

SHAPE SOLUTIONS  
BUILD PARTNERSHIPS  
FOSTER CAPABILITIES

ANNUAL REPORT  
2025



SBF.

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# About SBF

Established on 1 April 2002, the Singapore Business Federation (SBF) is the apex business chamber that champions the interests of the Singapore business community in the areas of trade, investment and industrial relations. With a membership base of over 34,000 companies, SBF represents both key local and foreign business chambers in Singapore and internationally.



## VISION

Globally Competitive and Sustainable Economy,  
Future-Ready Businesses,  
Impactful Trade Associations and Chambers.



## MISSION

Shape Solutions, Build Partnerships,  
Foster Capabilities with businesses  
to advance Singapore.

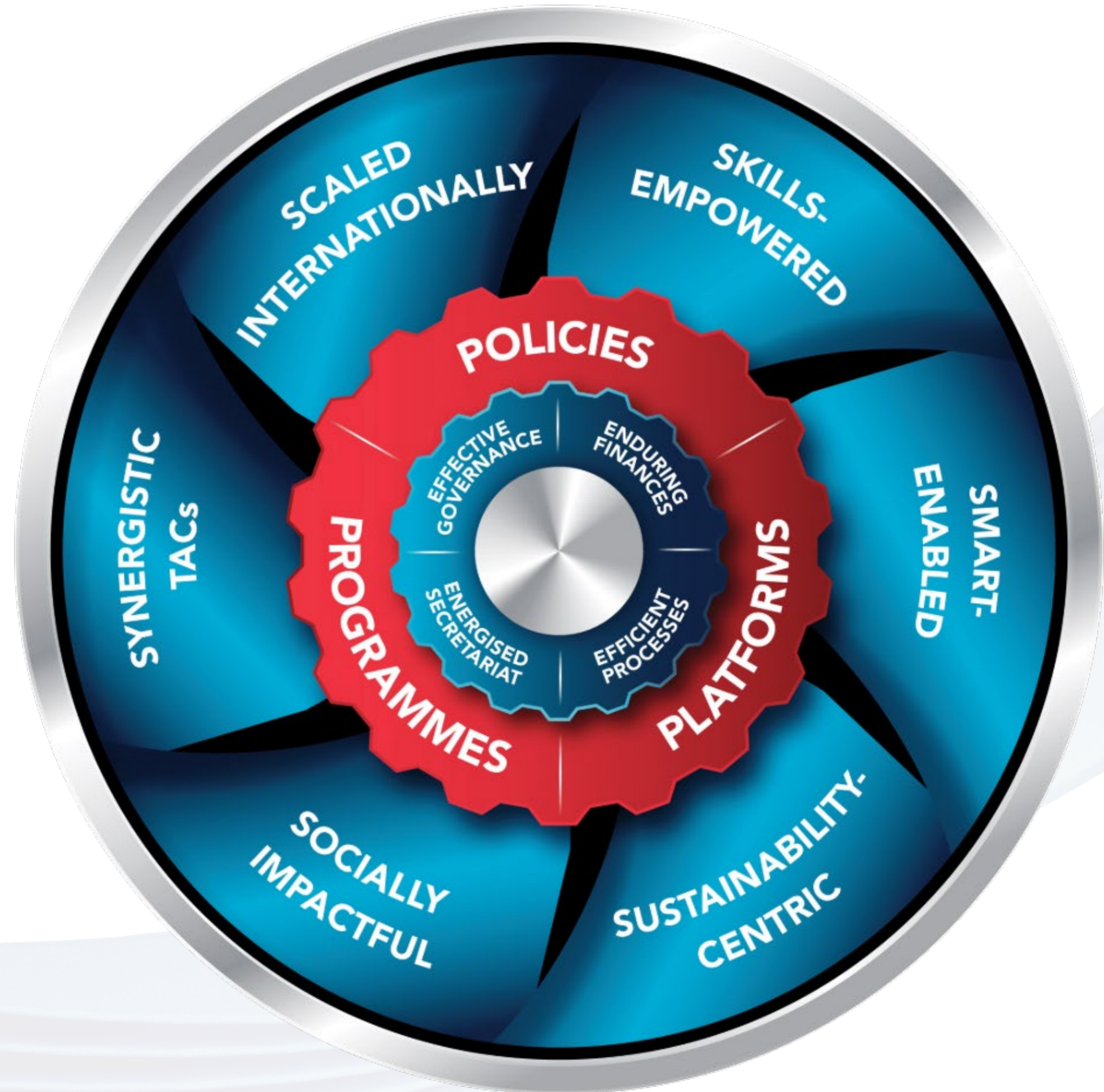


# Our Corporate Strategy

Guided by six Action Agendas, three Value Drivers and four Core Enablers, SBF stands at the nexus of the business community and government, serving as an invaluable multiplier in shaping a future-ready economy.

## ACTION AGENDAS

- 01 SCALED INTERNATIONALLY
- 02 SKILLS-EMPOWERED
- 03 SMART-ENABLED
- 04 SUSTAINABILITY-CENTRIC
- 05 SOCIALLY IMPACTFUL
- 06 SYNERGISTIC TACs



● ACTION AGENDAS ● VALUE DRIVERS ● CORE ENABLERS

# Our Refreshed Values

At SBF, organisational values are the heartbeat of our culture. In 2025, we refreshed our core values – **Stronger Together, Bold in Action and Future-Oriented** – to better reflect how we work. These values set clear expectations for behaviour and guide how we collaborate, make decisions and create impact for our stakeholders. By grounding our everyday practices in these values, SBF continues to strengthen a culture that is collaborative, agile and focused on long-term impact.



## STRONGER TOGETHER

### How We Show Up

We build win-win partnerships with purpose and co-create solutions for impact

### How We Work

We work as #OneSBF by delivering integrated solutions that put business first

### How We Interact

We take ownership, value others' contributions and grow as a team



## BOLD IN ACTION

We lead with conviction and mobilise stakeholders to drive meaningful change

We challenge status quo by focusing on purpose and taking informed risks

We act constructively and drive outcomes with grit



## FUTURE-ORIENTED

We shape thinking and spark actions that stay ahead of the curve

We evolve our programmes and processes with agility to stay relevant

We stay curious and invest in our learning to build capabilities

# A Space for Collaborative Growth

Transformation at SBF goes beyond how we work – it is also reflected in where we work. Our refreshed office embodies a modern, future-ready philosophy: collaborative, connected and built for impact. Designed for flexible teamwork and stronger engagement with our stakeholders, the space now includes versatile facilities for up to 200 guests – ideal for seminars, conferences and product launches. More than a renovation, the transformation is a tangible expression of the organisation we are building.



# Chairman's Message

## NAVIGATING RESILIENCE AND FUTURE-READINESS TOGETHER

Global commerce is shifting with a speed and intensity that few have experienced before. Trade flows are being reshaped, technological disruption is accelerating and geopolitical developments continue to introduce new layers of uncertainty.

The past year underscored how quickly conditions can shift. The US' Liberation Day tariff announcements were a clear signal that trade policy uncertainty is not a temporary disruption, but an enduring feature of the global landscape that businesses must plan for. The current global oil crisis, exacerbated by the conflict in the Middle East, has added a layer of complexity to this landscape.

As a highly open and trade-dependent economy, Singapore feels these shifts swiftly and directly in the form of real pressures on costs, supply chains and business confidence. For businesses, this is no longer about navigating isolated shocks. It is about managing a sustained period of complexity where decisions on investments, supply chains and workforce must be made with less visibility, shorter lead times and higher stakes.

As Singapore's apex business chamber, we will continue to work alongside the Government and the business community to make sense of these shifts and help businesses stay competitive. With 34,160 members and over 13,000 companies supported through our programmes in 2025, we remain committed to serving as a steadfast partner for Singapore businesses as they navigate the road ahead.

## Accelerating Global Expansion

Internationalisation requires greater clarity and preparation as businesses navigate an increasingly complex trade and regulatory environment.

Through the Singapore Economic Resilience Taskforce (SERT), we worked closely with the Government to champion the Business Adaptation (BizAdapt) Grant, helping firms assess their exposure, strengthen supply chain resilience and adapt their business models. At the same time, we introduced the world's first Trade Artificial Intelligence Advisor (TAIA) to help businesses interpret evolving trade rules and compliance requirements, and published our "Navigating US Tariffs" Playbook to provide actionable guidance for businesses to act with greater confidence.

We established our fourth and fifth Singapore Enterprise Centres (SECs) in Bengaluru, India, and Dubai, UAE, to help Singapore companies grow beyond traditional markets in Southeast Asia and into high-growth economies. By facilitating 232 overseas projects across 48 countries in 2025, we provided market-entry advisories, partnership facilitation and business setup support. These efforts have forged concrete pathways for local companies to scale successfully beyond our shores.

We also deepened engagement with key global markets through our platforms. The 9th Association of Southeast Asian Nations (ASEAN) Conference convened over 600 global leaders and 35 partners to advance the conversation on ASEAN integration in a multipolar world, underscoring the importance of regional cooperation and dialogue. Other platforms included the 9th Singapore Regional Business Forum in Bangkok, which reiterated the need for adaptive policy frameworks, cross-border innovation and green transformation; and the Institute of Policy Studies (IPS)-SBF SG60 Conference, where stakeholders tackled issues ranging from a fragmented global order to technology disruption and sustainability in global value chains.

## Empowering a Future-Ready Workforce

As demands on talent and capabilities intensify, workforce transformation has moved from a longer-term consideration to an immediate priority for many businesses.

Through a broad suite of programmes including the Mid-Career Pathways Programme (MCP), the Jobs-Skills Integrator for Wholesale Trade Sector (JSIT-WST) Programme and Career Conversion Programme (CCP), we supported professionals at different stages of their careers in building relevant, future-ready skills. More than 3,000

individuals further enhanced their capabilities through the SBF Business Institute (SBI).

In parallel, we created platforms for the broader workforce conversation to happen. The Career Health Summit and the SkillsFuture Human Capital Conference, co-organised with key partners, brought together more than 1,800 participants to exchange perspectives on workforce transformation and the demands of a rapidly changing economy.

SBF's appointment as a Skills Development Partner (SDP) for Green Economy and for Trade, Investment and Internationalisation further strengthens our role in this space.



Under this appointment, we will work closely with industry stakeholders to identify emerging skills needs, co-develop relevant training solutions and support the development of structured, skills-based career pathways that keep our workforce competitive and future-ready.

### Strengthening Digital and Cyber Resilience

Digitalisation continues to create new opportunities, but also new vulnerabilities. We partnered with the Ministry of Defence (MINDEF) on the inaugural Nationwide Business Phishing Exercise as part of Exercise SG Ready. We also established the Cyber Resilience Centre (CRC) to better safeguard business assets in an increasingly digital-first economy.

On the digitalisation front, our focus has been to ensure that adoption translates into real business value. For most businesses, the question is no longer whether to embrace Artificial Intelligence (AI), but how to deploy it effectively and sustainably. Through our Technology Implementation Advisory Services (TIAS) programme, we guided nearly 100 mid-sized companies through the end-to-end process of digital adoption. Complementing this, our AI workshops – delivered with Amazon Web Services, Google and Microsoft – gave businesses hands-on exposure to tools that are reshaping how industries operate.

### Advancing Sustainability and Net Zero Transition

To make the green transition practical and accessible, we expanded the Singapore Emission Factors Registry (SEFR) by more than 90 emission factors, enabling companies to measure and track their carbon footprint with greater accuracy. We also enhanced our NetZeroHub.SG Resource Portal with community-centric features to foster greater collaboration and knowledge sharing as businesses advance their decarbonisation efforts.

On the ground, our programmes have focused on supporting implementation. Through the Cost and Carbon Reduction Programme (CCRP) and



the Queen Bee Enabled Sustainability Transition (QUEST), as well as our fractional sustainability advisory services, more than 1,500 companies took concrete steps in their sustainability journey in 2025.

Underpinning these efforts is our ongoing advocacy on behalf of businesses. We secured a crucial extension to the International Sustainability Standards Board (ISSB) compliance deadline to give businesses the time they need to build the necessary capabilities and turn climate ambition into real business outcomes.

### Fostering Inclusive Businesses

Beyond economic growth, businesses have a meaningful role to play in fostering social inclusion in the communities they operate in. Together with SBF Foundation (SBFF), our social impact initiatives collectively uplifted over 12,000 lives and engaged 3,975 companies.

In 2025, we launched VolunteerInc. to mobilise the Singapore business community towards structured, high-impact corporate volunteering. Since its launch, VolunteerInc. has paired 24 companies with eight community partners for purposeful community engagement. More than 150 companies also participated in programmes such as Community Marketplace, In Their Shoes and Youth Connections, while the inaugural EmployWell-Walk for Work raised S\$1.48 million from 30 corporates to support inclusive hiring.

### Enabling Business Ecosystems

Strong businesses are supported by strong ecosystems. Trade Associations and Chambers (TACs) play an important role in connecting the business community, building capabilities and channelling the voices of businesses to shape policies and programmes.

To strengthen the capabilities of the TAC ecosystem, we spearheaded the TAC Sector Transformation Map (STM) to provide a clear roadmap for TACs. We also drove operational excellence through the Digitalisation of TACs (Digi-TAC) programme, supporting more than 30 TACs in implementing core digital systems. In parallel, the SBF-Singapore Institute of Directors (SID) Leadership Programme equipped nearly 50 council leaders across 20 TACs with stronger governance capabilities.

At the same time, there is a growing focus on developing the next generation of business leaders. The inaugural ASEANext Forum brought together over 300 young regional leaders to build networks. Our Young Business Leaders Network (YBLN) grew by 20% to 258 members, while the RISE Programme with Standard Chartered (SC) Bank continues to empower women entrepreneurs through the Singapore Women Entrepreneurs Network (SG-WEN).

### Advocating for Business Community

Beyond capability building, SBF continues to represent and advocate for the voice of business in policy discussions. In 2025, we conducted four editions of the National Business Survey to capture ground sentiment across industries and company segments, with these insights shaping our policy positions.

Through our Budget 2025 proposal co-developed with PricewaterhouseCoopers (PwC) Singapore, we put forward 17 recommendations focused on building globally competitive businesses, transforming the workforce, strengthening the business ecosystem and contributing to Singapore's social compact. That 60% of our recommendations were taken on board reflects SBF's role in advocating for business priorities in national policy discussions. Furthermore, the establishment of the Centre for Enterprise Financing Advisory (CEFA) with Enterprise Singapore (EnterpriseSG) will bolster support for Small and Medium-sized Enterprises (SMEs) navigating complex financing needs.

### A Shared Future

SBF will continue to build on the work of the past year, supporting businesses in strengthening capabilities and staying competitive in a changing operating environment. Working alongside our partners, we remain focused on delivering across our six Action Agendas: Scaled Internationally, Skills-Empowered, Smart-Enabled, Sustainability-Centric, Socially Impactful and Synergistic TACs.

As we move forward, we remain anchored in our purpose of "Mobilising Business, Magnifying Opportunities", and guided by our refreshed values of being Stronger Together, Bold in Action and Future-Oriented. Thank you to our members, partners and stakeholders for your trust, collaboration and shared commitment to keeping Singapore competitive and future-ready.

### Teo Siong Seng

Chairman  
SBF

31 December 2025

# 2025 In Numbers

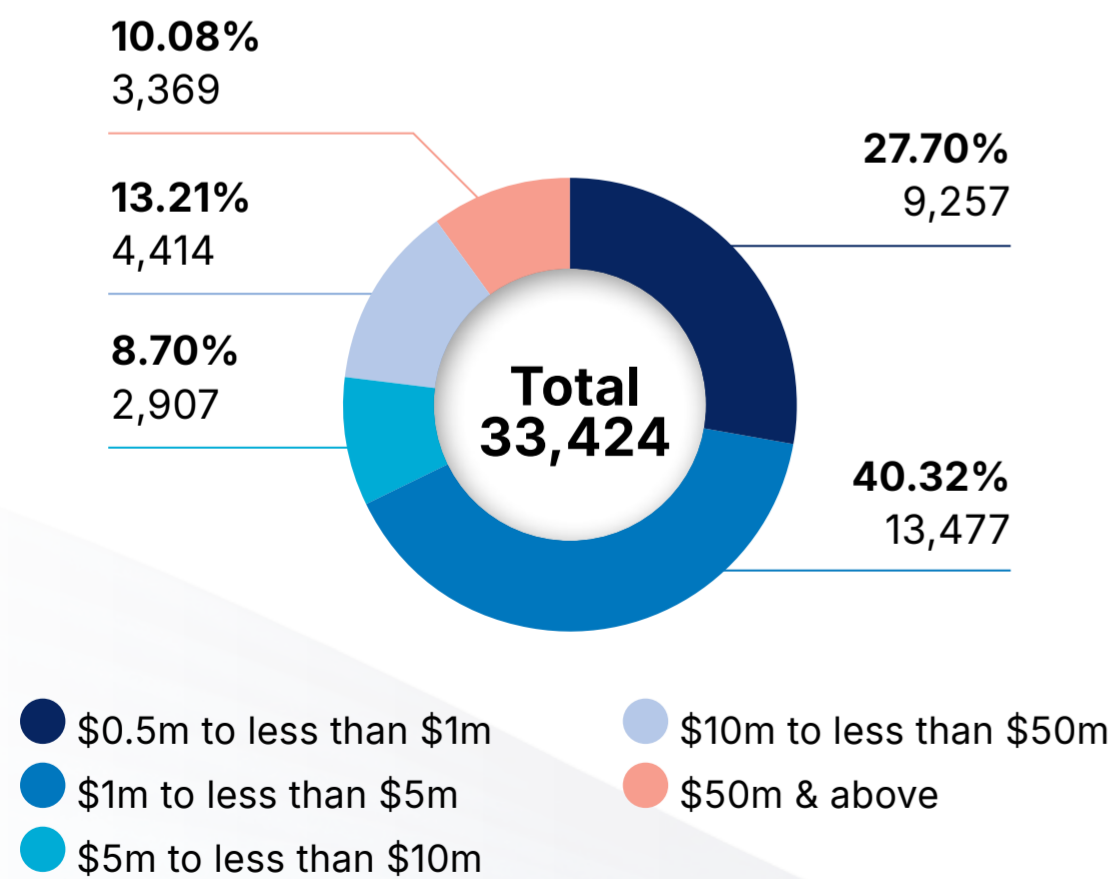
## MEMBERSHIP PROFILE

As of 31 December 2025, there were 34,160 SBF members.

