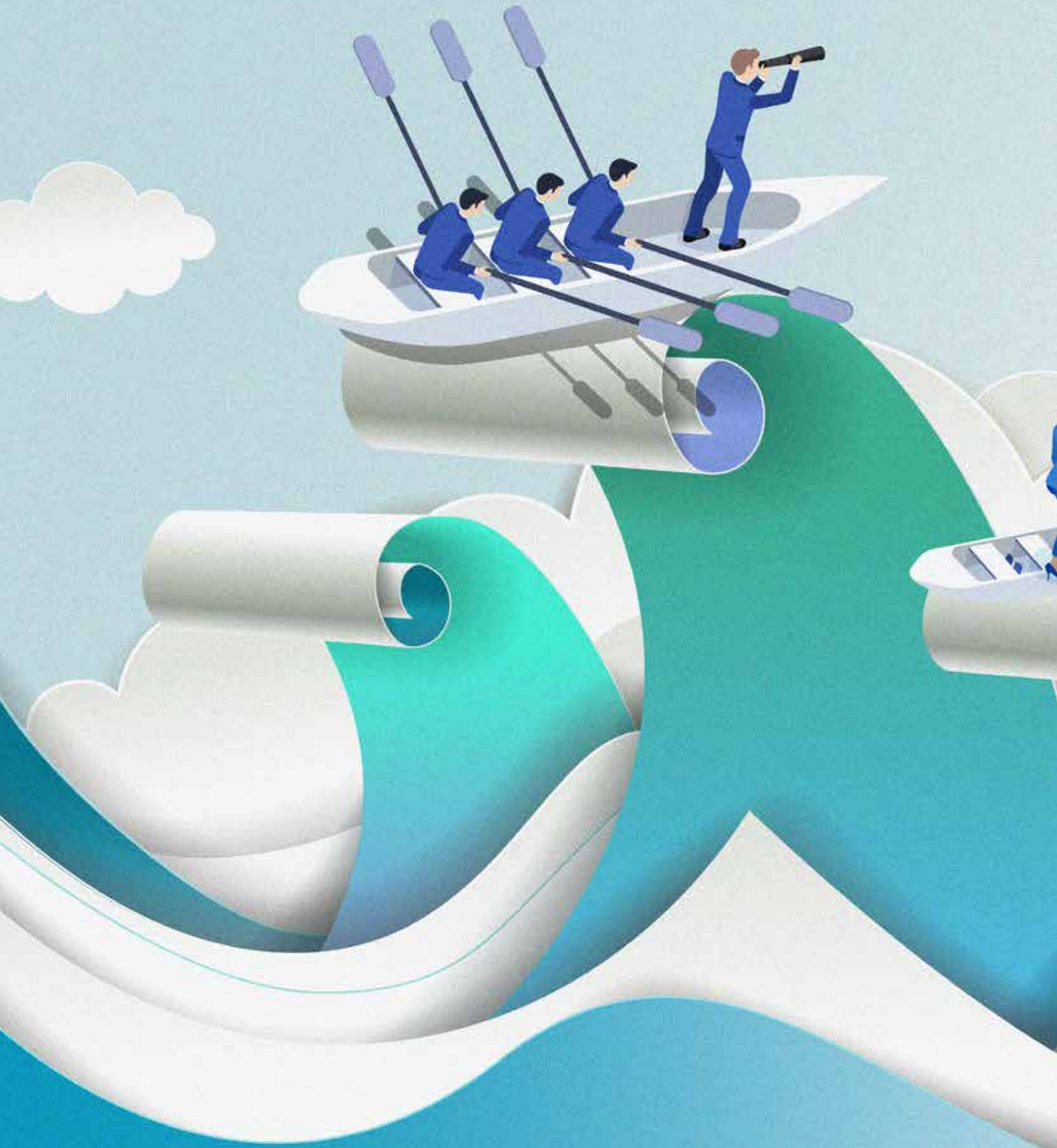
146
Virtual

50
Physical

318
E-learning

1,702
Virtual

441
Physical



*The number of participants are for CCP-I training and all SBI training programmes.

JOBS AND SKILLS

While the economy is on the road to recovery, many businesses still face manpower challenges like supply and costs. SBF works closely with partners to develop initiatives and programmes to help our members and their employees build capabilities and acquire relevant skills to seize opportunities for growth.





SGUnited Traineeships & Mid-Career Pathways Programmes

The SGUnited Traineeships Programme provides fresh graduates with opportunities to acquire industry-relevant skills and boost their employability, while the SGUnited Mid-Career Pathways Programme allows mid-career individuals to augment their work experience, widen their professional networks, and gain new, in-demand skills while preparing for more permanent jobs in the

future. SBF has been appointed by Workforce Singapore as the Programme Manager for the two programmes since May 2020.

Under both programmes, close to 4,800 host organisations onboarded over 12,000 trainees in 2021.

SBF ManpowerConnect Scheme



Jointly introduced by the Ministry of Manpower and SBF in March 2020, the SBF ManpowerConnect Scheme is a temporary scheme to help companies in the manufacturing and services sectors better manage their manpower needs in the COVID-19 situation, by allowing companies in these sectors to hire existing Work Permit Holders who are in Singapore, with the agreement of their current employers.

In 2021, the ManpowerConnect scheme supported 3,735 companies and facilitated the transfer of 2,603 work permit holders.

SBF BUSINESS INSTITUTE

The SBF Business Institute (SBI) supports our members and the wider business community to build and strengthen core capabilities by tapping on the expertise of professional practitioners, certified trainers, and business mentors.

Corporate Social Responsibility in Action: Business Impact Training



In collaboration with the SBF Foundation, SBI held a series of webinars titled, "Corporate Social Responsibility (CSR) in Action: Business Impact Training" to help raise the profile of CSR and corporate giving in Singapore. These training sessions aimed to equip businesses with knowledge on the various frameworks and skillsets that they can leverage to develop a CSR strategy that complements and is integral to their overall corporate strategy.

There were 11 training sessions in 2021 which drew 207 participants from 143 companies.



Career Conversion Programme for Internationalisation Professionals

In June 2021, the Professional Conversion Programme for Southeast Asia Ready Talent (PCP-SEA) was renamed as the Career Conversion Programme for Internationalisation Professionals (CCP-I) with an expanded scope covering new countries and regions such as China, Middle East, South Asia,

and Africa. The renamed programme also includes a new business-to-business e-Commerce track.

As of 31 December 2021, CCP-I had achieved more than 30 successful placements.



SUSTAINABLE EMPLOYMENT

The SBF Sustainable Employment initiative aims to bring together like-minded organisations that are committed to taking purposeful actions to nurture a productive and engaged workforce – a key ingredient for a vibrant business ecosystem.



More than 230 organisations have come on board as our Sustainable Employment Pledge Partners. In addition to organising thought leadership activities such as the 'Profit for Purpose' webinars, the SBF Sustainable Employment Programme Office also actively promoted the sustainable employment message and best practices on its microsite and various social media platforms.