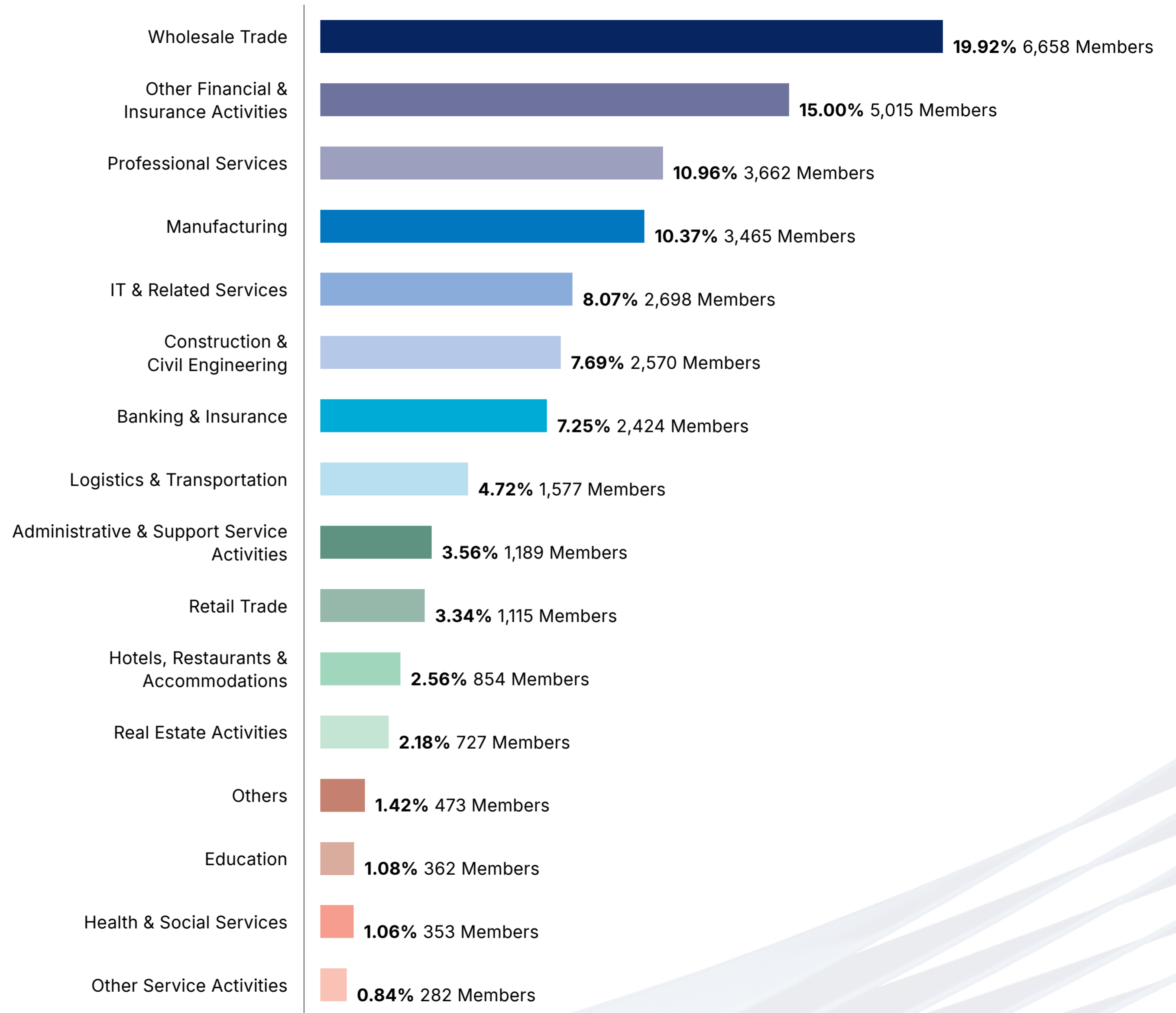
**33,424**  
Statutory Members (SMs)

**736**  
Associate/Constituent Members

Largest group of SMs are companies with \$1m to less than \$5m share capital.



## SMs by Industry (based on Singapore Standard Industrial Classification in 2025)



## NAVIGATING RESILIENCE AND FUTURE-READINESS TOGETHER

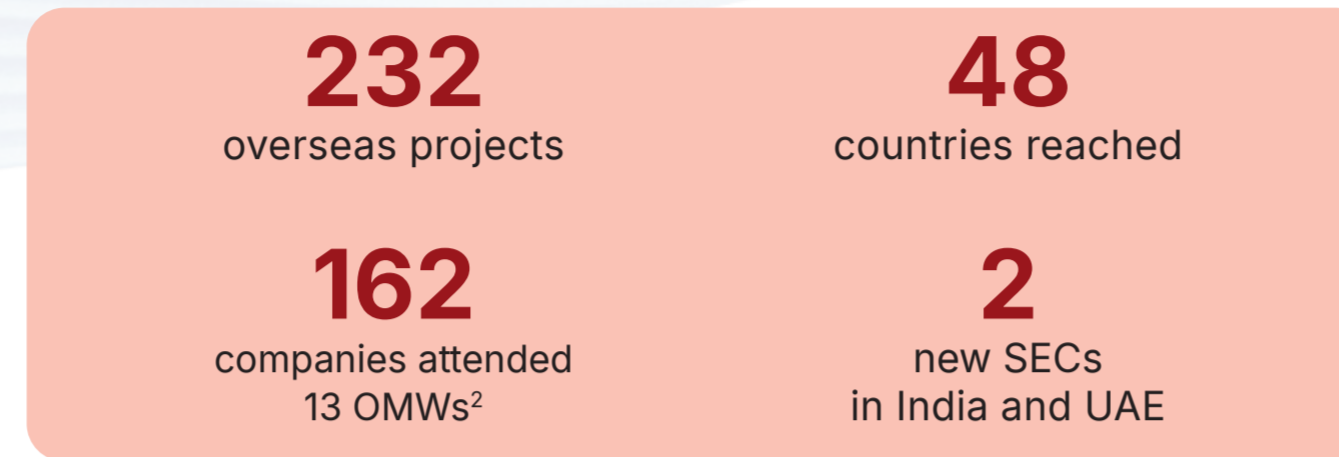
**34,160**  
members

**16,800**  
companies engaged

**13,000**  
companies benefitted<sup>1</sup>

**235**  
partners engaged

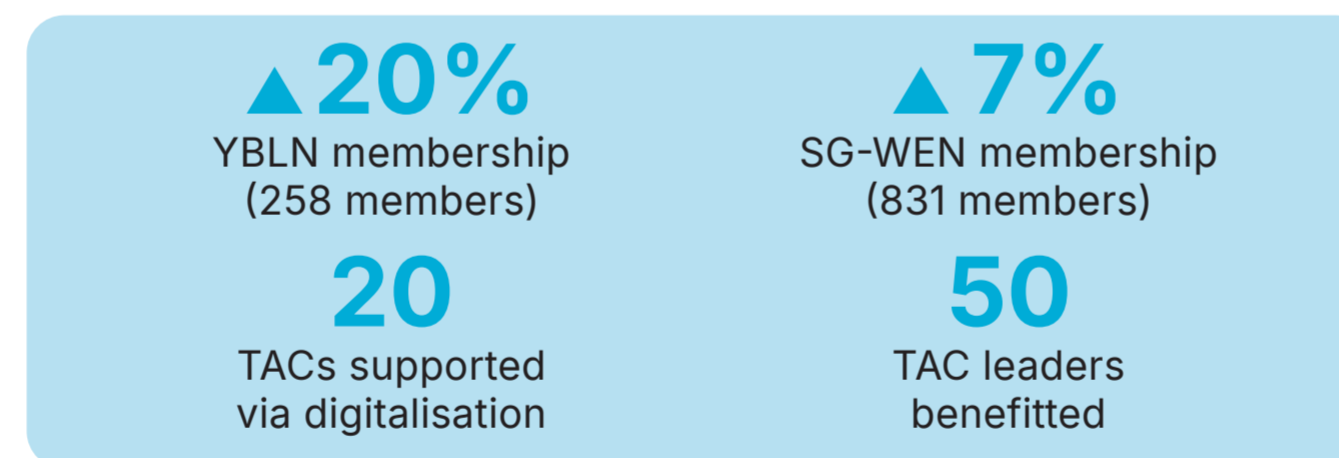
### Accelerating Global Expansion



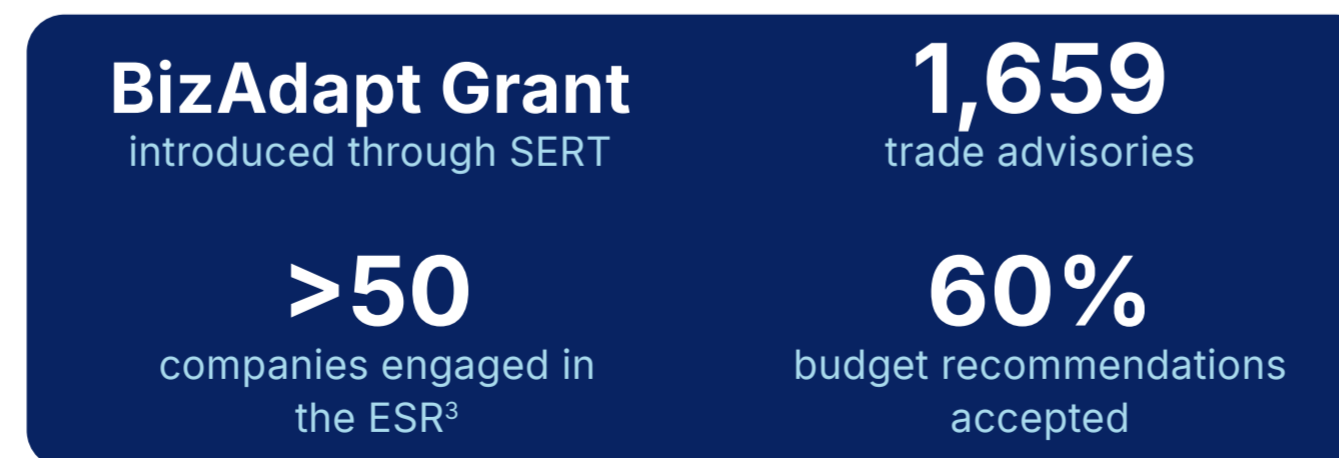
### Strengthening Digital Resilience



### Enabling Business Ecosystems



### Advocating Business Interests



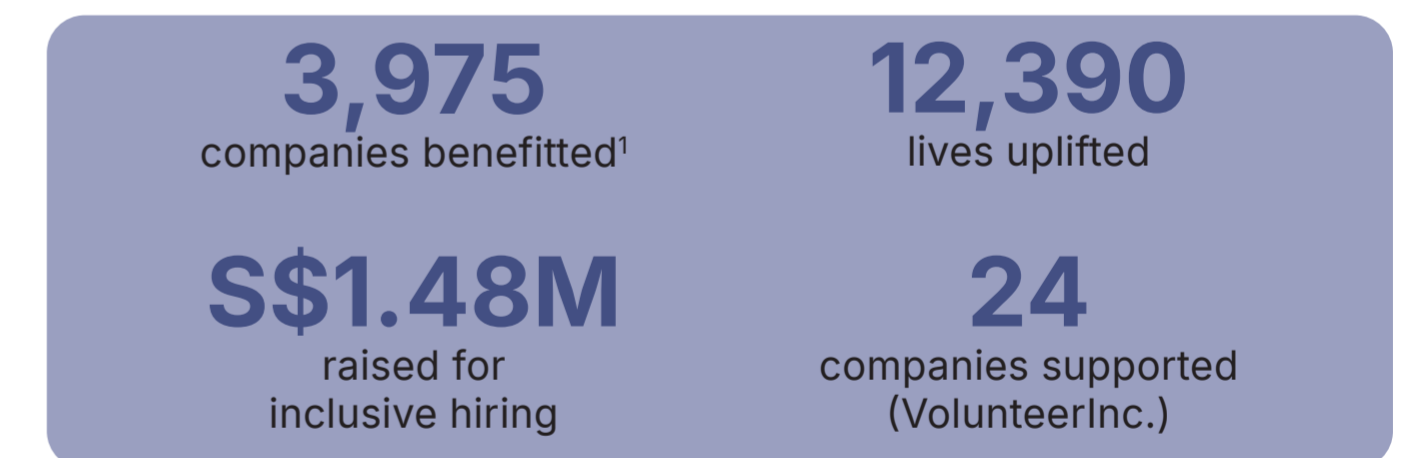
### Advancing Workforce Transformation



### Championing Environmental Action



### Driving Social Impact



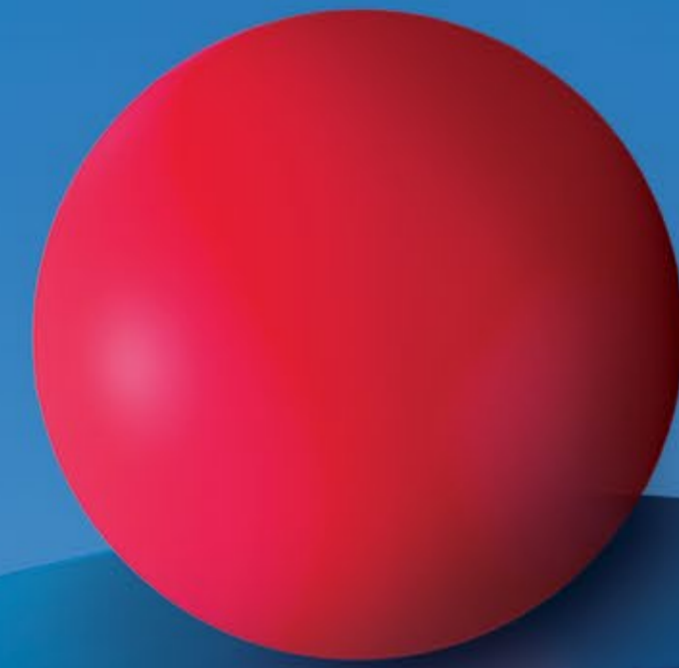
### Leading Partnerships and Building Platforms



<sup>1</sup> Includes companies benefitting from SBFF initiatives  
<sup>2</sup> Overseas Market Workshop (OMW)  
<sup>3</sup> Economic Strategy Review (ESR)

ACTION AGENDAS

# Enabling Businesses to Scale and Sustain



# Scaled Internationally

## MOBILISING INTERNATIONAL NETWORKS, MAGNIFYING GLOBAL PRESENCE

SBF empowers members to navigate complex global landscapes by bridging high-growth market opportunities with robust trade advocacy and strategic policy insights.

### Anchoring Growth in Strategic Corridors

In 2025, efforts were intensified to anchor Singapore enterprises in high-potential markets, led by milestone missions to Mexico and Egypt. Marking 50 years of diplomatic ties, the business mission to Mexico, held alongside a state visit by President Tharman Shanmugaratnam, was focused on Mexico's growing role as a strategic hub for nearshoring, supply chain integration, AI, logistics and advanced manufacturing. Through the Mexico-Singapore Business Forum and new Memoranda of Understanding (MOU) with the Consejo Coordinador Empresarial and the Mexico-Singapore Chamber of Commerce, SBF opened doors to deeper collaboration within Latin America's second-largest economy.

Similarly, the OMW to Egypt by 27 Singapore business representatives underscored Egypt's role as a gateway to North Africa, the Middle East and Europe. With five MOUs signed and a high-level engagement between the Presidents of both nations, the mission paved the way for Singaporean expertise in renewable energy, port connectivity and industrial park development.

Closer to home, the Johor-Singapore Special Economic Zone (JS-SEZ) remains a cornerstone of regional integration. SBF mobilised over 180 companies to explore this corridor, facilitating direct dialogue with Johor's Menteri Besar and launching a "Green Lane" with United Overseas Bank to fast-track investments



into the JS-SEZ. This initiative ensures Singapore businesses are first-movers in a zone designed to redefine cross-border innovation.

### Expanding In-Market Support

Recognising that physical presence is the catalyst for internationalisation, SBF expanded its global footprint with the launch of two new SECs in Bengaluru, India, and in Dubai, UAE. The SEC@Bengaluru is the first in India, providing SMEs with market intelligence, business matching and regulatory guidance required to navigate and scale in India. It will leverage the expertise of the newly established SBF-India Business



Committee to expand and deepen SBF's networks in the country. The SEC@Dubai will serve as a strategic node for the Gulf Cooperation Council and broader Middle East and North Africa region. It will leverage Dubai's connectivity to help Singaporean firms in trade and logistics, technology, financial services and energy access new trade flows.

### Bridging Europe and Asia

The inaugural Europe Conference in Singapore marked a shift in SBF's engagement with the West. Attracting over 430 delegates, the event positioned Singapore as the definitive launchpad for European firms into Southeast Asia.



>1,600  
trade and investment  
advisories

232  
overseas projects

2  
new SECs

Beyond high-level dialogues on green technology and the digital economy, the conference achieved a remarkable 29% conversion rate in business-to-business matchmaking, proving the appetite for deeper Europe-Asia linkages.

Complementing this, a dedicated mission to Italy explored the unique synergies between Singaporean and Italian family-led enterprises. Focusing on inter-generational continuity and advanced manufacturing, the mission laid the groundwork for increased engagement with Family Offices in Singapore.

### Strengthening Market Presence and Diversification

SBF convened the second LATAM Conference in Singapore, bringing together 180 stakeholders to assess commercial opportunities in Brazil and Mexico. The conference also aimed to support business diversification into emerging markets in Latin America, with an agenda spanning from regulatory frameworks to sector-specific opportunities in advanced manufacturing, green technology and digital trade.

At the 22nd China-ASEAN Expo (CAEXPO) in Nanning, Guangxi, 25 Singaporean firms showcased digital and sustainable innovations, capitalising on the upgraded China-ASEAN Free Trade Agreement (FTA) 3.0 and 35 years of diplomatic relations. The delegation included representatives from finance, technology and logistics sectors, supported by 13 TACs.

Deepening market engagement in Cambodia, SBF facilitated targeted initiatives spanning market education and market immersion programmes. These included a seminar on "Finding Your Customers" and an OMW in Phnom Penh. The structured approaches equipped businesses with foundational knowledge and practical perspectives, resulting in commercial deals for participating SMEs in the manufacturing sector.



Over in India, our OMWs to Gujarat and Telangana provided 15 Singapore companies with deep dives into India's semiconductor and biotechnology clusters, translating market dialogue into concrete expansion pathways.

### Broadening the Horizon

SBF's commitment to sector-specific growth was further reflected in the B-Rising Sectoral Series of bilateral business engagements with Indonesia, and the La Kopi market conversations which provided candid insights into operating in Saudi Arabia, Türkiye and the US. In Japan, we ran an OMW focused on eco-innovation for a greener future, while the Spain-Singapore Business Summit highlighted opportunities in urban solutions. By integrating on-ground support with focused exchanges, SBF ensures that Singapore businesses are able to scale internationally with a good understanding of local market dynamics and emerging global trends.

### Navigating the "Trump 2.0" Era and Beyond

Meanwhile, SBF's Centre for the Future of Trade and Investment (CFOTI) has been equipping Singaporean firms to navigate the increasingly volatile macroeconomic currents.

Initiatives included a series of high-impact seminars, such as the "Tariffs in Turmoil" and "US Trade Policy under Trump 2.0" sessions, to guide companies dealing with heightened protectionism and shifting US trade policies. These sessions yielded more than just information, they also delivered recommendations and checklists for navigating the trade environment.

### Driving Policy through Business Intelligence

The role of CFOTI in the SERT remains instrumental. By synergising large-scale business sensing, national outreach and policy feedback, SBF captured real-time firm-level sentiments on supply-chain disruptions and cost-pressures. To translate insights into practical guidance, SBF developed a "Navigating US Tariffs" Playbook offering a structured framework for assessing tariff exposure, compliance risks and strategic response. Furthermore, SBF's regular engagements with partner TACs surfaced useful insights from the ground that contributed to the design and implementation of the BizAdapt Grant, a crucial support mechanism for companies undertaking restructuring, diversification and resilience-building measures.



### Facilitating Seamless Trade and Sustainability

CFOTI continued to lower the barriers to internationalisation through engagements like the China-Singapore FTAs Further Upgrade Protocol Outreach and the ASEAN-India Trade in Goods FTA Industry Consultation. These sessions imparted a better understanding of the relevant FTA regulations for companies to optimise supply chains, ensure compliance, reduce tariffs and boost competitiveness.

A dedicated roundtable on the European Union (EU) sustainability mandates (such as EU Deforestation Regulation, Carbon Border Adjustment Mechanism and Corporate Sustainability Reporting Directive) helped Singapore-based businesses prepare for new environmental reporting requirements, generating actionable policy recommendations to remain as preferred partners in global value chains.

Expert forums, such as the Trade Compliance and Export Control Seminar, allowed participants to gain insights for navigating the interplay between the Singapore Export Control Regime and evolving international regulatory landscapes.

# Accelerating Growth Through Overseas Missions

[Kensetsu International](#) (KST) is a homegrown waterproofing specialist expanding cross-border partnerships. Through participation in SBF Business Missions to the CAEXPO and China International Import Expo (CIIE), KST formalised an MOU with strategic Chinese partner STEELWALL (钢铁长城环保科技), marking a significant step in regional growth.

## How did KST leverage SBF for cross-border growth?

KST has constantly tapped SBF's services and advisory support for overseas expansion, from insights on FTAs to business missions and trade shows. In 2023, an SBF-organised mission to Hanoi opened the door for us and eventually led to the set-up of a trading post in Ho Chi Minh City. This proved to be well timed, as Vietnam had just committed to infrastructure investments. Having our base ready was crucial, and the SBF team provided valuable guidance on vendor appointments.

We have participated in CIIE via SBF Missions for five years. The marketing platforms and ideas introduced during the event helped us conceptualise content, such as social media videos, to strengthen our brand image. The continued participation sharpened our overseas negotiation skills, resulting in five MOUs with companies in mainland China and Hong Kong

SAR. SBF's support in logistics and meeting set-up, including for CAEXPO, has been instrumental, especially for SMEs like us.

## Why are platforms like CAEXPO and CIIE important?

Over five years at CIIE and two at CAEXPO, we established mutual cross-representation arrangements with three Chinese companies across the Chinese and Southeast Asian markets. Exhibiting under the Singapore banner carries two perceptions: we are seen as coming from a system with strong ethics and a sound legal framework, but also as potentially inflexible and slow to adapt. This perception caught us off guard initially, but we learned to navigate. Today, we embrace these differences and attract partners who value our principles and consistency.

## What tangible value do you expect from your partnership with STEELWALL in the next 12-24 months?

STEELWALL is one of the three companies that identified us as a key partner to enter Singapore and neighbouring markets in 2026. We have set a target to conduct promotional activities and achieve a sales value of S\$250,000 by 2027.

## How did KST mitigate the risks of entering complex markets like China?

We approach expansion cautiously. After studying the market, we decided to postpone setting up in China due to its scale, provincial cultural differences and distinct business environment. Our strategy is to work with the right local partners in the coming years. Given the current global climate, including the Sino-US trade tensions, this approach helps us manage risks more effectively.

## What advice would you give to other SMEs scaling internationally?

First, adapt to the foreign market but stay anchored to your organisation's core values.

The temptation to over-localise for short-term gains is real, but long-term value creation should guide decisions. Balance is key. Second, build strategic allegiances with local partners. This requires physical presence and sustained engagement. There are rarely shortcuts for SMEs. Luck may play a role, but consistent effort improves the odds. Finally, international expansion is not a short-term project. Ensure resources are not stretched too thin.

**H**aving our base ready was crucial, and the SBF team provided valuable guidance on vendor appointments."

### Mr Tham Keang Hoe

General Manager  
Kensetsu International



# Bringing Local Food Innovation to Global Markets

**"Patience and long-term commitment are non-negotiable."**

**Mr Leon Hou**  
Managing Director  
Unicorn Home

[Unicorn Home](#) is a Singapore-founded agricultural technology company dedicated to researching and providing sustainable and healthy food products for families. It first approached SBF in 2023 to bring its food products to the US. Following business missions with SBF to New York and Arizona, Unicorn Home successfully entered the Maryland Global Gateway Soft-Landing Programme, sparking key partnerships with the Maryland Innovation Center and iFAB Tech Hub.

## What challenges did you face when exploring the US, and how did SBF help?

The US is a premier global market, but its regulatory landscape is notoriously complex. As a food tech firm, we faced a steep learning curve regarding US Food and Drug Administration registration, labelling standards and import procedures. Without a local network, the process felt opaque. At this critical stage, SBF played a vital bridging role. Through business missions, workshops and direct introductions, they connected us with regulatory experts, innovation centres and ecosystem partners. This not only clarified our pathway, it provided the credibility needed to build trust with American partners. SBF transformed our initial uncertainties into a clear, confident market-entry strategy.

## How did on-ground engagements like SBF Business Missions influence your strategy?

These missions were transformative. Before visiting, our understanding was largely theoretical. Meeting distributors, partners and economic agencies in person allowed us to grasp the operational realities of the US. We realised that success isn't just about exporting, it is about becoming part of the local innovation ecosystem. This prompted a strategic pivot. We stopped viewing the US as a mere export destination and started treating it as a strategic growth hub. We focused on local presence and technology partnerships, identifying

more effective entry points like innovation programmes and soft-landing platforms rather than attempting to go it alone.

## What practical advantages did the Maryland Soft-Landing Programme offer?

It provided structured, high-value resources that would have taken years to develop independently. Gaining a physical base at the Maryland Innovation Center allowed us to engage directly with technology partners, research institutions and business facilitators. For a foreign company, this support significantly lowered barriers to entry and shortened the time needed to establish a credible footprint.

## How will collaboration with iFAB Tech Hub support your long-term goals?

Innovation is our core. Partnering with iFAB Tech Hub gives us access to advanced manufacturing and prototyping capabilities that enhance our production efficiency, consistency and sustainability. In the longer term, this will strengthen our ability to deliver differentiated, healthy and environmentally responsible food solutions to global markets.

## What lessons would you share with other Singapore companies eyeing the US?

Patience and long-term commitment are non-negotiable. The US is a high-cost environment, so a cautious financial approach is essential. We maintain a lean organisational structure and move steadily with the market, avoiding blind expansion. At the same time, make full use of government support, such as EnterpriseSG grants and soft-landing programmes to manage risks. Most importantly, leverage ecosystem partners like SBF. Their networks and credibility can significantly reduce uncertainty, helping you build essential connections more efficiently. With the right support and mindset, the opportunities are substantial.

# Skills-Empowered

## MOBILISING HUMAN CAPITAL, MAGNIFYING WORKFORCE POTENTIAL

SBF works closely with partners to develop initiatives and programmes that help companies to build capabilities and acquire relevant skills for growth.

### Cultivating Agility and Future-Readiness

The SBI drives capability-building for Singapore businesses and the wider workforce by supporting transformation and future-ready growth. In 2025, SBI upskilled more than 3,000 professionals through 220 training courses designed to address critical

challenges in areas such as digital transformation, sustainability and internationalisation.

This included 432 professionals and 310 companies who benefitted from SBF's CCPs administered on behalf of Workforce Singapore (WSG). Of these, 124 individuals were hired or reskilled through SBF's Overseas Markets Immersion Programme (OMIP), opening new revenue streams and accelerating internationalisation.

The MCPP, also administered by SBF on behalf of WSG, enabled companies to tap into experienced and motivated mid-career talent aged 40 and above. The programme uses structured, government-supported work attachments that reduce hiring risk.

### Scaling Sectoral Excellence

The JSIT-WST Programme, delivered in collaboration with EnterpriseSG, SkillsFuture Singapore (SSG) and WSG, engaged and supported over 700 companies in the WST. More than 1,000 WST jobs were aggregated and analysed, ensuring

training remained relevant, with close to 200 WST companies participating in 2025.

The Jobs Development Partner Programme (JDPP) supported companies in industry transformation through job creation and job redesign that strengthen business growth and workforce capabilities. Between April 2022 and March 2025, JDPP supported 578 companies on their business and workforce transformation initiatives, and placed 631 workers in new or redesigned jobs.

### Prioritising Skills-First Practices

In August 2025, SBF was appointed by SSG as the fifth national SDP, focusing on two strategic domains: Green Economy and Trade, and Investment and Internationalisation. As an SDP, SBF works with industry stakeholders to translate emerging skill needs into actionable training solutions and structured career pathways that strengthen workforce capability and business competitiveness.

**>3,000**  
professionals  
upskilled through  
220 training courses

**432**  
enrolled in CCPs

**124**  
individuals hired  
or reskilled through  
OMIPs





The partnership was formalised through an MOU at the SkillsFuture Human Capital Conference on 18 August 2025, co-organised with SSG. The conference drew 800 participants from 400 companies, explored the link between skills-first practices and business outcomes, and featured a dedicated pavilion showcasing SBF's human capital initiatives.

### Ensuring Fair Wages

The Progressive Wage Mark (PW Mark) is a national initiative that recognises employers who pay progressive wages to lower-wage workers. The programme is administered by SBF on behalf of the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and the Singapore National Employers Federation (SNEF).

In 2025, SBF advocated the PW Mark to 2,689 businesses through ecosystem partners such as the Employment and Employability Institute, the Institute for Human Resource Professionals



(IHRP) and the Singapore Human Resources Institute. SBF also conducted 44 outreach events and accredited more than 1,200 new companies,

bringing the total number of businesses recognised under PW Mark or Mark Plus to 8,852 as at 31 December 2025.



### Supporting Workforce Development

The Career Health Summit, co-organised by SBF and WSG from 10 to 11 July 2025, drew over 1,000 participants from more than 600 companies. Themed "Driving Business Success: The Indispensable Role of Career Health", the summit was graced by Manpower Minister Dr Tan See Leng, who launched the Career Health SG initiative to support the SkillsFuture movement. Speeches, panel discussions, fireside chats and thematic sharings showcased lessons from diverse industry experiences.

The Human Capital Action Committee (HCAC) shapes and advances Singapore's human capital ecosystem. Chaired by SBF Vice Chairman Mark Lee, the HCAC delivered 12 policy recommendations and engaged over 100 industry stakeholders to strengthen the Singaporean core and provide access to high-quality foreign talent. It drove initiatives such as Career Health SG, JSIT-WST Programme, OMIP and skills-first practices, while its advocacy for senior employment, foreign professional integration and human capital development reinforced SBF's role as a trusted partner in workforce transformation.

# Bridging the Digital Talent Gap

**"The experience reinforced that digital transformation success requires more than just interest in technology; it requires systematic thinking across business and system architectures."**

## Mr Leslie Loh

Chief Executive Officer  
CLaaS2SaaS

CLaaS2SaaS is an EduTrust-accredited platform specialising in AI-driven digital skilling and enterprise transformation. To fuel rapid growth, the firm turned to SBF's MCPP for access to mature professionals pivoting into the digital economy. Through the six-month attachment under MCPP, the company could assess candidates' technical fit while helping them acquire the industry-relevant skills needed to thrive in an AI-first environment.

### What roles were you looking to fill, and how was your experience with the MCPP?

We sought trainee Digital Innovation Consultants to bridge the gap between business problems and AI solutions. Most candidates arrived with strong domain knowledge but limited software and data design depth. While every candidate was highly motivated, moving from understanding a problem to designing a structured technical solution is a significant leap. Not everyone found the transition easy. The experience reinforced that digital transformation success requires more than just interest in technology; it requires systematic thinking across business and system architectures.

### How did the candidates contribute to your innovation projects?

One project involved automating a manual workflow that relied heavily on spreadsheets. We assigned a candidate with no prior Information Technology (IT) background who, with close mentorship, progressed from documenting processes and identifying inefficiencies to proposing AI tools and translating business requirements into functional specifications. The resulting solution significantly improved turnaround time and data accuracy. More importantly, the candidate developed confidence in solutioning, proving that applied learning accelerates capability far more effectively than classroom training.

### How did you integrate these mid-career candidates into your team?

We combined structured technical training with live project exposure, treating candidates as contributing team members. Each candidate

was paired with a mentor who reviewed their designs, questioned their assumptions and guided them through areas like data modelling and solution architecture. This created a strong learning environment. Teamwork improved as experienced staff became more engaged in coaching, and candidates felt accountable for real outcomes. Over time, project workflows benefitted as candidates learned to communicate more clearly between business stakeholders and technical teams.

### Several candidates have since advanced into product owner and data analyst roles. What enabled their success?

Success was driven by persistence, openness to feedback, and a willingness to engage deeply with technical fundamentals. Ruth, for instance, joined us with no formal IT background, drawn by the possibility of a career switch into AI. Through repeated exposure to low-code tools and live projects, she built the ability to structure problems and contribute to solution design. These qualities enabled a successful transition, benefiting the business through stronger job ownership and better alignment between business intent and technical delivery.