Our Pledge Partners were also involved in a series of closed-door dialogue sessions with Minister, Prime Minister's Office, Second Minister for Finance and Second Minister for National Development Indraneel Rajah to explore how both employers and employees can benefit from flexible work arrangements and family friendly workplace practices.



ADVOCACY AND POLICY

SBF is committed to championing the cause and interests of the Singapore business community. Leveraging its international and local networks with diverse stakeholders, SBF will continue to contribute towards Singapore's transformation into a global business hub. Serving as a bridge, we reach out to our members through surveys and dialogues, highlight their challenges and advocate their needs to the Government.



NO. OF MINISTERIAL
DIALOGUES AND
ENGAGEMENTS

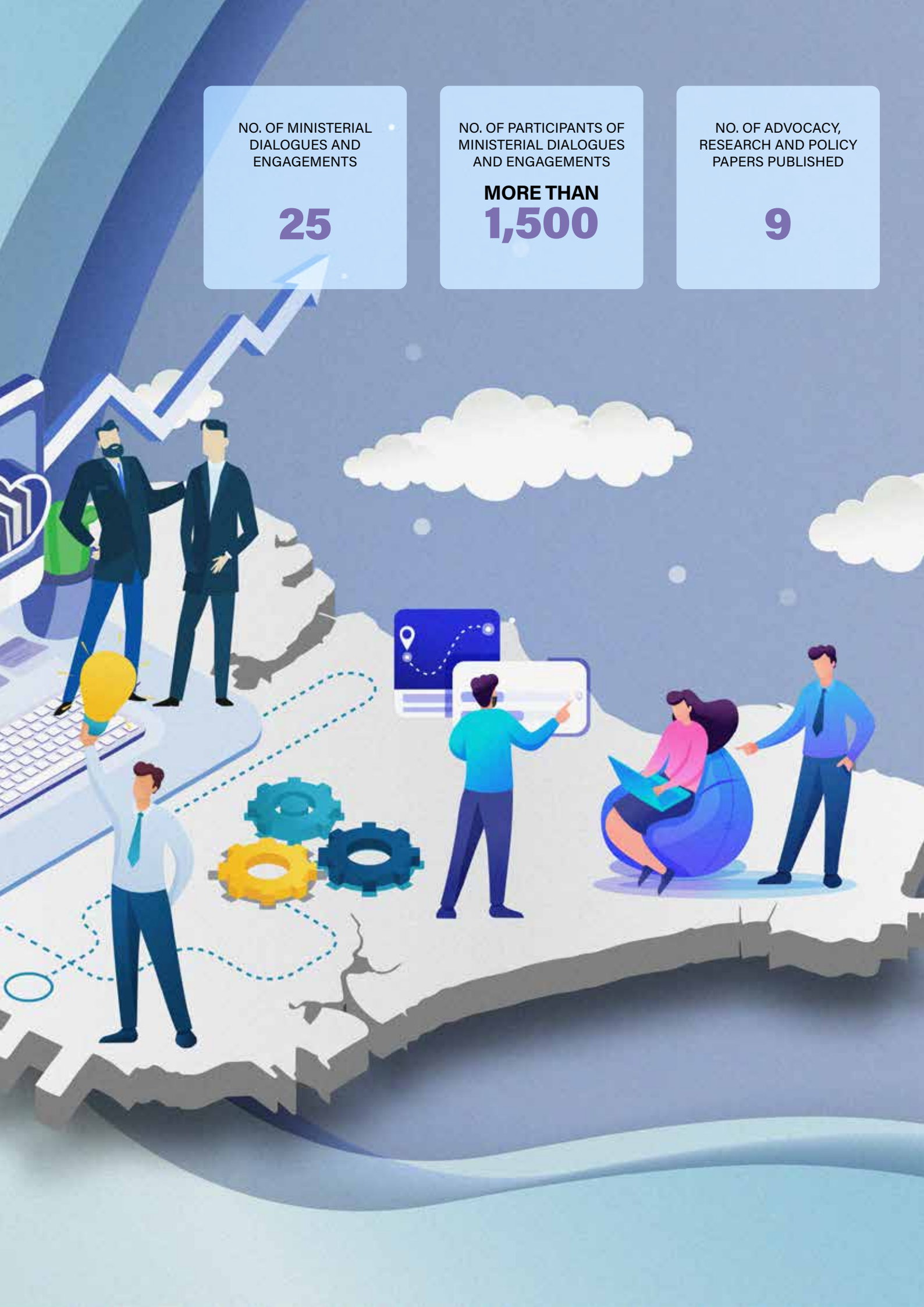
25

NO. OF PARTICIPANTS OF
MINISTERIAL DIALOGUES
AND ENGAGEMENTS

**MORE THAN
1,500**

NO. OF ADVOCACY,
RESEARCH AND POLICY
PAPERS PUBLISHED

9



Joint Statement on Fair Hiring and Employment Practices



Under the aegis of SBF, 29 Trade Associations and Chambers (TACs) under the TAC Alliance pledged support for a Joint Statement on fair hiring and employment practices on 19 January 2021.

The Joint Statement underscores the 29 TACs' belief in promoting positive workplace relations, practising fair hiring, and providing development opportunities to employees. The Joint Statement

is aligned with the Fair Consideration Framework (FCF) and the Tripartite Guidelines for Fair and Progressive Employment Practices (TGFEPP).

The 29 TACs collectively represent the diversity of Singapore's business community across different industry sectors and include multinational corporations (MNCs), large local enterprises (LLEs) and small and medium-sized enterprises (SMEs).

Code of Conduct for Leasing of Retail Premises in Singapore



Following its formation in June 2020, the Fair Tenancy Pro Tem Committee developed and introduced the Code of Conduct (CoC) for Leasing of Retail Premises in Singapore on 26 March 2021. The CoC sets out guidelines for the negotiation of lease agreements in 11 areas, including rental structure, third-party fees, pre-termination by landlords or tenants, and data sharing.

On 3 May 2021, the Fair Tenancy Industry Committee (FTIC) was formed to serve as the custodian of the CoC and to monitor industry compliance. The committee comprises representatives from the landlord and tenant communities. Since its formation, the FTIC has conducted seven CoC outreach sessions with industry stakeholders, including landlords, tenants, lawyers, and property agents.

Launch of the Singapore Women Entrepreneurs Network

To connect women entrepreneurs in Singapore with other women entrepreneurs, business leaders and trade associations from ASEAN and the Asia-Pacific region, SBF launched the Singapore Women Entrepreneurs Network (SG-WEN) on 21 September 2021. The hybrid event was attended by Minister of State (MOS) for Trade and Industry Low Yen Ling, SBF Chairman Mr Lim Ming Yan, SBF CEO Mr Lam Yi Young, SG-WEN Exco Chairperson Ms Rachel Eng and SG-WEN Exco members Ms Ang Shih-Huei, Ms Irene Boey, Ms Jocelyn Chng, and Ms Olive Tai, along with more than 300 entrepreneurs and business leaders.