### What lessons would you share with other companies looking to engage mid-career talent?

Transitioning mid-career professionals into digital roles can be challenging. Even with a highly structured six-month training and mentoring programme, the technical threshold is high. Companies should not underestimate the effort required or assume that short courses alone will suffice. What makes the difference is sustained mentoring and real project application. Once a candidate successfully designs and delivers their first solution, confidence and capability grow quickly. Without this level of commitment, success rates will likely be much lower, and both employers and candidates may become discouraged.

# Future-Proofing a 50-Year Legacy

Incorporated in 1974, [Jickson Corporation](#) is a leading distributor of packaging and disposable products, including the well-known LACY's cling films and aluminium foil. Despite its steady growth across Asia Pacific, the SME lacked a dedicated HR department. Through SBF's outreach, the company joined the [JSIT-WST Programme](#) to bridge practice gaps, ensure compliance and build a professional HR foundation to support long-term regional expansion.

## What prompted you to strengthen your HR foundations?

As the second-generation business owner, my focus has traditionally been on customers, manufacturing, operations and product development. However, as we expanded our regional distribution and geared up for digital transformation, sustainability and governance, I realised our HR structure had not evolved at the same pace. To achieve sustainable growth and take Jickson to the next level, we needed a professional framework to support, upskill and ensure continuity for our workforce of over 50 staff.

## What were your biggest HR pain points prior to the JSIT-WST Programme?

Our biggest challenge was the lack of structure and consistency. Job descriptions were very brief and often disconnected from day-to-day realities, a common problem for SMEs where staff wear many hats. Performance tracking

was verbal rather than documented, which made it difficult to track Key Performance Indicators (KPIs) objectively. Compliance was another concern; keeping up with the evolving MOM and Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) guidelines without a specialist is daunting. As a business owner, I feel strongly that a fair and compliant environment, with proper policies for staff development, flexible work arrangements and grievance handling, is essential for morale. Happy employees are naturally more self-motivated and productive.

## Which part of the JSIT-WST advisory made the most immediate difference?

The jobs and skills analysis was a game-changer. I have used similar tools in large multinational corporations earlier in my career, so I was pleasantly surprised to find such sophisticated resources available to SMEs. Through a structured skills matrix, we systematically reviewed every role. This gave my managers an objective way to identify capability gaps instead of relying on informal judgment. Refining the job descriptions and KPIs provided much-needed clarity on accountability, especially for employees who perform multiple roles like warehouse and delivery operations.

## How has this changed your day-to-day operations and performance reviews?

We have achieved greater consistency across our HR functions. Performance reviews are now structured and aligned with clearer KPIs, which removes bias during appraisals and links performance bonuses more accurately to results. For employees, there is now better visibility regarding career progression and training roadmaps aligned with SkillsFuture. The programme has also enabled us to identify potential leaders early, allowing us to start grooming the next generation as part of succession planning.

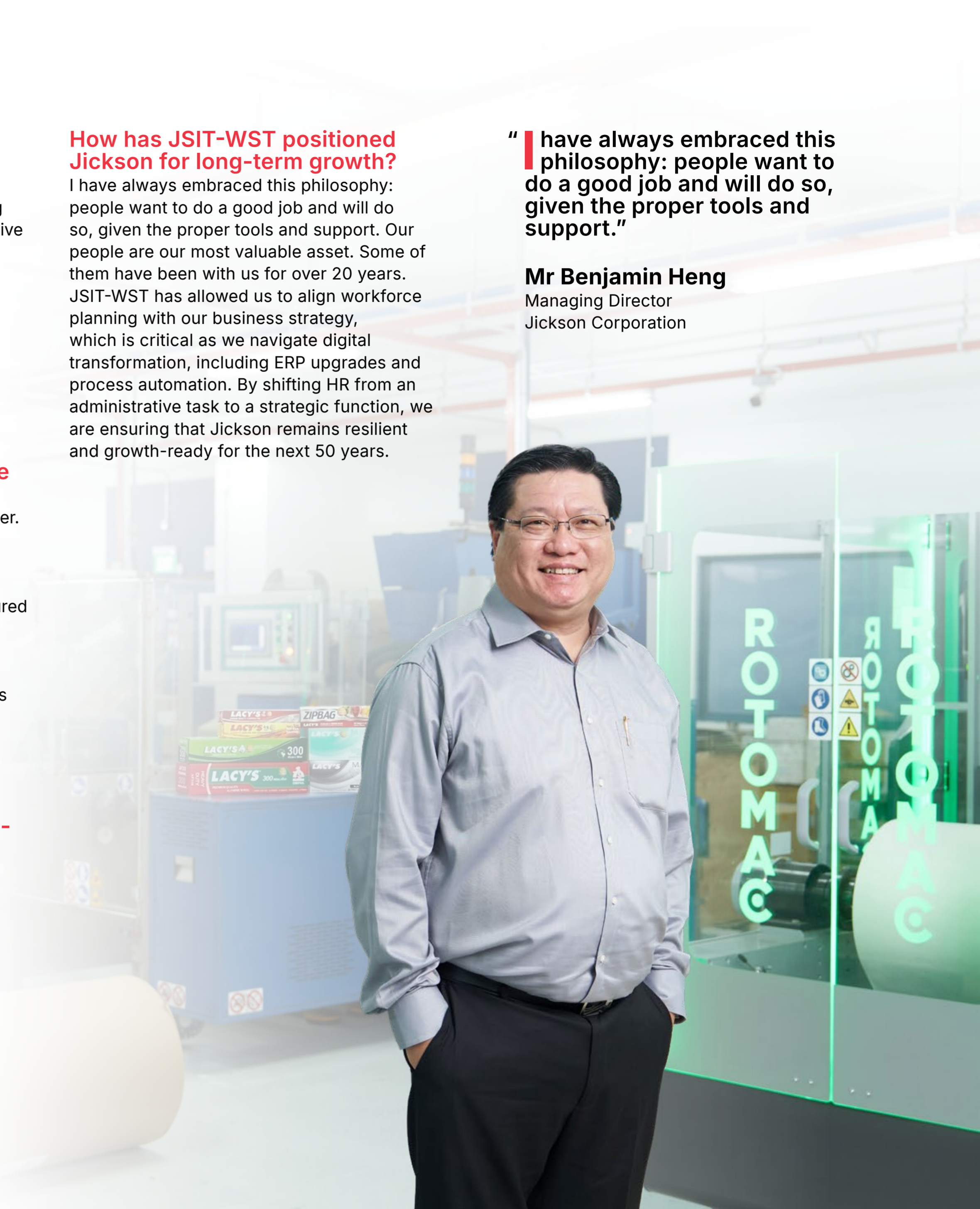
## How has JSIT-WST positioned Jickson for long-term growth?

I have always embraced this philosophy: people want to do a good job and will do so, given the proper tools and support. Our people are our most valuable asset. Some of them have been with us for over 20 years. JSIT-WST has allowed us to align workforce planning with our business strategy, which is critical as we navigate digital transformation, including ERP upgrades and process automation. By shifting HR from an administrative task to a strategic function, we are ensuring that Jickson remains resilient and growth-ready for the next 50 years.

**"I have always embraced this philosophy: people want to do a good job and will do so, given the proper tools and support."**

### Mr Benjamin Heng

Managing Director  
Jickson Corporation



# Smart-Enabled

## MOBILISING TECHNOLOGY PARTNERSHIP, MAGNIFYING BUSINESS COMPETITIVENESS

SBF empowers businesses to navigate digital challenges and seize growth opportunities through AI, cybersecurity, digital advisory and enterprise solution implementation.

### Advancing Operational Excellence through Applied AI

While many businesses recognise the transformative potential of AI, they often face significant hurdles in identifying specific use cases and AI-powered automation for their operations. To bridge the gap between interest and implementation, SBF co-curated a series of targeted AI workshops in 2025, supported by our network of over 10 technology and knowledge partners.

The sessions were designed to address common challenges in marketing and operations by offering both strategic insights and hands-on experience with AI tools. Throughout 2025, these AI workshops were attended by about 370 participants. By providing exposure to applied knowledge and ready solutions, we empowered business owners with greater confidence to tap into AI's potential. These efforts also ensured that businesses of all sizes could enhance their digital capabilities for measurable gains in operational efficiency.

### Strengthening Cybersecurity and Business Resilience

In October 2025, SBF announced the establishment of the CRC in partnership with the Singapore Chinese Chamber of Commerce & Industry and SGTech, supported by the Cyber Security Agency of Singapore (CSA). The CRC will serve as a central support node for Singapore organisations, including SMEs, helping them enhance cyber defences and recover swiftly



**7,000**  
Nationwide Business Phishing Exercise participants

**~370**  
participants gained from AI workshops

**>100**  
companies benefitted from TIAS programme

from incidents. The initiative underscored SBF's commitment to safeguarding businesses in an increasingly digital economy.

The CRC aims to improve baseline cybersecurity hygiene, strengthen public-private partnerships and build business confidence in digital transformation. Key offerings include a neutral Cyber Helpline for immediate triage and rapid incident guidance, cybersecurity health clinics to assess SME readiness, access to CSA's Chief Information Security Officer-as-a-Service programme for implementation support, and cyber drills and capability-building workshops to strengthen response and recovery.

### Tailored Technology Advisory for Business Growth

As digital solutions grow increasingly sophisticated, more businesses require guidance to identify and implement the right tools for their unique needs. In 2025, SBF collaborated with its consultant partners to provide advisory support to over 100 businesses under the TIAS programme.



This service helps businesses translate their business problem statements into digital projects, offering support on solution evaluation and vendor selection. The TIAS programme focuses on mid-sized enterprises that may lack sufficient in-house capabilities for more complex technology needs or digital projects as they grow.

The TIAS programme is structured across three phases, with the first two offered complimentary to businesses of all sectors and sizes. Phase I involves a comprehensive discovery process to define project deliverables, specifications and functionalities for a fit-for-purpose solution. Phase II encompasses vendor sourcing, assessment and selection support, including competency evaluation, IT risk assessment and weighted scoring for informed decision-making. Phase III covers project oversight, representing the client as project manager, liaising with vendors and ensuring deliverables are met professionally and on schedule.

The TIAS programme is supported by the Infocomm Media Development Authority (IMDA) and EnterpriseSG.

### Benchmarking Vigilance through Nationwide Simulations

Together with MINDEF and Nexus, SBF conducted Singapore's first coordinated business phishing exercise under Exercise SG Ready on 15 February 2025. Witnessed by Deputy Prime Minister Gan Kim Yong and Senior Minister of State for Defence Heng Chee How, the islandwide simulation involved some 7,000



employees from about 200 organisations, 80% of which were SMEs. As part of the exercise, phishing emails of various nature, such as account and security alerts and internal communications, were sent to over 4,500 employees in five key sectors to test their vigilance and reporting habits.

Key findings from the exercise report highlighted a critical need for enhanced security awareness and reporting protocols. Specifically, over 30% of the phishing emails were opened, and 17% of recipients clicked the malicious link. This is 8% higher than the global average. Notably, only 5% of employees



reported the phishing attempt, which is 13% lower than the global industry reporting rate of 18%. The results underscored that both large companies and SMEs are equally susceptible to phishing attacks and cyber threats, particularly when messages appear to originate from within the organisation.

To address these vulnerabilities, SBF signed an MOU with MINDEF and Nexus to advocate for annual cybersecurity exercises and to engage businesses in Total Defence initiatives. To better support businesses and address challenges in raising cybersecurity readiness, SBF will also collaborate with

public and private sector partners to introduce a comprehensive suite of cybersecurity initiatives, including programmes on how to mitigate the impact of a breach. Some 800 companies are expected to benefit from these efforts over the next two years. By simulating large-scale disruptions to cyber and physical infrastructure, businesses can acquire the practical experience needed to identify and mitigate inherent risks.

# Driving Digital Excellence in Training

All Hearts Pte. Ltd. is an SSG-accredited training provider offering Singapore Workforce Skills Qualifications-accredited courses and consultancy programmes for youth and corporate learners. Its main challenge involved fragmented workflows across course updates, registration and payments, which created heavy administrative burdens and compromised the training experience. Through SBF's [TIAS](#) programme, the company sought a unified digital solution to streamline operations, enhance compliance and improve engagement.

## What prompted All Hearts Pte. Ltd. to embark on its digitalisation journey?

Our journey was a response to both internal challenges and external trends. Manual workflows were time consuming, often requiring duplicated data entry and follow ups. Relying heavily on spreadsheets and emails increased human error and slowed decision making. While manageable at low volumes, manual tasking became unsustainable as it consumed disproportionate amounts of time and resources.

Externally, we observed a sector-wide shift toward automation. Digitalisation offered a way to centralise data, improve reliability and enable more informed and timely decision-making. We also saw our peers and partners leveraging technology to drive efficiency and improve responsiveness.

## How did SBF's engagement support you in defining the problem statement and project deliverables?

The structured SBF engagement was instrumental in defining our core challenges. Facilitated discussions and targeted questioning allowed us to move from broad issues to a focused set of objectives. This clarity helped to break down complex hurdles into actionable components, which we then translated into realistic project deliverables with well-defined expectations.

## Describe the proposed solution and the changes observed since its implementation.

We implemented Tigernix CRM, a centralised digital training management system, designed to automate day-to-day operations like updating records, tracking attendance and issuing reminders. Since adopting the system, we have achieved a 30-40% reduction in time spent on training administration and a 50% reduction in manual data entry. Most notably, report generation has shifted from a multi-day task to a near-real-time process. We now have a scalable foundation that supports our growth and evolving compliance needs, without disproportionate increases in manpower.

## What challenges did you face during project implementation, and how were they overcome?

One major hurdle was translating operational pain points into technical requirements. Because our workflows were deeply embedded in daily habits, it was difficult to visualise them as end-to-end digital processes. To overcome this, our solution provider conducted detailed walkthroughs to map our operations accurately. This collaborative approach resulted in a practical design that addressed actual challenges, rather than just digitising the manual inefficiencies.

Data migration also proved complex as information was scattered across multiple spreadsheets, emails and shared drives. We worked closely with the solution provider to clean and rationalise this data before migration, standardising critical fields and removing duplicates. By adopting a phased migration strategy that prioritised active and essential records, we ensured data integrity and a smooth transition during the system go-live.

## What did you like most about the TIAS programme?

Digitalisation can feel overwhelming, but it doesn't have to be a solo journey. We valued the hands-on guidance offered by the TIAS programme, a strategic support that went far beyond mere funding. Through regular check-ins, we were able to stay focused, mitigate risks early and avoid costly missteps that often stall digital transitions.

**D**igitalisation can feel overwhelming, but it doesn't have to be a solo journey."

### Ms Wyn Ismail

Assistant Director and Head of HR & Strategic Planning  
All Hearts Pte. Ltd.



# Engineering a Future-Ready Digital Core

**“Everyone in the team can now redirect their time and effort to higher-value tasks.”**

**Mr Ted Toh**

Business Development Manager  
Sing & San Construction

[Sing & San Construction](#) is a one-stop provider of civil engineering and infrastructure services, specialising in water, gas and cable systems. Founded in 1984, the company also supports critical utility networks and supplies specialised equipment for under-pressure installations. In 2025, the firm signed up for SBF's [TIAS](#) programme to modernise its administrative systems, optimise fleet management and strengthen its cybersecurity and sustainability frameworks.

## What prompted your digitalisation journey and what led you to SBF?

We first learned about the TIAS programme through an SBF newsletter and roadshow. As a company, we had long intended to integrate our operational processes with our Enterprise Resource Planning (ERP) system. However, given the specialised nature of our industry, there were no ready-made solutions available in the market. The rapid advancement of AI further accelerated our digitalisation journey, reinforcing the need to transform and digitalise our end-to-end operations.

## Beyond the need for system integration, what specific operational hurdles were you facing?

We encountered significant challenges identifying system integrators capable of developing operational applications that integrated with our ERP system. Previous customisation attempts did not suit our needs. Operating in an industry that locals tend to avoid, we face a tight labour market that made recruitment difficult. This reinforced the need to automate and reduce our dependency on manual labour. We eventually reached a point where manual paper-based filing was hindering our competitiveness. Digitalisation enabled us to optimise manpower by redeploying administrative staff to higher-value functions.

## How did you determine the right solution and partner?

With the support and guidance of SBF, we were able to clearly define and scope our requirements before sourcing suitable partners. They did the groundwork and helped with the sourcing for potential vendors. After evaluating several proposals, we selected the most appropriate partner based on their industry experience, business-centric approach, team composition and overall solution.

## How have work processes changed since project implementation? Any plans for further digitalisation?

The system that we implemented has significantly streamlined our operational processes and cut down our paperwork. As a result, everyone in the team can now redirect their time and effort to higher-value tasks instead of getting bogged down by manual documentation and coordination work.

Our new digital operations hub marks the first step in systematically collecting and organising valuable company data. This foundation will enable us to leverage agentic AI to automate a wide range of functions, including tender preparation, claims documentation and regulatory submissions, among other core business processes.

## What aspects of the TIAS programme did you find most valuable?

SBF's advisory service was instrumental in guiding us through proper requirement scoping, identifying suitable vendors and solutions, and directing us to relevant assistance programmes. This ensured that our digitalisation initiatives were implemented in a structured and cost-effective manner. Compared to previous government grants and solutions, this approach was more hands-on and enabled us to identify partners and solutions that were better aligned with our operational needs.

# Sustainability-Centric

## MOBILISING ENVIRONMENTAL ACTIONS, MAGNIFYING SUSTAINABILITY READINESS

SBF helps businesses unlock the benefits of sustainability, with a focus on decarbonisation. Our Net Zero Transition Programme Office provides resources and advisory support to guide companies in their green transition.

### Driving Data-Led Decarbonisation

Reliable data is the bedrock of any sustainability journey. To advance the SEFR, SBF led a study trip to London, Zurich and Geneva in March 2025, engaging 18 government agencies, international bodies, trade associations and sustainability leaders to benchmark best practices in emissions governance, data methodologies and public-private collaborations.

The mission resulted in an MOU with the World Business Council for Sustainable Development. Consequently, SEFR became the first national registry to adopt the Partnership for Carbon Transparency methodology and list credible Product Carbon Footprint data.

SEFR also added more than 90 new emission factors, including cleaning, security and professional services, derived from primary operational data and trade association inputs. This bottom-up, activity-based approach is among the first globally, with its methodology paper accepted at an international life-cycle engineering conference.

To complement this milestone, the NetZeroHub.SG Resource Portal was enhanced to give businesses easy access to critical tools, knowledge and solutions for decarbonisation. By consolidating resources on a single platform, the portal helps companies, particularly SMEs, advance their sustainability efforts. The portal now includes a national events calendar providing real-time visibility of sustainability events across Singapore. A community forum was added to support peer-to-peer learning on topics such as ISSB disclosure, sustainable supply chain management and climate action. The directory of sustainability solution

providers was expanded to offer a broader range of services, supporting informed decisions and partner selection.

### Greening the Supply Chain

The QUEST Programme, supported by EnterpriseSG, helps large companies guide their SME suppliers in reporting greenhouse gas (GHG) emissions and reducing their carbon footprint. In 2025, SBF partnered with Ernst & Young (EY) and OCBC Bank to support Singapore Post's (SingPost) SME suppliers in addressing their capability gaps. SingPost has embedded sustainability into its procurement criteria and Supplier Code of Conduct (CoC), becoming the first large company to leverage QUEST for its sustainability objectives.

The pilot cohort of 17 SingPost suppliers completed QUEST in 2025, with a second cohort planned for 2026. Through workshops and practical guidance, participating SMEs established carbon emissions baselines, identified emissions hotspots and set actionable decarbonisation targets. By aligning with SingPost's sustainable procurement criteria, suppliers are better prepared to meet buyer expectations and remain competitive in a sustainability-driven market.

>1,500

companies supported via sustainability initiatives

>800

companies tapped into NetZeroHub.SG

>90

new emission factors on SEFR





## Embedding Expert Leadership

We launched Sustainability Advisory in 2025 to provide SMEs with practical support. Offered as a standalone service or alongside CCRP, it allows SMEs to access experienced SBF professionals who can be seconded on a fractional or part-time basis. This arrangement provides expert guidance, strategic direction and tailored solutions without the need for full-time in-house resources. To date, six companies have benefitted from SBF support in sustainability reporting, capability development and implementation planning. By embedding expertise directly within organisations, the service lowers barriers to action and helps

SMEs further their sustainability objectives in a structured and pragmatic manner.

Finally, we hosted a high-level dialogue with Ms Grace Fu, Minister for Sustainability and the Environment, on 17 March 2025 to unpack COP29 outcomes and guide businesses on climate transition. Key topics covered ranged from carbon policy and low-carbon electricity to practical decarbonisation pathways and financing strategies. With 447 participants, the session equipped companies with actionable insights on carbon markets and green financing. By bridging policy and practice, we ensure Singapore businesses stay competitive in a carbon-constrained economy.

## Driving Sustainable Resilience

The CCRP is a high-impact SME decarbonisation initiative by SBF and Bain & Company, supported by EnterpriseSG. Rebranded from the SME Sectoral Net Zero Transition Programme in 2024, CCRP now includes a cost module showing how sustainability drives business resilience through savings and productivity gains. The programme also expanded from the food sector to transport, logistics and manufacturing.

Through the CCRP workshops, hands-on advisory and follow-up support, SMEs identified operational efficiencies, accessed green financing and attracted sustainability-minded customers. They also received lifetime access to DecarboniSME, a proprietary AI tool for customised decarbonisation planning. Two cohorts, comprising 29 individuals from nine companies, completed the CCRP in 2025.



# When Digital Transformation Meets Decarbonisation

**“Our primary takeaway was the importance of transparency and credible carbon reporting in maintaining our status as a preferred vendor.”**

**Mr Jett Goh**  
Chief Operating Officer  
BeyondEdge

**BeyondEdge** is a leading IT firm providing enterprise transformation and technology solutions for clients such as SingPost. With offices across multiple cities, the company specialises in bespoke solutions that future-proof organisations’ digital capabilities. To onboard SME suppliers like BeyondEdge to its sustainability practices, SingPost launched the **QUEST** programme in partnership with SBF, EY, OCBC Bank and EnterpriseSG. Acting as the Queen Bee, SingPost equips its SME partners with the foundational Environmental, Social and Governance (ESG) capabilities needed to meet its procurement criteria.

## How has QUEST influenced BeyondEdge’s approach to sustainability?

The QUEST programme has been transformative, shifting our perspective of sustainability from a broad concept to a structured, data-driven business imperative. As an IT firm, our primary takeaway was the importance of transparency and credible carbon reporting in maintaining our status as a preferred vendor. We learned that sustainability goes beyond environmental stewardship. It involves future-proofing our capabilities and aligning with professional frameworks like the Global Reporting Initiative and the ISSB. QUEST provided the expertise needed to bridge the gap between client expectations and our internal capabilities.

## Which ESG issues were most significant for BeyondEdge to explore during QUEST?

We conducted a deep dive into climate-related disclosures, specifically the calculation of Scope 1 (direct) and Scope 2 (indirect) emissions. This was critical for understanding our operational footprint. While our Scope 1 emissions were negligible, our Scope 2 emissions – primarily from our Vietnam office – represent our largest environmental impact. Exploring these ESG principles allowed us to identify specific “decarbonisation levers”, such as energy

efficiency and renewable energy, that directly correlate to our business model of software development and maintenance.

## How did developing your first carbon baseline report shape your ESG objectives?

Developing our baseline report for 2024 provided the empirical data needed to target our most carbon-intensive areas. This clarity shaped several key objectives. Firstly, we are pursuing infrastructure upgrades, and are gradually replacing existing fixtures with energy-efficient light-emitting diode lights and modern office appliances to reduce our load. Secondly, we are actively exploring renewable energy providers, which could reduce our Scope 2 emissions by 20% annually. Having a baseline moves us from guesswork to clearer goal-setting.

## How has aligning with SingPost’s Supplier CoC positioned you for the future?

Aligning with SingPost’s criteria has positioned us as a proactive partner rather than just a vendor. By gaining compliance with their Supplier CoC, we now possess a baseline GHG emissions report that supports EcoVadis assessments and facilitates access to sustainable financing from banks. This alignment demonstrates to all our clients – including major entities like SingPost – that we are committed to the same high standards of transparency and accountability they are required to uphold.

## How will BeyondEdge continue to build a more sustainable business?

We will leverage the lessons and frameworks from QUEST to move beyond foundational reporting toward continuous improvement. A key priority is implementing a new green procurement policy for office supplies and IT equipment, particularly in our Vietnam office. By integrating these practices into our core operations, we ensure that our growth is both resilient and environmentally responsible.

# Delivering Quality through Sustainable Innovation

Since 1974, [Tiong Lian Food](#) has established itself as a leading importer and distributor of quality pork and other meat products. Serving a diverse customer base, including wholesalers, retailers, manufacturers, as well as hospitality and food service providers, the company sought a structured framework to accelerate its sustainability efforts. In 2025, it joined SBF's [CCRP](#), developed in partnership with [Bain & Company](#), to strengthen its carbon accounting capabilities and develop a practical decarbonisation roadmap to meet growing expectations for responsible business practices.

## What were the most valuable insights gained through CCRP and how did it shape your sustainability journey?

The most significant takeaway from CCRP was gaining a precise understanding of our carbon footprint. While we had some basic measures in place, we didn't fully know where our emissions were coming from. Through the programme, we identified key impact areas such as electricity consumption in cold storage and our transport operations. Having real data helped us focus on what matters most. It gave us a clear starting point and direction.

## How did building a customised decarbonisation plan change the way your teams manage Tiong Lian Food's environmental impact?

The customised plan translated complex emissions data into clear ownership and accountability across functions such as procurement, warehouse, operations and logistics. It allowed our teams to see exactly how daily operations affect our carbon footprint. This has improved our cross-functional alignment and embedded sustainability directly into our operational and commercial decision-making, rather than treating it as a separate initiative.

## How did the DecarboniSME AI tool help translate sustainability goals into actionable steps?

The DecarboniSME AI tool was essential for turning data into action. It showed us which initiatives could reduce emissions most effectively and what the potential cost impact would be. This helped us prioritise and focus on realistic actions instead of trying to do everything at once.

## What challenges did you face along the way, and how did you overcome them?

One main challenge was collecting accurate data, particularly from suppliers. It took significant time to gather the information we needed. We also had to balance sustainability efforts with business costs. We overcame this by focusing on initiatives that improve efficiency and reduce energy use, ensuring that our efforts make sense both environmentally and financially.

## How will you leverage your inaugural sustainability report and new skills to drive further sustainability improvements?

Our first sustainability report gives us a clear and transparent baseline. It also signals to our customers that we are serious about continuous improvement. Going forward, we will use what we learned from CCRP to track our progress, set clearer targets and continue improving step by step. Sustainability is an ongoing journey, and we now have a much stronger foundation to build on.

**S**ustainability is an ongoing journey, and we now have a much stronger foundation to build on."

**Mr Kelvin Teo**  
Head of Operations  
Tiong Lian Food



# Socially Impactful

## MOBILISING CORPORATE PURPOSE, MAGNIFYING SOCIAL IMPACT

Together with SBFF, SBF empowers businesses with structured and scalable pathways to embed social impact into their strategies and contribute meaningfully to the community.

### Cultivating Corporate Stewardship

To build a more resilient Singapore through purposeful action and robust community partnerships, we launched VolunteerInc. By making corporate volunteering structured, sustainable and measurable through the P.A.C.T. (Purpose Alignment, Active Matching, Capability Development and Trust Building) framework, we help



businesses create shared value while enhancing organisational reputation. Supported by community partners, including 24 SG Cares Volunteer Centres and a team of impact advisors, SBF successfully onboarded 24 companies into this flagship initiative, mobilising more than 340 volunteers to support seniors, youth and families in need.

To shape VolunteerInc., we commissioned Singapore's first Social Sustainability Study on corporate volunteering, gathering responses from 438 companies across 14 sectors. Launched in August 2025, the study revealed that while nine in 10 companies value social sustainability, only half have dedicated resources to support it. Financial incentives, training and standardised metrics were identified as key enablers. Guided by these insights, we continue to evolve VolunteerInc. through collaboration and capability building to foster a more inclusive and resilient Singapore.

### Transforming Perspectives

Through SBFF, we focused on shifting mindsets and building empathy to foster more inclusive workplaces. In Their Shoes empowers corporate leaders by placing them in immersive, scenario-based experiences reflecting the realities of underserved communities. A workshop delivered with New Hope Community

Services engaged 21 business leaders in interactive role-play highlighting economic vulnerability and social marginalisation. These simulations strengthened the capacity of leaders to embed inclusive and compassionate practices within their own organisations.

Additionally, Community Marketplace is an initiative that bridges the gap between intent and action by pairing corporates with community agencies. Refreshed in July 2025, the initiative facilitated one-to-one consultations for 56 business leaders from 46 companies and 22 community partners to foster purposeful cross-sector collaboration. The engagement resulted in seven companies committing to Youth Connections, while 10 others worked with the National Council of Social Service to identify suitable causes.

Meanwhile, Youth Connections continues to scale by connecting youths-at-risk with business leaders who serve as Connectors and mentors. In 2025, the initiative expanded through a partnership with Temasek Polytechnic, doubling student participation to 107 youths. It was also supported by 57 business leaders from 44 companies – triple the 2024 cohort.

**12,390**  
lives uplifted

**\$1.48 million**  
raised for inclusive hiring

**287**  
job placements through EmployWell



## Driving Inclusive Progress

Through The Corporate Purpose Initiative (TCPI), SBFF advances business-led social impact by funding programmes that support Singapore's social and sustainability goals. TCPI has funded transformative projects such as the SEFR, which has helped 911 companies to accurately measure and reduce their carbon footprint. In addition, it has supported the Institute of Technical Education (ITE) Inspire Fellowship, which empowers ITE alumni to inspire students from less privileged backgrounds through mentorship, workshops, industry visits and forums.

The flagship EmployWell programme remains central to the mission of helping vulnerable individuals secure and sustain meaningful employment. By combining employability support with active employer engagement, we connected underserved individuals from New Hope Community Services, Daughters of Tomorrow and the Singapore Association for Mental Health (SAMH) with inclusive hiring partners.



Between July 2024 and June 2025, EmployWell placed 287 individuals into jobs across 54 companies, with 67% sustaining employment for at least three months.

To support these efforts, SBFF organised the Walk for Work charity fundraiser on 9 November 2025 at Marina Bay. Flagged off by President Tharman Shanmugaratnam, Patron of SBFF, the event drew over 1,000 participants from more than 40 organisations walking in solidarity for inclusive employment, led by companies such as Micron Semiconductor Asia-Pacific, SBS Transit and Stahl Asia Pacific, each of which mobilised more than 100 employees.

Generously supported by 30 donors, including Asia Resource Corporation, BinjaiTree, City Developments Limited, DBS Foundation, Far East Organization, OSIM, Pontiac Land Group, Royal Eagle Group, Singtel and Temasek, the walk raised over S\$1.48 million to fund EmployWell's training and job placement programmes.

# Fostering a Culture of Purposeful Growth

Founded in 2022, [aAdvantage Consulting](#) is a local management consultancy specialising in organisational growth and culture transformation. To further its commitment to creating sustainable impact, the company partnered with SBF's [VolunteerInc.](#), a national corporate volunteering programme that connects businesses with community partners to deliver meaningful, sustained and measurable social impact aligned with corporate objectives.

Through VolunteerInc., aAdvantage Consulting employees were paired with youths under SBFF's Youth Connections, supporting initiatives that help young people build confidence, pursue their career aspirations and form meaningful relationships, while fostering stronger community engagement.

## Why was VolunteerInc. attractive, and how did it align with your Corporate Social Responsibility (CSR) objectives?

**Jacqueline:** At aAdvantage we work with enterprises to build organisational and human capital capabilities. Being part of VolunteerInc. connects us to a larger community and offers access to like-minded youths keen to create impact through purposeful work. We hope to drive sustainable change by inspiring young people to get involved and recognise that meaningful change begins with the individual.

**Vincent:** For us, CSR is not about ticking boxes. Many of our employees joined us to make a

difference. VolunteerInc. enables our people to apply their strengths to causes that matter to them. This aligns with our values of collaboration and purpose. Genuine impact happens when volunteering is integrated into how we work and live. This is a core focus for aAdvantage, rather than a mandated KPI.

## What were your own takeaways from this experience?

**Jacqueline:** Understanding the perspectives of young talent is important as they are our future. VolunteerInc. has allowed us to not only positively influence but also understand their aspirations and be open to learning from them to remain relevant and connected.

**Vincent:** I was inspired by my mentees' resilience in juggling school, navigating identity and purpose, while managing relationships at home. Their adaptability gave me a renewed appreciation for the realities today's youths experience.

## How did the youth mentees broaden your team's professional outlook?

**Vincent:** Just as it takes a village to raise a child, organisational success requires a whole-of-ecosystem effort. Whether we are supporting our clients or working with youths, impact emerges only when partners, leaders and communities work in alignment. Engaging with the mentees has encouraged us to rethink our own roles and contributions within the broader system.

## What unique skills did your employees acquire through the programme?

**Vincent:** Our employees deepened their appreciation for outcomes driven by ecosystems, not individuals. This demands skills like active listening, sense-making and dialectical thinking. They learned that in moments of uncertainty, progress happens only when we listen with open minds and make sense of viewpoints collectively.

We often use dialectical thinking to reconcile tensions between psychological safety and

accountability. Once seen as competing priorities, the team now recognises that both must coexist to enable honest conversations and higher performance. These capabilities will make us a more collaborative and future-ready organisation.

## How does aAdvantage plan to sustain this culture of giving back to communities?

**Vincent:** Sustaining this culture starts with embedding social contribution into our purpose, ensuring both frontline volunteers and those supporting behind the scenes feel equally valued.

Leaders must provide the right resources and structures while employees take ownership to design initiatives that resonate with their passions. By aligning purpose, leadership support and employee agency, we aim to build a vibrant culture of giving that grows naturally and strengthens over time.