MOS Low also participated in a fireside chat with fellow panellists Ms Jenny Lee, Managing Partner of GGV Capital, and Ms Rachel Lim, Co-founder of Love, Bonito, on women entrepreneurship in Singapore, moderated by SG-WEN Executive Committee Member, Ms Ang Shih-Huei.



Alliance for Action (AfA) on Sustainable Spaces



SBF, Singapore Furniture Industries Council (SFIC), and Singapore Green Building Council (SGBC) announced the formation of a new Alliance for Action (AfA) on Sustainable Spaces on 11 November 2021. The AfA aims to bring together stakeholders across different sectors to create and enhance sustainable spaces and help solution providers and adopters seize opportunities in the green economy.

The AfA's kick-off meeting was held in December where AfA members, joined by representatives from the Building & Construction Authority of Singapore (BCA) and the National Environment Agency (NEA), discussed the supply and adoption of low emitting materials and sustainability-sourced products, and the development of industry guidelines towards achieving better indoor air quality.

Welcome Programme for New Senior Employment Pass Holders

The Welcome Programme for New Senior Employment Pass Holders is a new initiative organised by SBF and partner foreign chambers, together with tripartite partners Ministry of Manpower, National Trades Union Congress and Singapore National Employers Federation.

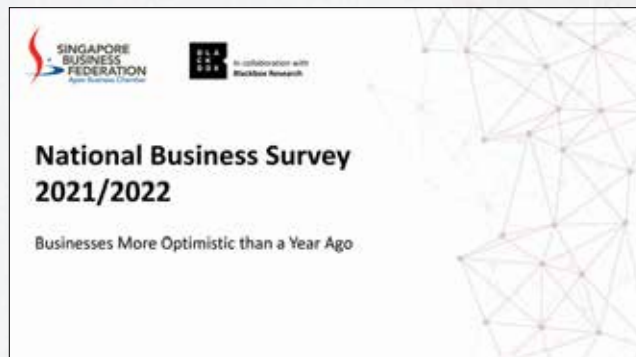
The first run of this programme was held on 9 July 2021 and was attended by 35 senior business leaders who were introduced to Singapore's business environment and talent landscape. The participants also engaged with the panel comprising Minister for Manpower Tan See Leng and tripartite partner representatives on manpower issues and progressive practices to grow and nurture the local talent pool in Singapore.



BUSINESS SENTIMENTS & RESEARCH

National Business Survey

The 14th annual SBF National Business Survey 2021/2022 was conducted from 26 July to 1 October 2021 with 1,096 companies across all key industries operating in Singapore. The survey covered a wide range of topics, including the impact of COVID-19 on businesses, sentiments regarding economic recovery, priorities and challenges for businesses, support measures, digitalisation and transformation, and internationalisation. The Survey revealed that companies are more optimistic than a year ago and concerns among businesses have shifted from a focus on survival in 2020 to recovery in 2021. For 2022, there is optimism for recovery and growth, although there remains uncertainties and unevenness across industries.



'In Good Company' Publication



Launched in April, the 'SBF In Good Company' is a collection of business sentiments of industry leaders gathered through SBF's company visits. This quarterly report, which covers the key concerns of businesses and business outlook, helps to support SBF's policy advocacy development work. Despite the disruptions of COVID-19, 40 company visits were conducted between April to December 2021.

Company Case Studies & Video Series

Internationalisation is one of the growth strategies for companies seeking new markets. The SBF Company Case Studies and Video Series aim to share key lessons and industry practices for local companies looking to internationalise. In 2021, SBF published three case studies and produced three videos featuring the practical insights of Singapore companies and their internationalisation journey.

Market Report on Vietnam

The SBF Market Report on Vietnam is the first of an annual series of Market Reports and reflects SBF's ongoing efforts to help local businesses keen to expand abroad. Published in December 2021, it provides an overview of prevailing market conditions and business outlooks that companies can expect to face when entering individual markets in the region.

Economic Indicators Report

The SBF Economic Indicators Report is a quarterly report providing our business community with timely and relevant updates on key economic developments and trends in Singapore. The inputs and data are drawn from the SBF SME Committee Research Sub-committee and DBS Research.

Post-Budget Surveys 2021

SBF conducted a total of four post-budget surveys from March to July 2021. The surveys covered a variety of areas, including business sentiments, feedback on Government support measures, as well as issues related to manpower and wages.

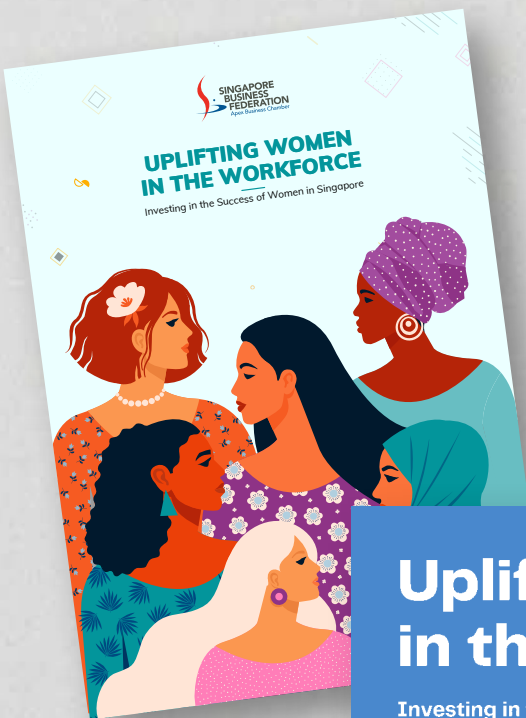
Policy Paper on “Sustainability in Business, Sustainability as Business: Green Growth Opportunities for Singapore Companies”

On 11 November 2021, SBF published a Policy Paper on “Sustainability in Business, Sustainability as Business: Green Growth Opportunities for Singapore Companies”. The Paper outlines four opportunities and 10 recommendations for business action and the Government support needed to expedite the momentum towards environmental sustainability as a viable business proposition.

Led by SBF and supported by Ernst & Young (EY), Global Compact Network Singapore (GCNS), and United Overseas Bank (UOB), the Policy Paper collated views of over 100 industry stakeholders and business leaders on environmental sustainability-related opportunities and challenges for Singapore businesses.



Policy Paper on “Uplifting Women in the Workforce: Investing in the Success of Women in Singapore”



Published on 2 December 2021, the “Uplifting Women in the Workforce: Investing in the Success of Women in Singapore” Policy Paper explores the gaps and opportunities in supporting women in their career and entrepreneurial aspirations. The Policy Paper was formulated from research conducted between September to November 2021 with 1,140 individuals and 116 business leaders from businesses, trade associations and chambers, government agencies and labour unions.