**"Just as it takes a village to raise a child, organisational success requires a whole-of-ecosystem effort."**

**Mr Vincent Ho**  
Director

**"Understanding the perspectives of young talent is important as they are our future."**

**Ms Jacqueline Gwee**  
Director

aAdvantage Consulting



# Building Inclusive Workplaces, One Opportunity at a Time



**“As an SGenable Silver Award recipient, we are nurturing a culture of empathy.”**

**Mr Ronnie Seah**

Director  
Engineering and Administration  
Sankyu Singapore

[Sankyu Singapore](#), part of the global Sankyu Group, provides comprehensive logistics and engineering solutions across air, land and sea. Beyond its objective to deliver reliable and efficient services, the company was keen to bolster inclusive hiring practices. To foster sustainable employment opportunities, it participated in SBFF’s [EmployWell](#) programme to connect with trained candidates from vulnerable communities.

**What motivated Sankyu to become an inclusive employer?**

We came across the [EmployWell](#) programme through SBF’s active promotions and saw it as a meaningful extension of our CSR efforts in Singapore. Our inspiration came from our parent company. In 2023, Their Majesties Emperor Naruhito and Empress Masako visited a Sankyu subsidiary in Japan to recognise its efforts in hiring people with disabilities. We wanted to continue that legacy here. Today, we operate a café at our headquarters where persons with disabilities work as baristas. We also have colleagues in wheelchairs supporting our IT and administrative functions.

**Describe your experience recruiting from the SAMH.**

At a workshop back in 2018, I approached SAMH for clients who may be interested to work as cleaners. We’ve had two hires from SAMH to date, with Mr Ong being the second client to work for Sankyu. He’s been with us for over seven years now.

**What contributed to Mr Ong’s success and independence at work?**

I think preparation is key. Before he joined, we briefed the office on our inclusive hiring goals. It wasn’t always easy. Early on, Mr Ong nearly tendered his resignation after becoming frustrated with a complex task. We realised he needed more hands-on guidance. Our supervisor worked closely with him to strengthen rapport. We also modified his job

scope and assisted him with more difficult tasks, progressively immersing him into the workplace. We believe staying engaged with a new employee matters for all colleagues, not just those from vulnerable communities.

**How has hiring through [EmployWell](#) impacted your team culture and operations?**

As an SGenable Silver Award recipient, we are nurturing a culture of empathy. We have colleagues managing depression, bipolar disorder, schizophrenia and autism, as well as stroke survivors. While some are able to perform standard roles, others work within redesigned job scopes. In a productivity-driven society, building this talent pool is challenging. We need more leaders within our organisation to step up and create these positions within their departments.

**How did serving as a Connector in SBF’s [Youth Connections](#) influence your perspective?**

Being involved in [Youth Connections](#) and working with today’s youth has allowed me to better align with their expectations. Despite the generation gap, many young people share the same anxieties about the future that we once had. It’s been rewarding to provide them with industry insights and mentorship.

**What advice would you give to other employers looking to grow their workforce?**

Give this untapped workforce a chance. Once they settle into an environment, they are often the most loyal and dedicated employees. There are many organisations ready to provide job coaches to help with integration. All they need is an opportunity.

# Synergistic TACs

## MOBILISING DIVERSE CAPABILITIES, MAGNIFYING TRANSFORMATIONAL GROWTH

Through SBF's partnerships with TACs, our members gain direct access to sector insights, networks and growth initiatives that accelerate transformation and long-term success.

### A Blueprint for Sector Excellence

The TAC STM is a strategic blueprint co-developed with 43 TACs to accelerate growth across more than 300 TACs in Singapore. Launched in partnership with government agencies, it elevates relevance and sustainability by strengthening TAC sector value propositions, boosting human capital, enhancing operational efficiency and fortifying governance and risk management. The STM sets out 19 actionable recommendations to equip TACs with best practices, international perspectives and institutional support to thrive in a complex economic environment.

### Catalysing Collaboration and Strategic Exchange

The annual TAC Summit brings together Singapore and regional TAC leaders to exchange insights, forge collaborations and uncover opportunities for sector transformation. The inaugural summit, graced by Senior Minister of State Ms Low Yen Ling, gathered over 200 participants, including member TACs, government officials and industry partners.



On the agenda were keynote addresses, panel discussions and interactive workshops on AI, governance and human capital. Other highlights included a solutions marketplace showcasing technologies designed to boost productivity, strengthen workforce capabilities and enhance member value, with structured networking to foster peer learning.

### Nurturing Visionary Leadership

The TAC Fellowship Programme (TFP) develops future-ready leaders by equipping senior TAC professionals with governance, leadership and stakeholder engagement insights. Through structured learning, mentorship and exposure to best practices, TFP Fellows gain the capability to lead their organisations through transformation and growth.

Over the last three years, 60 leaders from 41 TACs completed the programme. Beyond individual development, the Fellowship fosters collaboration and peer learning, nurturing a strong network of leaders committed to advancing the TAC ecosystem.

>300

TACs to benefit from the TAC STM

60

leaders completed the TFP

>40

projects delivered under Digi-TAC programme



## Accelerating the Digital Frontier

The Digi-TAC Programme empowers TACs to implement digital solutions and future-proof their organisations. Since 2022, it has supported over 40 projects across more than 30 TACs, driving tangible results through enhanced member engagement, improved staff retention and higher employee satisfaction.

In response to growing cybersecurity concerns, Digi-TAC was expanded to include Chief Information Security Officer-as-a-Service and AI-enabled tools. A TAC Digital Playbook was also introduced by SBF and SGTech to offer step-by-step guidance on digital readiness, change management and capability building.



Together, these offerings create an accelerated pathway for digital transformation while boosting business performance and workforce capabilities across the sector.

### Advancing Strategic Leadership and Stewardship

The SBF-SID Leadership Programme equips TAC councils to strengthen governance and leadership effectiveness for long-term resilience. It translates EnterpriseSG's TAC Governance Framework into practical steps through tools and practitioner-led sessions, providing insights into board stewardship, fiduciary duties, risk management and strategic leadership. In 2025, two cohorts comprising 49 TAC leaders from 20 TACs benefitted from the programme. Beyond individual development, these sessions provided a platform for the exchange of insights and best practices, crucial to raising governance standards.

### Improving Governance through Practical Action

The TAC Administration Guide is an essential resource for TACs to elevate their governance standards and align with EnterpriseSG's TAC Governance Framework. Drawing on findings from over 30 organisations of varying sizes, it offers peer-informed templates, benchmarks and best-practice examples that serve as a practical reference for council roles, processes and accountability.

Complemented by SBF's governance advisory services, these offerings help leadership teams apply core principles and strengthen institutional capabilities. To date, over 20 TACs have benefitted from the guide's proven approaches to improve decision-making, transparency and member engagement.

# Digital Excellence at the Heart of Manufacturing



**“A unified CRM gives us a fuller view of our member records, allowing us to track participation history and manage communications with far greater precision. This consolidation is vital.”**

**Mr Lennon Tan**  
President  
SMF

The Singapore Manufacturing Federation (SMF) is the largest national organisation representing the interests of manufacturing and manufacturing-related industries since 1932. With over 5,000 corporate members, the federation drives digitalisation, innovation-led productivity and business transformation to enhance the competitiveness of its member companies. To support its digital evolution, SMF participated in the [Digi-TAC](#) programme facilitated by SBF. This initiative enabled SMF to adopt an advanced Customer Relationship Management (CRM) system to improve member service responsiveness and operational efficiency.

## How has Digi-TAC supported SMF's digitalisation journey, and what were the key takeaways?

Digi-TAC was instrumental in enabling us to design and implement a CRM system tailored specifically for membership and event management. The programme provided guidance on implementation planning and adoption, allowing us to move away from legacy manual processes toward a more agile environment. Through the exercise, we learned that it was important to establish a single source of truth for member data. We also learned that it was essential to involve users early in the design process, and ensure that the digital solutions are scalable to support future growth.

## How have these enhancements improved your member engagement strategy?

The new system has enabled better segmentation and facilitated more targeted outreach. Additionally, we now have a much clearer platform for the tracking of member interactions and event participation.

This has strengthened SMF's ability to design relevant programmes, respond more quickly to member needs and build stronger long-term relationships. Furthermore, the implementation has provided critical visibility into our existing workflows. This has allowed us to identify and bridge operational gaps, as we continue to refine our processes for even greater efficiency.

## Why was advancing the CRM system so critical for SMF's mission?

Membership engagement is at the core of our mission. Previously, member data and event information were managed across multiple platforms, which obscured our visibility and hindered responsiveness. A unified CRM gives us a fuller view of our member records, allowing us to track participation history and manage communications with far greater precision. This consolidation is vital. It ensures that we can provide a deeper level of support and engagement that our 5,000 members expect from a national federation.

## Any plans for further digital adoption under Digi-TAC?

Yes, we are striving to escalate digital adoption. While building the CRM for membership and event management is a foundational milestone, we are looking to further enhance the system by improving our reporting and analytics capabilities to achieve deeper business insights. We are also exploring the integration of additional digital tools to strengthen our ecosystem and further elevate the range of services we offer to our members. These productivity gains will be vital as we rally together as an industry to support Singapore's Manufacturing 2030 vision.

# Leading with Strategic Clarity

Established in 1997, the Association of Process Industry (ASPRI) represents over 650 companies in Singapore's process industry. It serves Engineering Service Providers in plant construction and maintenance, focusing on connecting, engaging and growing the sector through strategic partnerships. In 2025, ASPRI participated in the [SBF-SID Leadership Programme for TAC Councils](#), which provides practical strategies to enhance council effectiveness and navigate ethical decision-making.

## How has the SBF-SID Leadership Programme influenced your approach to council governance?

**Danny:** The programme prompted us to reflect more honestly on how we use council time. The distinction between conformance and performance was particularly helpful because it challenged us to consider whether we were having enough forward-looking conversations about where the industry is heading, emerging structural risks and how ASPRI should position itself. We are now more intentional about structuring our agendas so that strategic issues are not crowded out by operational detail.

**Grace:** From a governance perspective, this sharpened our discipline. We now separate oversight matters from strategy discussions in our papers and meetings. It sounds procedural, but it ensures that compliance is handled rigorously while giving council members the mental bandwidth to think about direction and long-term impact.

## What were some of the key leadership competencies explored and why were they significant?

**Grace:** The sessions on fiduciary duties and conflicts of interest were particularly instructive. As ASPRI takes on larger initiatives, including infrastructure and digital platforms, the consequences of oversight become more significant. The programme reinforced the need for clarity around declarations, abstentions and documentation – not because we anticipate issues, but because discipline protects the institution.

**Danny:** The discussion on board composition and renewal also resonated. It is easy for any board to become comfortable over time. The emphasis on skills mix and succession planning prompted us to reflect on whether we are refreshing our perspectives often enough to avoid complacency.

## What insights have you gained from fellow TAC leaders?

**Danny:** The most valuable aspect was the candour among leaders regarding limited resources, rising expectations and the pressure to remain relevant. A recurring theme was the need to move beyond activity-driven programmes toward genuine value creation. Using a Strategy-Innovation-Value lens reinforced our focus on initiatives that solve long-term industry challenges rather than short-term optics.

## How has strengthening ethical decision-making positioned ASPRI for the future?

**Grace:** In the process sector, decisions sit at the intersection of commercial realities, regulatory expectations and workforce considerations. The programme reinforced that when authority limits are defined, interests are declared and dissenting views are given space, even difficult decisions become more defensible.

## How will ASPRI leverage these best practices to lead more impactful initiatives?

**Danny:** We see the programme as a sharpening of our habits rather than a dramatic structural change. We will continue to ensure that the council focuses on direction-setting and long-term priorities while management executes.

**Grace:** We will also subject major initiatives to more explicit scrutiny, asking whether they address genuine industry needs and if we have the capacity to sustain them. Strengthening these habits gives us greater confidence to lead responsibly in an evolving sector.

**“The most valuable aspect was the candour among leaders regarding limited resources, rising expectations and the pressure to remain relevant.”**

**Mr Danny Chua**  
President

**“It ensures that compliance is handled rigorously while giving council members the mental bandwidth to think about direction and long-term impact.”**

**Ms Grace Chia**  
Vice President

ASPRI



VALUE DRIVERS

# Delivering Impact through Collaboration



# Policies

## SHAPING SOLUTIONS THROUGH POLICIES

In 2025, SBF advocated for Singapore businesses through local and international platforms, facilitating engagements with policymakers to surface challenges and secure support.

### Budget 2025: Forging Ahead with Confidence

On 16 January 2025, SBF and PwC Singapore jointly unveiled a Budget proposal aimed at strengthening Singapore’s resilience while positioning businesses for sustainable and competitive growth. The recommendations focused on enterprise-led workforce transformation, enhancing the business ecosystem and alleviating rising costs. Key ideas included accelerating digitalisation, supporting mergers & acquisitions and internationalisation, and improving access to financing. Through this annual exercise, SBF continues to advance public-private collaboration and champion forward-looking policies for long-term economic growth.

### Navigating Global Volatility

The Future-Ready Business Dialogue (FRBD) Series facilitates candid exchanges between industry leaders and policymakers. Foreign Affairs Minister Dr Vivian Balakrishnan headlined the dialogue on 4 April 2025, themed “Geopolitics and Business Resilience: Navigating an Uncertain World”. Addressing over 150 C-suite executives and TAC representatives, Dr Balakrishnan emphasised agility and collaboration amid shifting US-China tensions and technological disruption. By exploring trade frameworks and public-private partnerships, the session provided attendees with actionable insights to future-proof their operations.

The second dialogue on 24 June 2025, themed “Empowering Singapore’s Workforce for Future Challenges”, was anchored by Manpower Minister



Dr Tan See Leng. He detailed strategic initiatives like the Enterprise Workforce Transformation Package and SkillsFuture Enterprise Credit, urging the 150 business leaders and TAC representatives in attendance to prioritise agility and skills upgrading. Discussions tackled pressing concerns, from talent shortages and skills mismatches to global trade disruptions, offering practical business strategies by aligning workforce development with enterprise transformation.

### Empowering SMEs through Specialised Financing

On 30 July 2025, SBF and EnterpriseSG announced the establishment of CEFA. This dedicated hub will strengthen support for SMEs navigating complex financing needs,

complementing the existing network of SME Centres. CEFA will provide specialised advisory and facilitation, working with ecosystem partners to resolve intricate financing issues. By enhancing access to tailored guidance, the Centre plays a key role in building enterprise capabilities and strengthening Singapore’s pro-business environment for growth and transformation.

### Shaping the National Economic Roadmap

As a member of the SERT, SBF ensures that business realities are meaningfully considered in national policies. On 19 November 2025, over 50 industry leaders provided ground-up perspectives to the ESR Committee, sharing insights on accelerating AI talent development, enhancing the entrepreneurial ecosystem through supportive grants and regulatory frameworks, and fostering innovation via greater regulatory flexibility. The engagement, joined by Acting Transport Minister Jeffrey Siow, Senior Minister of State Low Yen Ling, Ministers of State Jasmin Lau and Dinesh Vasu Dash, and SBF Vice Chairman Andrew Kwan, reinforced SBF’s role as the vital nexus between businesses and the government.

### Driving Regulatory Excellence and Innovation

The Pro-Enterprise Panel (PEP)–SBF Awards on 25 November 2025 celebrated public-private partnerships that enhanced Singapore’s competitiveness through smart regulation.



550

participants attended the government procurement seminar

>300

business leaders engaged through the FRBD series

>50

companies engaged in the ESR

Graced by Deputy Prime Minister Gan Kim Yong and Senior Minister of State Low Yen Ling, the ceremony presented 13 awards recognising initiatives that measurably improved the ease of doing business. A panel discussion on agile regulation explored how collaboration and technology streamline processes to reduce costs. By highlighting win-win outcomes for both enterprises and public agencies, the PEP continues to champion a responsive, future-ready regulatory landscape.

### Fostering an Inclusive Workforce

In 2025, SBF co-initiated the Alliance for Action (AfA) on the Integration of Foreign Professionals with Ministry of Culture, Community and Youth (MCCY) and SNEF. By engaging corporate leaders and employees to co-create ground-up solutions, the AfA seeks to strengthen mutual understanding and shared norms between local and foreign professionals. These efforts will culminate in recommendations that contribute to a more inclusive workforce for Singapore.

### Strengthening Access to Public Sector Procurement

Jointly organised by SBF, the Ministry of Finance (MOF) and the Association of Small & Medium Enterprises (ASME), the Government Procurement Seminar on 26 November 2025 drew over 550 participants to discuss procurement reforms and GeBIZ X enhancements. Senior Parliamentary Secretary Shawn Huang emphasised the government's commitment to improving SME access to opportunities through transparent processes. Updates on TenderLite and new developments for the construction and information and communications technology sectors were shared, alongside a panel discussion on resolving pain points such as evaluation clarity and administrative burdens.

### Translating Feedback into Policy

In 2025, SBF conducted four National Business Surveys across key action agendas to shape policy positions, including Budget and National Wages Council recommendations. Findings were disseminated through media releases and reports, and an inaugural Business Sentiment Index was introduced to track quarterly business sentiments.