The paper proposed 12 recommendations across the business, ecosystem, national and individual levels, for stakeholders to take purposeful actions to harness the full potential of Singapore’s female workforce and position Singapore for robust, sustainable, and balanced long-term economic growth.



SBF CONVERSATIONS



SBF Conversations is an engagement series to engender conversations and exchanges between business leaders and Government leaders. Insights from the business community are also collated as inputs to SBF's advocacy and policy development efforts. Given the COVID-19 disruptions, SBF organised the dialogues in different formats to suit the discussion topics. Key highlights for 2021 included dialogues on women entrepreneurship, fireside chats on flexible work arrangements, and roundtable discussions on innovation.

Post National Day Rally Dialogue

On 21 September 2021, Minister of Manpower Tan See Leng, NTUC Secretary General Ng Chee Meng, and Singapore National Employers Federation President Robert Yap joined a dialogue with 19 Trade and Association Chambers (TACs) leaders, where the panel shared views and feedback on the manpower-related policies announced by Prime Minister Lee Hsien Loong at the National Day Rally 2021. Companies recognised the need to calibrate manpower-related policies to enhance the well-being of low-wage workers, ensure an optimal inflow of talent to augment the Singaporean core, and establish fair and progressive workplaces. The business community is committed to working with the Tripartite Partners to foster a dynamic and collaborative business environment.



Roundtable with Deputy Prime Minister Heng Swee Keat



SBF organised a series of roundtable discussions with Deputy Prime Minister Heng Swee Keat on 7 September, 11 October, and 1 December 2021. At each session, small groups of five to six business leaders engaged in conversation with DPM on topics such as Technology, Innovation and Enterprise, Environmental, Social and Governance (ESG) Strategy, and transformation and innovation via the Industry 4.0 Human Capital Initiative.

Roundtable with Minister Iswaran and Minister of State Alvin Tan on Air Travel and Tourism



On 29 October 2021, Minister for Transport and Minister-in-charge of Trade Relations S Iswaran, and Minister of State for Trade and Industry Alvin Tan met up with business leaders from the air travel, hospitality, attractions, MICE, and tourist facing sectors to share views on the country's re-opening plans and

to discuss solutions to boost inbound tourism. The Ministers shared insights on working with the business community to put in place sustainable initiatives and appropriate risk management strategies to address health and safety concerns while enhancing the travel experience in the new normal.

Dialogue with Minister Indraneel Rajah on Flexible Work Arrangements



SBF organised a series of three closed-door dialogues on 6 September, 29 September, and 12 October 2021 with Minister in the Prime Minister's Office, and Second Minister for Finance and National Development Indraneel Rajah. A total of 33 business leaders representing a diverse range of sectors and company sizes were involved.

At these sessions, business leaders shared how flexible work arrangements can benefit their employees and their businesses, how barriers to implementing such arrangements can be overcome, and the support needed to institutionalise such practices within the business community. As employees return to their physical workplaces, companies must recalibrate the way they work to continue promoting a cohesive work-life culture so that employees can balance their work life and family commitments.

NO. OF TACS THAT
COLLABORATED ON SBF
PROJECTS AND ACTIVITIES

60

NO. OF
COMPANY VISTS

40



MEMBERS & TAC ENGAGEMENT

As a member-centric organisation, we are focused on leveraging our resources to build platforms and alliances in the business community. We organised a wide range of events and initiatives to provide opportunities for our members, trade associations and chambers and government agencies to network and shape a progressive pro-business landscape to help our members grow and thrive in Singapore and beyond.



COMPANY VISITS, DIALOGUES & SEMINARS



Company Visits

In 2021, SBF embarked on a series of company visits to better understand the challenges faced by our member companies and how we can better partner them to fulfil our mission of championing the interests of our business community in Singapore and internationally. The company visits were led by our CEO and Heads of Divisions. They visited a total of 40 companies ranging from MNCs to SMEs and start-ups across various sectors.

Annual General Meeting and Ministerial Dialogue



The 19th SBF Annual General Meeting was held in a hybrid format on 29 June 2021 in conjunction with a Dialogue with Minister for Finance Lawrence Wong. Centred on the theme, "Emerging Strongly in a Post COVID-19 Economy", the dialogue was attended by 350 business leaders and senior representatives from member companies, and was moderated by SBF Council Member Ms Chong Ee Rong.

Business Outlook Seminar

The annual seminar on Business Outlook 2021 was held in a hybrid format on 29 January and attended by more than 100 senior representatives from our member companies. The session included an insightful sharing on the global and market outlook for 2021 by Mr Heng Koon How from UOB, as well as practical tips for companies looking to expand overseas by Mr Ryan Piper and Mr Adrian Chew of Baker Tilly International. SBF also shared the results of our flagship National Business Survey 2020/2021.



Budget Seminar



SBF organised our Budget Seminar on 9 March 2021 jointly with the Singapore National Employers Federation (SNEF). The half-day event was attended by more than 800 members to hear from representatives from the ministries and Government agencies on the rationale for policy decisions on Budget-related matters and to seek clarifications on the new schemes and programmes. Deputy Prime Minister Heng Swee Keat gave the opening message, Mr Irvin Seah from DBS shared the economic and business outlooks for 2021, followed by a presentation from Ministry of Finance on the key highlights for Budget 2021. This was followed by a panel discussion moderated by SBF CEO Mr Lam Yi Young, comprising senior representatives from the Ministries of Finance and Manpower, Enterprise Singapore and DBS.

Orientation for New Members

SBF held three orientation sessions for our new members in March, August and November 2021. During these sessions, we highlighted SBF's role, strategic pillars, as well as membership benefits and services. Over 300 representatives attended these sessions.



BiZQ and new CSR & ESG EDM

BiZQ (www.bizq.sbf.org.sg) is the official publication of SBF featuring stories from our business community. In 2021, we published a total of 69 articles with 31,479 page views.

SBF launched a new electronic direct mailer (EDM) focused on Corporate Social Responsibility (CSR) and Environmental, Social & Governance (ESG), to help our members build knowledge and capabilities in these emerging growth areas.



TAC ENGAGEMENT

Design Thinking Workshop for TACs

Eighteen leaders from 16 Trade Associations and Chambers (TACs) gathered at a design thinking workshop organised by SBF on 3 February 2021 to discuss leadership challenges faced by TACs. Findings from the workshop, which was supported by SkillsFuture Singapore (SSG), are being used to develop a new capability development programme for TAC leaders and key secretariat staff.



Briefing on Budget 2021 for TACs



SBF organised the annual Budget Briefing for TACs on 16 March 2021, which was attended by more than 150 representatives. The briefing was followed by an "In Conversation" session with Minister in the Prime Minister's Office and Second Minister for Finance, Indranee Rajah and Minister of State for Trade and Industry Alvin Tan. Questions raised in the dialogue moderated by SBF CEO were wide ranging, spanning topics like economic recovery and manpower challenges to digital transformation and sustainability. Both Ministers stressed the important role that TACs play in the business eco-system.

TAC Alliance Executive Directors' Meetings

Two meetings were held in May and October this year for Executive Directors of the 30-strong TAC Alliance. The agendas included sharing from government agencies on new initiatives and programmes as well as discussions on common challenges faced by TACs. These meetings were useful in bringing the community of TAC Secretariat leaders together.



Ministerial Dialogue with Foreign Chambers on COVID-19



SBF organised a dialogue between Minister for Trade and Industry Gan Kim Yong and senior representatives from 23 international chambers on 15 June 2021. Issues discussed included reopening of borders, sustainability, foreign manpower and the digital economy. Minister Gan highlighted the importance for both local and foreign companies and chambers, to work closely with the Government, to emerge stronger from the pandemic as one Team Singapore.

Ministerial Dialogue with Foreign Chambers on FICA

In response to the concerns of the foreign business community on the new Foreign Interference (Countermeasures) Act (FICA), SBF organised a dialogue on 9 November 2021 with Minister for Home Affairs K Shanmugam. The virtual dialogue was attended by more than 200 participants from the various foreign chambers. Minister Shanmugam assured the foreign chambers, companies and employees that FICA was not meant to target legitimate business activities, and that foreign companies and foreign employees are an integral part of the business ecosystem in Singapore.



SOCIAL IMPACT

As a champion of corporate social responsibility and sustainable development, SBF forges valuable partnerships to bolster corporate giving and responsible business practices for an inclusive and sustainable Singapore.





SBF FOUNDATION



As the social impact arm of SBF, the SBF Foundation (SBFF) aims to be an enabler of philanthropic initiatives that are inclusive and compassionate to make a collective impact in society. SBFF has established various platforms to help uplift employees in need and the community at large.

People are at the heart of a business and businesses, in turn, can do more to support the disadvantaged and vulnerable groups in our midst. SBFF plays a catalyst role in rallying business leaders to play a more active role in fostering a better society for all.

Helping Employees in Our Midst

To encourage business leaders to do their part and help employees facing challenging situations due to the pandemic, SBFF matched dollar-for-dollar of up to \$200,000 raised by each Trade Association and Chamber for its Industry-led Compassion Fund. A total of \$2 million was raised in 2020 and this supported over 200 employees in 2021.



Untapped Talent Pool



The Employability Fund and Empower Circles are platforms for SBFF to collaborate with companies and community groups to provide access to employment opportunities for four vulnerable groups, namely, the homeless, unemployed parents of at-risk children, women with challenging circumstances, and persons with mental health conditions.

SBFF worked with community partners and businesses to increase awareness of inclusive hiring practices and implement employability programmes to support vulnerable groups who faced multifaceted barriers in securing employment. In 2021, there were over 200 successful jobseekers while 100 HR professionals attended the Empower Circles sessions.



Bridging Businesses to Charities of Choice

Besides providing platforms for businesses to support employees in need and enabling vulnerable individuals to gain employment, SBFF also connects businesses with their charities of choice.

One such donor-initiated effort is Project MigrantWell which was proposed by the Estate of Khoo Teck Puat and the Estate of Ng Teng Fong. They pledged to donate \$20 million, while SBFF will galvanise the business community to raise another \$15 million.

In November 2021, SBFF signed a Memorandum of Understanding with the Estate of Khoo Teck Puat, Estate of Ng Teng Fong, St Andrew's Mission Hospital and the Ministry of Manpower to officially launch Project MigrantWell. The MOU will see the establishment of the charity, MigrantWell Singapore; a MigrantWell Welfare Fund and a medical centre at Penjuru that will serve 57,000 migrant workers. The event was graced by Guest-of-Honour, Senior Minister and Coordinating Minister for Social Policies, Tharman Shanmugaratnam, Minister for Manpower Dr Tan See Leng, and Senior Minister of State for Manpower and Health, Dr Koh Poh Koon.



Cultivating Empathy among the Corporates



Encouraging empathy among business leaders builds an inclusive and compassionate business ecosystem that cares for all its stakeholders and the community. Held on the last Friday of each month from February to December 2021, the Empathy series of talks have reached out to over 143 business leaders and managers who are keen to start or enhance their CSR efforts as they strive to make a positive impact on their community.

The Empathy Series

held every last Friday of the month, saw:



from more than

Over **143**
Participants



102 SBF Member
Companies

GLOBAL COMPACT NETWORK SINGAPORE

As the Singapore chapter of the United Nations Global Compact, Global Compact Network Singapore (GCNS) provides an ecosystem for companies to align strategies and operations with universal principles on human rights, labour, environment, and anti-corruption, and to achieve the United Nations' Sustainable Development Goals.

Through multi-stakeholder engagements and collective actions, GCNS advances the stewardship of sustainable business practices and Singapore's national agenda of becoming a regional sustainable business hub.

GCNS Virtual Summit 2021

Held from 26 to 27 October, the GCNS Virtual Summit brought together more than 1,100 business leaders, government officials, civil society representatives and academia from 14 countries to discuss global sustainability issues and its impact on businesses in the region.

Themed "Designing Our Future: Powering the Decade for Decisive Action", the Summit highlighted the critical roles that businesses, from its leadership to its workforce, play in advancing a collective sustainability agenda towards a more inclusive and sustainable future. The Guest-of-Honour for the Summit was Minister for Sustainability and the Environment Grace Fu.

Singapore Apex Corporate Sustainability Awards 2021

The Singapore Apex Corporate Sustainability Awards recognises companies that have demonstrated excellence in corporate sustainability and sets standards for companies that aspire to enhance their sustainability practices.

On 9 December, four Sustainability Business Awards and four Sustainability Solutions Awards were presented to companies that demonstrated excellence and embodied the Ten Principles of the United Nations Global Compact. Over 40 C-Suite level participants attended the Awards Ceremony.

Guest-of-Honour Minister for Finance Lawrence Wong shared insights about how Singapore is working towards a sustainable post-pandemic future, and how the Government, businesses and individuals can collaborate towards achieving this goal.



Launch of LowCarbonSG



In support of the Singapore Green Plan 2030, Carbon Pricing Leadership Coalition (CPLC) Singapore, the decarbonisation arm of GCNS launched LowCarbonSG with the support of the National Environment Agency and Enterprise Singapore.

Unveiled by Minister for Sustainability and the Environment Grace Fu at the GCNS Virtual Summit on 26 October, LowCarbonSG is a nationwide capability-building programme to help companies get started in carbon accounting.

Through workshops and providing tools and resources, LowCarbonSG will help companies measure, track and progressively work towards reducing their carbon footprints.

In 2021, CPLC Singapore engaged 197 companies and upskilled 333 staff in the areas of emissions awareness and knowledge.