### Championing Regional and Global Integration

Between September and November 2025, SBF reinforced Singapore's leadership within the global business community through strategic participation in key international platforms. Following Chief Executive Officer Kok Ping Soon's appointment as the International Chamber of Commerce's (ICC) Asia-Pacific Regional Coordinator, SBF convened the first ICC Asia-Pacific Regional Consultative Group meeting in Singapore to foster closer regional collaboration.

As the Secretariat for Singapore's Asia-Pacific Economic Cooperation (APEC) Business Advisory Council (ABAC), SBF facilitated the inclusion of Singapore's policy recommendations, including endorsements to establish the APEC Centre of Excellence

for Paperless Trade, in the Report to APEC Economic Leaders during the APEC CEO Summit and ABAC IV Meeting. This momentum continued at the ASEAN Business and Investment Summit in Kuala Lumpur, where SBF championed regional economic integration and moderated a high-level dialogue with the Vietnamese Prime Minister.

SBF further advocated for digital trade facilitation, Micro and SME support and supply chain resilience during the East Asia Business Council Dialogue with ASEAN Economic Ministers Plus Three. Finally, as an observer state representative at the B20 Summit in Johannesburg, SBF ensured that the Singapore business voice was heard. These engagements collectively strengthened Singapore's role in shaping international trade norms and regional economic integration.



# Platforms

## BUILDING PARTNERSHIPS THROUGH PLATFORMS

Through high-level symposiums and business networks, SBF forges mutually beneficial partnerships across diverse organisations to support Singapore’s globally competitive sustainable economy and strengthen SBF’s value as the Apex Business Chamber.

### Shaping Industry Perspectives through Public-Private Dialogues

The 2nd Singapore Budget Symposium on 19 March 2025 facilitated public-private dialogue, drawing over 1,000 business and government leaders to examine Singapore’s economic resilience and growth pathways. Prime Minister Lawrence Wong, alongside Transport Minister Chee Hong Tat and Minister of State Alvin Tan, joined the Budget 2025 Conversation on competitiveness and manpower challenges. A plenary session featuring public- and private-sector leaders further explored internationalisation, workforce development and technology adoption. The symposium was supported by MOF and the Ministry of Trade and Industry.

Focusing on regional growth, the 9th ASEAN Conference from 2 to 3 July 2025 convened over 600 global leaders and 35 partners to navigate ASEAN integration in a multipolar world. A Ministerial Dialogue featuring Deputy Prime Minister Gan Kim Yong, alongside Malaysian and Indonesian counterparts, reaffirmed a shared commitment to regional resilience. The conference expanded its reach through the inaugural ASEANNext Forum for emerging entrepreneurs, and advisory clinics providing business insights into Indonesia, Malaysia and Vietnam.

Marking Singapore’s diamond jubilee was the IPS-SBF SG60 Conference from 22 to 29 July 2025. Themed “Global-City Singapore: SG60 and Beyond”, the programme engaged over 1,100 stakeholders through academic forums and enterprise visits. Plenary sessions, helmed by Prime Minister Lawrence Wong and Deputy Prime Minister Gan Kim Yong, tackled fragmented economic orders, technology disruption and sustainability in global value chains. The dialogue successfully bridged government, business, academia and civil society to chart future economic pathways, reaffirming Singapore’s role as a hub for international collaboration.

Broadening SBF’s regional footprint, the 9th Singapore Regional Business Forum on 19 August 2025 was held in Bangkok to mark 60 years of Thailand-Singapore relations. Graced by Thailand’s Deputy Prime Minister H.E. Pichai Chunhavajira, and Singapore’s Manpower Minister Dr Tan See Leng, the forum highlighted adaptive



policy frameworks, cross-border innovation and green transformation. A historic Implementation Agreement on Carbon Credits Collaboration was signed – the first of its kind between Singapore and an ASEAN country – alongside an MOU between SBF and the Thailand Board of Investment. The event fostered bilateral cooperation in green financing, clean energy and digital trade among 500 participants from over 30 countries.

>1,100  
IPS-SBF  
SG60 Conference  
participants

>1,000  
Singapore  
Budget Symposium  
participants

>500  
Singapore  
Regional Business  
Forum participants



## Cultivating Next-Generation Leadership

The SG-WEN empowered local businesswomen through the new SC x SG-WEN RISE Programme. This four-month flagship initiative, supported by Standard Chartered Bank, addressed critical gaps in leadership and strategy for an inaugural cohort of 30 women participants. Beyond the RISE Programme, the 2025 SG-WEN Award was expanded to honour nine outstanding women entrepreneurs. These awardees went on to represent Singapore at the ASEAN Women Entrepreneurs Network Awards, showcasing local talent and fostering cross-border mentorship.



The YBLN focused on leadership succession through its Mentorship Programme, which celebrated its largest cohort to date with 51 mentors and 56 mentees. By pairing industry veterans with emerging entrepreneurs, the programme fosters strategic thinking and builds a trusted peer network. YBLN also conducted a Leadership Retreat for 46 members to deepen community bonds. Through the inaugural ASEANNext Forum, nearly 300 emerging entrepreneurs, including foreign delegates, engaged in regional dialogue. This culminated in an MOU between SBF and the Vietnam Young Entrepreneurs Association to formalise ties and strengthen regional collaboration.

webinars and seminars provided members with timely updates on government regulations and national guidelines. Key sessions included Goods & Services Tax and Tax Obligation seminars co-organised with the Inland Revenue Authority of Singapore, and a briefing on the Business Insights Tool for Enterprises conducted with the Department of Statistics.



In November, SBF and the SNEF held a joint briefing on the National Wages Council 2025/2026 Guidelines for over 900 business leaders and HR professionals. SBF Vice Chairman Mark Lee served as a panellist during the discussion on the latest wage recommendations. Additionally, SBF's 23rd Annual General Meeting (AGM) in June drew over 180 members. Beyond the formal proceedings, the AGM featured booths by beneficiary companies, showcasing the impact of SBF support in areas like international expansion and digitalisation.

## Engaging and Empowering SBF Members

SBF remains committed to uplifting its members through dedicated engagement platforms. In 2025, orientation sessions for new SBF members were held in April and September, with the latter introducing a Business Matching segment to facilitate strategic partnerships. Year-round

# From Classroom Excellence to Industry Leadership

[BlueTree Education](#) is a leading enrichment centre founded by former Ministry of Education teachers. To scale the business, co-founder Ms Jolene Ang participated in the SC X SG-WEN [RISE](#) Programme by Standard Chartered Bank and the SBF SG-WEN. Designed to strengthen women-led enterprises, this programme offers the professional networks, mentorship and financing solutions needed for BlueTree to lead in Singapore's competitive education landscape.

## What was your primary challenge in scaling BlueTree?

BlueTree is a trusted 10-year-old brand with strong pedagogy and student outcomes. However, scaling requires a different mindset. In Singapore, many centres compete on pricing or short-term results. I didn't want to just compete; I wanted us to lead in quality and thought leadership. My greatest challenge was shifting from operator to becoming a leader, and moving from a business that grows to a brand that leads.

## How did the RISE programme help to bridge that gap?

RISE provided strategic clarity. Instead of asking, "What else can we offer?" I began asking, "What must we become to lead?" It prompted me to review our brand positioning and evolve our value proposition to reflect holistic, future-ready education rather than just academic support. Through the learning journeys, I discovered that scaling a major brand requires efficient operations and absolute transparency. Consequently, we've tightened our internal systems and clarified our KPIs so that growth is structured and deliberate, rather than accidental. Additionally, my mindset shifted. I now think in terms of market share and brand authority rather than just enrolment numbers. This has changed how we hire, communicate and invest.

## How has your perspective on leadership evolved?

The programme challenged me to think in terms of scale, systems and sustainability. To scale, one must first grow in confidence, decisiveness and strategic thinking; and growth isn't about doing more – it is about deciding who we are becoming. Wanting to be number one entails responsibility, and not ego or arrogance. If you believe in sustainable impact, your work should reach as many people as possible, at the highest standard possible. As successful leaders, clarity and strategic focus are crucial. When your positioning is sharp, hiring improves, marketing strengthens and partnerships become more intentional. To me, leadership is not about being the loudest voice in the room. It is about having the clearest conviction and the discipline to build on it. And when women lead with clarity and courage, entire industries shift.

## What advice would you give to fellow women entrepreneurs looking to scale?

Many women entrepreneurs, including those I met at RISE, are incredible enablers. They are selfless operators, deeply committed to their teams and customers. However, we often fall into the trap of working for the business instead of on it. So my advice is this: First, own your ambition, don't shrink your vision to fit comfort. Second, build systems early, the impact of excellence must be repeatable and sustainable. Third, surround yourself with people who challenge your thinking, and not just those who support your efforts.

**T**o me, leadership is not about being the loudest voice in the room. It is about having the clearest conviction and the discipline to build on it."

### Ms Jolene Ang

Co-Founder  
BlueTree Education Centre





# Honouring Heritage, Driving Innovation

**"SBF's YBLN has shortened my learning curve and helped me manage the emotional weight of leadership."**

**Mr Christopher Ng**  
Executive Director  
Triplestar Holdings

[Triplestar Holdings](#) is an investment holding company established by the third-generation of the family behind the Tat Hong Group of businesses. The company sources and develops business opportunities through private equity investments, strategic partnerships and mergers & acquisitions. To navigate the complexities of leading a legacy-driven firm, Executive Director Mr Christopher Ng joined SBF's [YBLN](#). Through its mentorship programme, Mr Ng gained strategic foresight and leadership conviction to drive innovation while honouring his family's heritage.

## What motivated you to join YBLN?

I enjoy meeting people and learning about different businesses and industries. YBLN offered the opportunity to connect with like-minded business owners and entrepreneurs and learn from shared experiences. The network's events and seminars provide relevant and insightful perspectives on management. More importantly for me, it has evolved into a vital support system that encourages both professional and personal growth.

## What's the most impactful advice you've received from your YBLN mentor?

During a particularly challenging period, my mentor created a safe and supportive space for me to share my struggles. The most enduring advice I received was to be kinder to myself and not be overly self-critical. As we progress through different life stages, our priorities shift and it is unrealistic to expect excellence in every aspect all at once. This shift in perspective fostered greater self-compassion and empathy. I am now more mindful of the circumstances my team members face. This has allowed me to lead with greater compassion and clarity.

## How has YBLN reframed the way you view setbacks?

Through the sharing of my mentor and peers, I realised that setbacks are not unique to me. Every leader faces similar pressures at different stages. Normalising these challenges made me feel less isolated and helped me see them as necessary for growth. I now view setbacks as learning opportunities. I make a conscious effort to channel the negative energy that comes with these pressures into something positive and constructive.

## What is one leadership pitfall you've learned to avoid, thanks to YBLN?

Tying success too closely to desired outcomes. I used to strive for perfection and saw results as the only measure of success. My mentor helped me realise that being overly fixated on outcomes is unsustainable, especially since so many factors remain beyond our control. I've since shifted my focus toward setting clear objectives and building strong processes, concentrating on what I can influence.

## How has YBLN bolstered your confidence to make tough calls?

It has shortened my learning curve and helped me manage the emotional weight of leadership. I recall a period when several pressing issues surfaced simultaneously. Instead of reacting, I made a conscious effort to pause, step back and focus on key priorities. Another tough decision involved implementing a new policy at an investee company. While uncomfortable, I reminded myself that the goal was to build a more sustainable and resilient business for the long run. That perspective helped me communicate the decision with stronger conviction and lead our people more effectively.

# Programmes

## FOSTERING CAPABILITIES THROUGH PROGRAMMES

SBF conducts a wide range of programmes, including the highlighted ones below:

### Scaled Internationally

**GlobalConnect@SBF** supports companies' international expansion through overseas missions, trade shows and forums, offering an immersive way to explore new markets and opportunities first-hand. In 2025, the programme led 13 business delegations attended by 162 companies. Companies exploring international markets can also access one-on-one advisory support from SBF Market Advisors as well as in-market partners and business networks, who serve as key multipliers in driving engagement and facilitating business discussions.

**Singapore Enterprise Centres (SECs)** facilitate international expansion through a network of five centres in Bangkok, Bengaluru, Dubai, Ho Chi Minh City and Jakarta, where dedicated market advisors connect companies to local opportunities, networks and business matching on the ground.

**Centre for the Future of Trade and Investment (CFOTI)** is a public-private partnership building a vibrant regional community of trade and investment practitioners, thought leaders and government officials to advance inclusive, sustainable and future-ready global trade. Companies gain access to a suite of offerings including Trade AI Advisor (TAIA), FTA advisory support, expert forums and international advocacy.

### Skills-Empowered

**Career Conversion Programmes (CCPs)** empower companies to develop mid-career talent through structured pathways, such as Overseas Markets Immersion Programme (OMIP), Human Capital Professionals (CCP-HC), SME Professionals (CCP-SME), Sustainability Professionals (CCP-S) and Wholesale Trade Professionals (CCP-WSTP), thereby alleviating hiring risks and broadening their talent pool.

**Mid-Career Pathways Programme (MCP)** offers mature mid-career individuals aged 40 and above full-time, structured attachments to build professional networks, while host organisations benefit from their extensive industry experience.

**Jobs-Skills Integrator for Wholesale Trade Sector (JSIT-WST) Programme** equips companies to build an adaptable workforce through SBF's Job Skills Advisors, industry partnerships and government grants.

### Smart-Enabled

**Technology Implementation Advisory Services** guide members through the digital transformation process by providing tailored support in scoping and solutioning, vendor sourcing and assessment, and project oversight.

**Cyber Resilience Centre (CRC)** serves as a central support hub helping companies enhance their cyber defences and respond swiftly to incidents through a Cyber Helpline, cybersecurity health clinics, CSA's Chief Information Security Officer-as-a-Service programme and capability-building workshops.

**InvoiceNow** enables direct transmission of invoices in a structured digital format between finance systems, with SBF supporting companies in seamless adoption to improve accuracy, efficiency and compliance while reducing administrative costs.

### Sustainability-Centric

**Cost and Carbon Reduction Programme (CCRP)** empowers SMEs to calculate baseline emissions and develop customised decarbonisation plans through training workshops, the DecarboniSME AI tool co-developed with Bain & Co, and one-on-one advisory support.

**Queen Bee Enabled Sustainability Transition (QUEST) Programme** helps suppliers strengthen their carbon reporting capabilities, making them more competitive as preferred vendors to sustainable procurers.

**Sustainability Advisory** helps businesses embark on and advance their sustainability journey by providing them with access to SBF's sustainability advisors who offer expert guidance and tailored support through part-time flexible secondments.

### Socially Impactful

**VolunteerInc.** helps companies of all sizes to design, start and sustain meaningful corporate volunteering. Enabled by MCCY and SBFF, it builds responsibility, resilience and community-mindedness into the local business ecosystem through corporate volunteering.

**Youth Connections** bridges the gap between young individuals (including youth-at-risk) and accomplished business leaders by fostering meaningful relationships and positive role-modelling to empower youths to expand their professional networks, grow self-confidence and foster career aspirations.

**The Corporate Purpose Initiative (TCPI)** empowers businesses and SMEs to align their Environmental, Social and Governance goals with social programmes that address systemic social challenges.

### Synergistic TACs

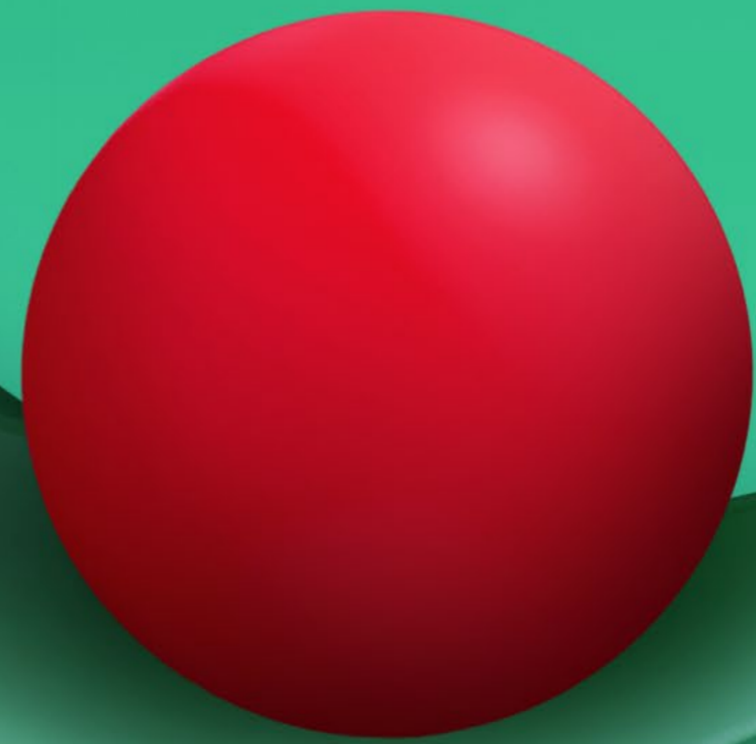
**Digitalisation of TACs (Digi-TAC) Programme** supports TACs in scaling efficiently through digital adoption, covering both solution implementation and foundational digital training for secretariat staff.