GCNS Youth Forum 2021

Held from 22 to 23 May, the GCNS Youth Forum 2021 attracted close to 450 delegates from over 30 countries. Convened by GCNS and organised by a committee of youth volunteers, this year's theme was "Embracing the New Normal: Moving Forward as One ASEAN". Graced by Minister for Sustainability and the Environment Grace Fu and Speaker of Parliament Tan Chuan-Jin, the Forum highlighted the roles youths play in advancing sustainable development in the pre- and post-pandemic eras, whether as consumers, employees, entrepreneurs, or civic leaders. Forum delegates also embarked on virtual site visits to Minima Technology, Sembwaste, and Marina Bay Sands and learnt how these companies incorporated sustainability practices into their business operations.



GCNS CEO Roundtable 2021

The 6th GCNS CEO Roundtable was held on 28 September as part of Temasek Holdings' Ecosperity Week 2021 event. Themed "Lowering Emissions, Leveraging Financing and Capturing Business Opportunities", the Roundtable was attended by over 40 CEOs and industry experts. During the Roundtable, they discussed the challenges confronting businesses in a low carbon future and the support they needed to take action and facilitate their progress.







SBF LEADERSHIP

SBF's leadership comprises a team of committed individuals coming together to serve the business community.

BOARD OF TRUSTEES

BOARD OF TRUSTEES

As of 31 December 2021

The SBF Act states that the Board of Trustees is responsible for ensuring that the Federation fulfils its intended objectives, and that its funds and assets are safe and well-accounted for. It also ensures that council members are fit for office.

Mrs Fang Ai Lian was appointed Chairman of the Board in 2012 by the Minister for Trade and Industry. The Board consists of two other members: Prof Tan Cheng Han and Mdm Kay Kuok Oon Kwong.



FANG AI LIAN

Chairman

Advisor, Far East Organization Group



TAN CHENG HAN

Member

Dean & Chair Professor of Commercial Law,
School of Law, City University of Hong Kong



KAY KUOK OON KWONG

Member

Chairman of Allgreen Properties Limited and
Director of Kuok Singapore Limited & Shangri-la Hotel Limited

SBF COUNCIL (2020/2022)

2020/2022 COUNCIL

As of 31 December 2021

The SBF Council oversees all matters related to SBF. It includes nominated, elected, and co-opted representatives, with a minimum of 20 and a maximum of 26 members.

The three local ethnic business chambers – the Singapore Chinese Chamber of Commerce & Industry, Singapore Malay Chamber of Commerce & Industry, and Singapore Indian Chamber of Commerce & Industry – are permanently represented in the Council.

Up to a quarter of the Council may consist of representatives from foreign chambers of commerce and industry; up to six members may be co-opted by the Council. The remaining members comprise representatives of local chambers and member companies.



LIM MING YAN
Chairman
Director,
Singapore Press Holdings
Limited



YEOH OON JIN
Vice Chairman
Director,
Singapore Airlines Limited



DOUGLAS FOO
Vice Chairman
President,
Singapore Manufacturing
Federation



LOH BOON CHYE
Honorary Secretary
Chief Executive Officer,
Singapore Exchange Limited



GAN SEOW KEE
*Vice Chairman/ Honorary
Treasurer*
Board Member,
Singapore Economic
Development Board



ANDREW KWAN
Deputy Honorary Secretary
Group Managing Director,
Commonwealth Capital
Pte Ltd



PEK LIAN GUAN
Vice Chairman
Advisor,
Tiong Seng Holdings
Limited



MARK LEE
Deputy Honorary Treasurer
Chief Executive Officer
and Director,
Sing Lun Industrial Pte Ltd

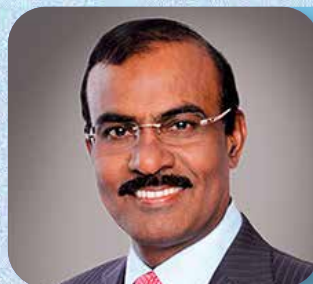
SBF COUNCIL (2020/2022)

2020/2022 COUNCIL

As of 31 December 2021



JANET ANG
Council Member
Chairman,
SISTIC.com Pte Ltd



R DHINAKARAN
Council Member
President,
Singapore Retailers
Association



DR T CHANDROO
Council Member
Chairman,
Singapore Indian Chamber of
Commerce & Industry



FEDERICO DONATO
Council Member
President,
European Chamber of
Commerce (Singapore)



CHENG JUN
Council Member
President,
China Enterprises
Association (Singapore)



FARID KHAN
Council Member
President,
Singapore Malay Chamber
of Commerce & Industry



CHIA NGIANG HONG
Council Member
President,
Real Estate Developers'
Association of Singapore



FOO MEE HAR
Council Member
Chief Executive Officer,
Wealth Management
Institute



CHONG EE RONG
Council Member
Director,
Certis Cisco Security Pte Ltd



ERNIE KOH
Council Member
Executive Director,
Koda Ltd

SBF COUNCIL (2020/2022)

2020/2022 COUNCIL

As of 31 December 2021



LISA LIAW
Council Member
Chairperson,
American Chamber of
Commerce in Singapore



RON SIM
Council Member
Chairman,
V3 Group Limited



PER MAGNUSSON
Council Member
Chairman,
Singapore International
Chamber of Commerce



TAKESHI OSHIMA
Council Member
President,
Japanese Chamber of
Commerce & Industry,
Singapore



ROLAND NG
Council Member
President,
Singapore Chinese
Chamber of Commerce &
Industry



KURT WEE
Council Member
President,
Association of Small &
Medium Enterprises



SAW KEN WYE
Council Member
Chief Executive Officer,
CrimsonLogic Pte Ltd



YONG HSIN YUE
Council Member
Managing Director,
Kuok (Singapore) Limited

SBF COUNCIL COMMITTEES

As of 31 December 2021

EXECUTIVE COMMITTEE (EXCO)

Lim Ming Yan	Chairman
Douglas Foo Gan Seow Kee Pek Lian Guan Yeoh Oon Jin	Members

AUDIT COMMITTEE (AC)

Yeoh Oon Jin	Chairman
Chia Ngiang Hong Foo Mee Har Yong Hsin Yue	Members

APPOINTMENTS & REMUNERATION COMMITTEE (ARC)

Lim Ming Yan	Chairman
Gan Seow Kee Loh Boon Chye	Members

NOMINATIONS COMMITTEE (NC)

Lim Ming Yan	Chairman
Loh Boon Chye Yeoh Oon Jin	Members

SBF DIGITALISATION COMMITTEE

As of 31 December 2021

The SBF Digitalisation Committee, led by Mr Saw Ken Wye, SBF Council Member and Chief Executive Officer of CrimsonLogic Pte Ltd, aims to promote technology adoption and digital transformation across the Singapore business community. The Committee works closely with government agencies like the Infocomm Media Development Authority (IMDA), Cyber Security Agency of Singapore (CSA), and Enterprise Singapore (ESG), as well as trade associations and chambers to broaden outreach on digital transformation and raise awareness on important topics such as cybersecurity to help enterprises enhance their cybersecurity posture in an increasingly digitised economy.

CHAIRMAN

Saw Ken Wye	Council Member, Singapore Business Federation CEO, CrimsonLogic Pte Ltd Board Member, Infocomm Media Development Authority
--------------------	----------------------------------------------------------------------------------------------------------------------------------

MEMBERS

Ang Yuit	Vice President, Association of Small and Medium Enterprises Chief Executive Officer & Founder, The Adventus Consultants
Raymond Chan	Council Member, Singapore Contractors Association Ltd Director (Special Projects), Teambuild Engineering & Construction
Dr T Chandroo	Council Member, Singapore Business Federation Chairman, Singapore Indian Chamber of Commerce & Industry Chairman & Chief Executive Officer, Modern Montessori International Group
R Dhinakaran	Council Member, Singapore Business Federation President, Singapore Retailers Association Managing Director, Jay Gee Melwani Group
Farid Khan	Council Member, Singapore Business Federation President, Singapore Malay Chamber of Commerce & Industry Chairman, Bourbon Offshore Asia
Philip Kia	Council Member, Singapore Chinese Chamber of Commerce & Industry Managing Director, Ichi Seiki
Patrick Lee	Council Member, Association of Banks in Singapore CEO, Standard Chartered Bank (Singapore) Ltd
Dave Ng	Chairman, Singapore Logistics Association Chairman, Bok Seng Logistics
Shamir Rahim	Chief Executive Officer, VersaFleet
Joyce Seow	Group Executive Director, Watson E.P. Industries
Dione Song	Chief Executive Officer, LoveBonito Singapore
Wong Wai Meng	Chair, SGTech CEO, Keppel Data Centres

GLOBALCONNECT@SBF COMMITTEE

As of 31 December 2021

The GlobalConnect@SBF Committee, led by Mr Gan Seow Kee, SBF Vice Chairman and Honorary Treasurer, aims to steer and provide supervisory and fiduciary oversight of the GlobalConnect@SBF initiative. Launched in November 2019 with the support of Enterprise Singapore, the initiative aims to help Singapore businesses expand and deepen their investments into markets abroad.

The Committee also assists in achieving the mission, vision and intended objectives of GlobalConnect@SBF by driving collaborations among key stakeholders and advising on the implementation of GlobalConnect@SBF programmes.

CHAIRMAN

Gan Seow Kee	Vice Chairman & Honorary Treasurer, Singapore Business Federation Board Member, Singapore Economic Development Board
---------------------	-------------------------------------------------------------------------------------------------------------------------

DEPUTY CHAIRMAN

Foo Mee Har	Council Member, Singapore Business Federation Chief Executive Officer, Wealth Management Institute
--------------------	-------------------------------------------------------------------------------------------------------

COMMITTEE MEMBERS

Dr T Chandroo	Council Member, Singapore Business Federation Chairman, Singapore Indian Chamber of Commerce & Industry Chairman & Chief Executive Officer, Modern Montessori International Group
----------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Douglas Foo	Vice Chairman, Singapore Business Federation President, Singapore Manufacturing Federation Founder & Chairman, Sakae Holdings Ltd
--------------------	-----------------------------------------------------------------------------------------------------------------------------------------

Ernie Koh	Council Member, Singapore Business Federation Executive Director, Koda Ltd Presidential Advisor, Singapore Furniture Industries Council
------------------	-----------------------------------------------------------------------------------------------------------------------------------------------

Lai Chang Wen	Founder & Chief Executive Officer, Ninja Van
----------------------	----------------------------------------------

Lam Yi Young	Chief Executive Officer, Singapore Business Federation
---------------------	--------------------------------------------------------

Emily Liew	Assistant Chief Executive Officer, Enterprise Singapore
-------------------	---------------------------------------------------------

Ranveer Singh Chauhan	Chairman, SBF Africa Business Group Director, Akwaaba Ventures Pte Ltd Africa Advisor, Singapore Cooperation Enterprise Chairman, NTU-SBF Centre for African Studies Advisory Board
------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Tay Woon Teck	Partner, RSM / Managing Director, RSM Business Consulting Division
----------------------	--------------------------------------------------------------------

SBF INFRASTRUCTURE COMMITTEE

As of 31 December 2021

The SBF Infrastructure Committee, led by Mr Pek Lian Guan, SBF Vice Chairman and Advisor of Tiong Seng Holdings Ltd, aims to build a robust infrastructure ecosystem to help Singapore companies seize regional infrastructure opportunities.

CHAIRMAN

Pek Lian Guan	Vice Chairman, Singapore Business Federation Advisor, Tiong Seng Holdings Ltd
----------------------	----------------------------------------------------------------------------------

MEMBERS

Chan Hock Keng	Partner, WongPartnership LLP
Cheng Jun	Council Member, Singapore Business Federation General Manager & Country Head, Bank of China, Singapore Branch
Chia Kim Huat	Regional Head, Corporate and Transactional Practice, Rajah & Tann Singapore LLP
Eunice Koh	Assistant Chief Executive Officer, Enterprise Singapore
Koh Chiang Khiong	Chief Executive Officer, Singapore & Southeast Asia, Sembcorp Industries Ltd
Lam Yi Young	Chief Executive Officer, Singapore Business Federation
Ng Yek Meng	President, The Singapore Contractors Association Ltd
Seah Chee Huang	Chief Executive Officer, DP Architects Pte Ltd
Dr Shahzad Nasim	Group Chairman, Meinhardt Group International Ltd
Tan Boon Khai	Chief Executive Officer, JTC Corporation
Tan Boon Leng	Managing Director, Environmental Infrastructure and Infrastructure Services, Keppel Infrastructure Holdings Pte Ltd
Wan Chee Fong	Regional Chief Executive Officer, Middle East South Asia, PSA International Pte Ltd
Wong Heang Fine	Group Chief Executive Officer, Surbana Jurong Pte Ltd
Jasper Wong Soong Ling	Head of Construction & Infrastructure COE, United Overseas Bank
Kelvin Wong Wee Siong	Chief Executive Officer, Building and Construction Authority

JOBS & SKILLS ADVISORY COMMITTEE

As of 31 December 2021

The Jobs and Skills Advisory Committee (JSAC), led by Mr Mark Lee, SBF Deputy Honorary Treasurer and Chief Executive Officer and Director of Sing Lun Industrial Pte Ltd, was formed in 2021 to steer and provide strategic oversight of the suite of jobs and skills-related initiatives undertaken by SBF to help companies position themselves for human capital transformation and growth, champion the SBF Sustainable Employment initiative and provide insights and intelligence to shape SBF's policy positions on manpower-related issues.