**SBF-SID Leadership Programme** equips TAC board members and secretariat heads with essential governance and decision-making skills while providing a platform to share best practices.

**TAC Fellowship Programme (TFP)** grooms a pipeline of future leaders by upskilling secretariat heads and senior staff through structured learning, mentorship and exposure to industry best practices.

ESG@SBF

# Creating A Better Future



# Towards a sustainable and responsible business ecosystem

As the apex business chamber in Singapore and the principal member of the Global Compact Network Singapore, SBF is committed to advancing sustainable business practices among the Singapore business community. We also champion these practices in our organisation and our people.



## ENVIRONMENTAL

We are committed to reducing our environmental footprint.



## SOCIAL

We prioritise our people's growth and well-being, and drive positive social impact in our wider community.



## GOVERNANCE

We uphold the highest standards of integrity, transparency, and accountability.

# Environmental Performance

## GHG emissions

We are committed to reducing our carbon footprint and have for the first time measured our GHG emissions, covering Scope 1, Scope 2 and Scope 3 (Categories 6 and 7).

We calculated our GHG emissions in accordance with the GHG Protocol: Corporate Standard and used the SEFR – a national database developed by a private-public partnership led by SBF which enhances the convenience, accuracy and consistency of GHG accounting locally.

While we faced challenges in developing the full Scope 3 inventory, this report discloses two categories and we aim to include all the other material Scope 3 categories in future disclosures.

GHG Emission Scope	FY2024 Emissions (Tonnes CO <sub>2</sub> e)	FY2025 Emissions (Tonnes CO <sub>2</sub> e)
<b>Scope 1</b>	<0.1	<0.1
<b>Scope 2</b>	90	88
<b>Scope 3</b> Category 6: Business Travel	133	136
<b>Scope 3</b> Category 7: Employee Commuting	130	91

### Scope 1

Our Scope 1 emissions were minimal, consisting of only trace amounts from air-conditioning refrigerants.

### Scope 2

Our Scope 2 emissions, derived from purchased electricity, were computed using the location-based method.

### Scope 3

Scope 3 Category 6 (Business Travel) consisted of land travel (ride-hailing and taxis) and air travel (plane). Air travel emissions were calculated using International Civil Aviation Organisation (ICAO) data. For FY2025, our emissions increased by 2.34% from FY2024, despite a 7.5% increase in headcount.

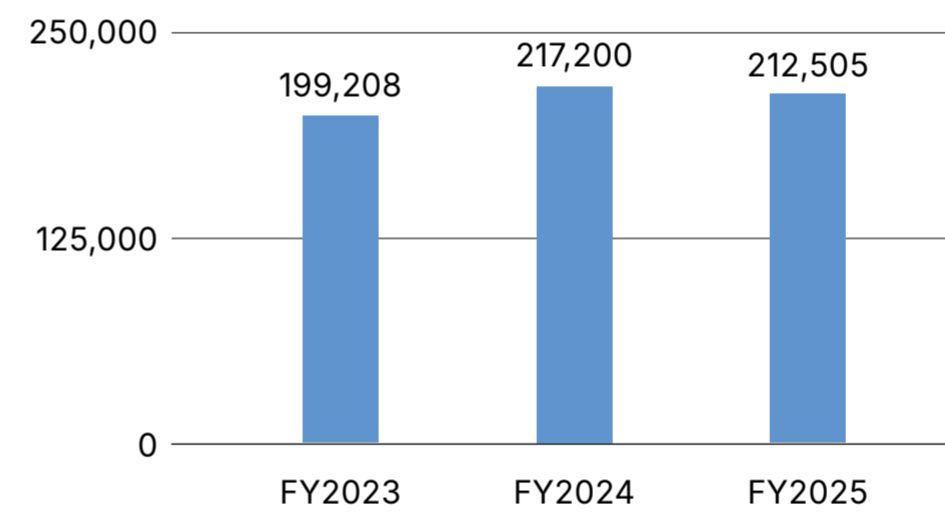
Scope 3 Category 7 (Employee Commuting) was estimated via an employee survey with a 70% response rate. FY2025 emissions decreased by 29% from FY2024, likely due to office renovations, during which more employees worked from home.

In 2025, we completed the renovation of two and a half office floors and began the application process for the Green Mark for Healthier Workplaces certification. SBF also committed to the Go 25 Pledge by the Singapore Green Building Council, setting air-conditioning at 25°C or higher to reduce energy use without compromising thermal comfort. To encourage more sustainable daily habits in the office, reusable metal cutlery sets were distributed to all staff as part of the year-end gift bag to reduce single-use waste from takeaway meals consumed in the office.

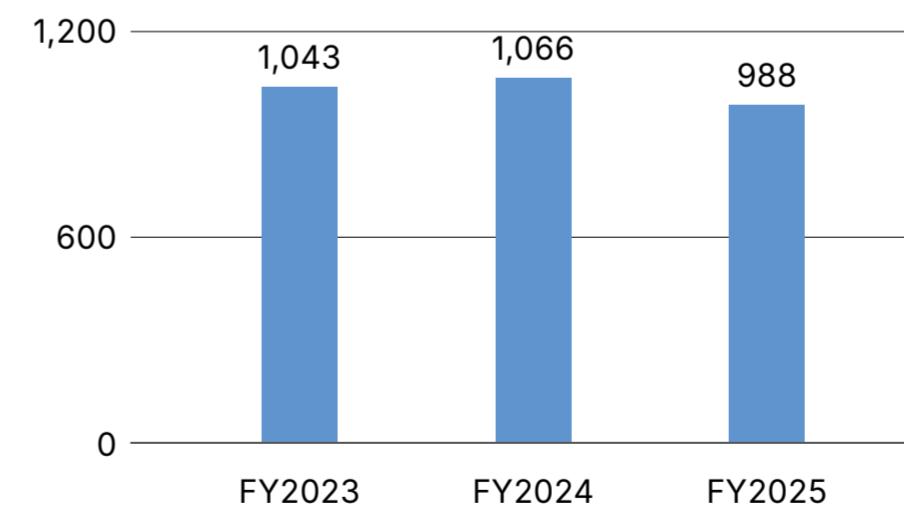
## Electricity

Electricity is the sole component of our energy consumption. Total electricity consumption in FY2025 decreased by 2% from FY2024 despite a 7.5% increase in the number of employees. This is likely due to office renovations, during which more employees worked from home.

### Electricity Consumption (kWh)



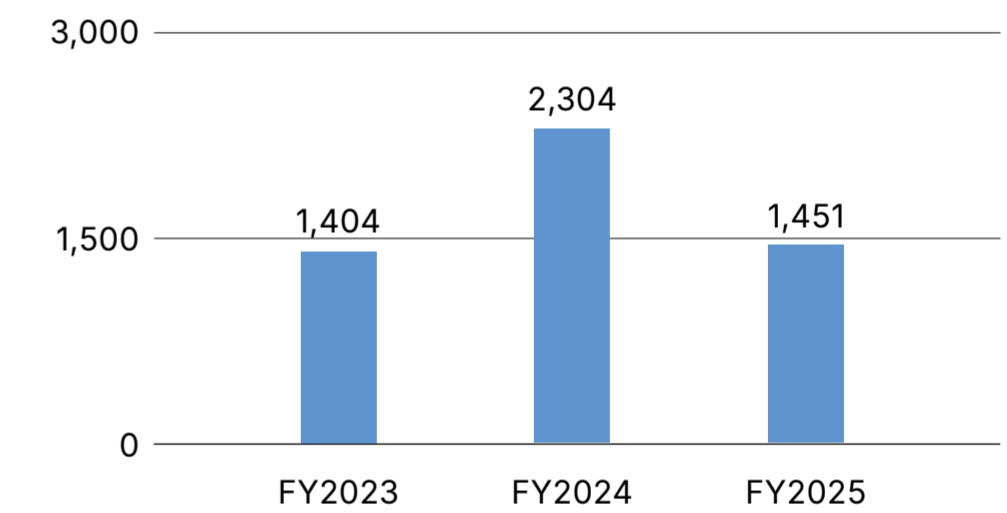
### Electricity Consumption Intensity<sup>1</sup> (kWh/pax)



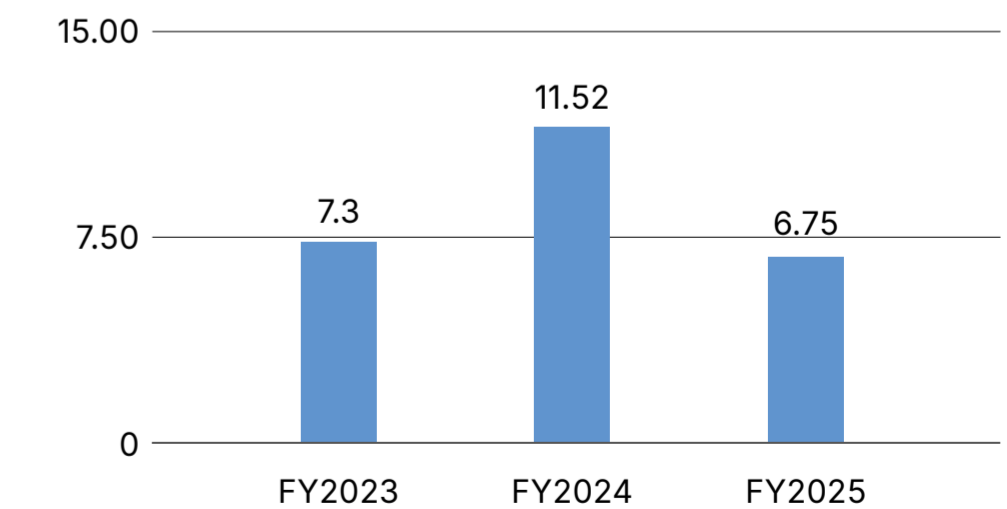
## Water

Water consumption in FY2025 decreased by 37% from FY2024, and water intensity per employee decreased by 41%. This is likely due to office renovations, during which more employees worked from home.

### Water Consumption (m<sup>3</sup>)



### Water Consumption Intensity<sup>1</sup> (m<sup>3</sup>/pax)



<sup>1</sup> Electricity and water consumption intensity are based on SBF's employee count for FY2023 (191 pax), FY2024 (200 pax) and FY2025 (215 pax).

# Social Performance

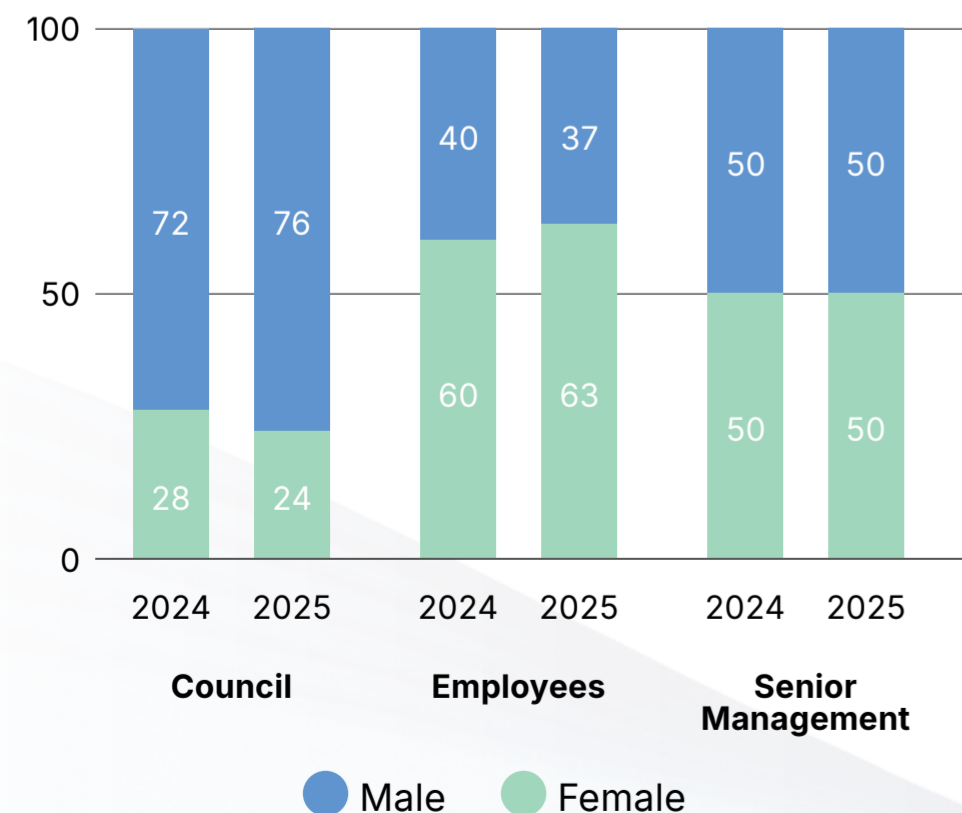
## Diversity and Inclusion

SBF is committed to fostering a diverse, equitable and inclusive workplace where every employee is respected, valued and empowered to contribute. We embrace different backgrounds, experiences and perspectives, and ensure fair and equal opportunities through merit-based recruitment, equitable remuneration and inclusive people practices. Our hiring and management processes are guided by national fair employment standards, and we continue to strengthen a culture where all individuals, regardless of age, gender, race, religion or nationality, can thrive and grow in a supportive and inclusive environment.

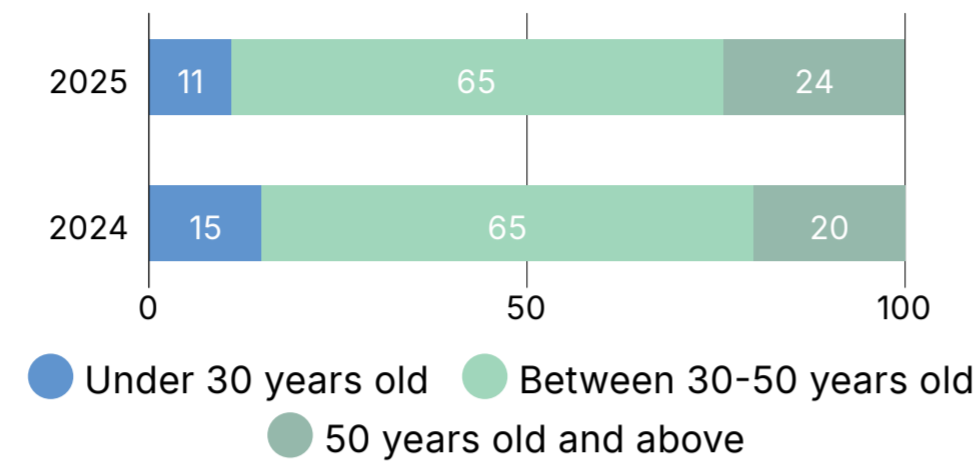
## Workforce Composition

Our workforce demonstrates diversity across gender and age groups.

### By gender (%)



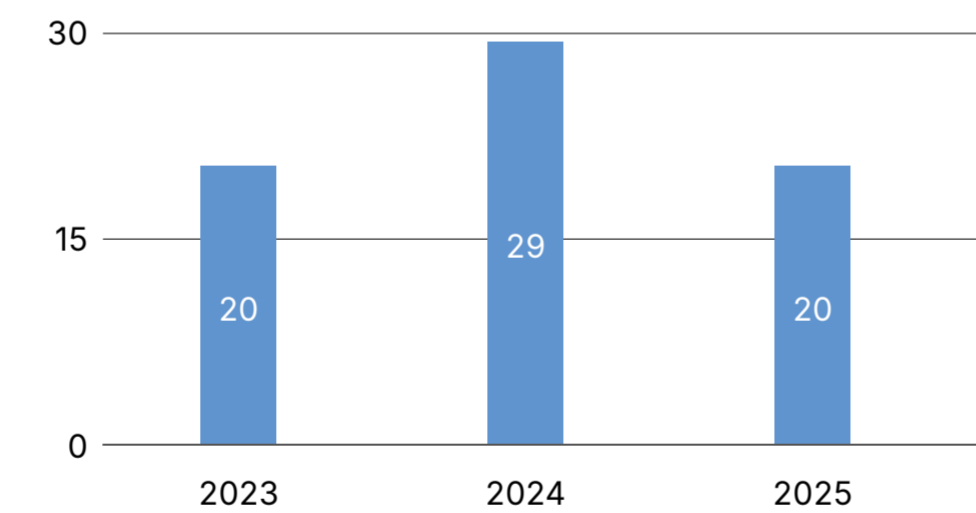
### By age (%)



## Learning and Development

In 2025, our employees recorded an average of 20 training hours. Following the completion of organisation-wide digital and AI training initiatives in the previous year, staff development shifted toward practical application. Hands-on learning opportunities included cross-functional stretch assignments and project-based work, providing valuable experiential growth across the organisation.

### Total learning hours



## Progressive Employment Practices

SBF aims to be a progressive employer by adhering to the national standards for workplace practices, demonstrating our commitment to employee well-being, fair treatment and a positive work environment. We have established policies covering flexible work



arrangements and grievance handling, alongside a Work-Life Harmony team that champions employee well-being.

SBF is a proud adopter of various Tripartite Standards, which validate our dedication to workplace excellence. We also hold the NS