CHAIRMAN

Mark Lee	Deputy Honorary Treasurer, Singapore Business Federation Chief Executive Officer and Director of Sing Lun Industrial Pte Ltd
-----------------	---------------------------------------------------------------------------------------------------------------------------------

MEMBERS

Susan Chong	Chief Executive Officer, Greenpac (S) Pte Ltd
Richard Koh	Founder and CEO, M-DAQ
Kuik Shiao-Yin	Founding Director, The Thought Collective
Lin Rui Wen	Executive Director, Sheng Siong Group Ltd
Gilbert Tan	Chief Executive Officer, Employment and Employability Institute (e2i)
Melvin Tan	Managing Director, Cyclect Group
Elaine Yew	Senior Partner and Global Co-Head of Leadership Advisory Practice, Egon Zehnder

SBF SME COMMITTEE

As of 31 December 2021

The SBF SME Committee (SMEC), led by Mr Kurt Wee, SBF Council Member and President of the Association of Small and Medium Enterprises, brings together the Government, Trade Associations and Chambers, and SMEs to address issues of concern.

The SBF SMEC, comprising four subcommittees – Business Environment & Cost Competitiveness; Manpower, Talent & Skills; Technology, Innovation & Productivity; and Research – collaborated with relevant stakeholders to strengthen the resilience, sustainability, and capabilities of our SMEs to emerge stronger.

ADVISORS

Zaqy Mohamad	Senior Minister of State, Ministry of Manpower
Low Yen Ling	Minister of State, Ministry of Trade and Industry
Lawrence Leow	Chairman & Chief Executive Officer, Crescendas Group

CHAIRMAN

Kurt Wee	Council Member, Singapore Business Federation President, Association of Small and Medium Enterprises Director & Chief Executive Officer, Celligenics
-----------------	------------------------------------------------------------------------------------------------------------------------------------------------------------

DEPUTY CHAIRMAN

Ernie Koh	Council Member, Singapore Business Federation Executive Director, Koda Ltd Presidential Advisor, Singapore Furniture Industries Council
Susan Chong	Chief Executive Officer, Greenpac (S) Pte Ltd

COMMITTEE MEMBERS

Ang Yuit	Vice President, Association of Small and Medium Enterprises Chief Executive Officer & Founder, The Adventus Consultants
Chandra Mohan Rethnam	Partner, Rajah & Tann Singapore
Roderick Chia	Chairman, rodVENTURE
Dennis Foo	Chairman, Dennon Entertainment
Linus Goh	Head, Global Commercial Banking, OCBC
Hasan Abdul Rahman	Board Member, Singapore Malay Chamber of Commerce & Industry
Peter Ho	Chief Executive Officer, HOPE Technik
Donna Lee	Advisor, Franchise and Licensing Association (Singapore) CEO, StrongSME
Kenneth Loo	Immediate Past President, The Singapore Contractors Association Executive Director and Chief Operating Officer, Straits Construction Singapore
Low Ming Wah	Immediate Past Chairman, Singapore Precision Engineering and Technology Association President and Chief Operating Officer, Micro-Mechanics (Holdings) Ltd
Ng Siew Quan	Council Member, Singapore Chinese Chamber of Commerce & Industry Partner, PricewaterhouseCoopers
Irvin Seah	Executive Director, DBS Bank
Benedict Soh	Chairman, Kingsmen Creative
Melvin Tan	Managing Director, Cyclect Group
Royston Tan	General Manager, Pine Labs
Dr Pauline Tay	Chief Operating Officer, Celligenics
Wong Sioe Hong	Exco Member, Singapore Retail Association Executive Chairman, Metro
Audrey Yap	Managing Partner, Yusarn Audrey

SINGAPORE WOMEN ENTREPRENEURS NETWORK COMMITTEE

As of 31 December 2021

The Singapore Women Entrepreneurs Network (SG-WEN), led by Ms Rachel Eng, Managing Director of Eng and Co. LLC, was launched on 21 September 2021 to coordinate the existing efforts of businesswomen within the community; and serve as a platform to bring together women entrepreneurs in Singapore and connect them with other women entrepreneurs, business leaders and trade associations in the Asia-Pacific, especially those in Southeast Asia.

SG-WEN's vision is to be the preeminent network of women entrepreneurs in Singapore focused on helping them achieve the fullest potential in their businesses to benefit the communities and economies they serve. SG-WEN has also been designated by the Singapore Government as Singapore's representative and focal point at the ASEAN Women Entrepreneurs Network (AWEN), a network of national women entrepreneurs and business associations from the ASEAN member states.

CHAIRMAN

Rachel Eng	Managing Director, Eng and Co. LLC
-------------------	------------------------------------

MEMBERS

Ang Shih-Huei	Co-founder & CEO, Klareco Communications
Irene Boey	Data Strategist and Consulting Director, Integral Solutions (Asia) Pte Ltd
Jocelyn Chng	Chairman and Group CEO, JR Group Holdings Pte Ltd
Olive Tai	Managing Director & Co-founder, Synagie

YOUNG BUSINESS LEADERS NETWORK COMMITTEE

As of 31 December 2021

SBF's Young Business Leaders Network (YBLN) is a diverse network of young business professionals united by a desire to create a positive impact through their businesses. Led by Ms Chong Ee Rong, SBF Council Member and Director of Certis Cisco Security Pte Ltd, it is a vibrant community that offers the chance to meet peers, share experiences, and explore partnerships with a vision to reshape the future of business, one leader at a time.

To reinforce the YBLN charter for young business leaders in Singapore, and the Southeast Asia region, the YBLN committee focuses on four core areas – Membership, Mentorship, Partnership, and Thought Leadership. The Committee aims to build an inclusive and collaborative ecosystem, and to champion innovation, community wellbeing, environmental stewardship, and good governance in business practices.

CHAIRMAN

Chong Ee Rong	Council Member, Singapore Business Federation Director, Certis Cisco Security Pte Ltd
----------------------	------------------------------------------------------------------------------------------

VICE CHAIRMAN

Mark Lee	Deputy Honorary Treasurer, Singapore Business Federation Chief Executive Officer and Director of Sing Lun Industrial Pte Ltd
-----------------	---------------------------------------------------------------------------------------------------------------------------------

COMMITTEE MEMBERS

Fang Eu Lin	Partner, PricewaterhouseCoopers
Theodore Khng	Director, Theo10 Pte Ltd
Sumitra Aswani	Executive Director, Ishk Tolaram Foundation
Suhaimi Zainul-Abidin	Chief Executive Officer, Quantedge Capital Pte Ltd

SBF SECRETARIAT

As of 31 December 2021



LAM YI YOUNG
Chief Executive Officer



LEE YUNG SHENG
Executive Director
Global Division 1



ALBERT TSUI
Executive Director
Advocacy & Policy



ANNIE WANG
Executive Director
Global Division 2



TAN CHEE WEE
Executive Director
Advocacy & Policy



SOO WEI-CHIEH
Executive Director
Global Division 3



CHERYL KONG
Executive Director
Corporate Services



PEGGY NG
Executive Director
HR & Transformation



THIAN TAI CHEW
Executive Director
Jobs & Skills



MABEL TANG
Director
SBF Business Institute



WINNIE LOW
Executive Director
Membership & TAC



JANICE ONG
Director
Communications



JESSICA NG
Director
Human Resources

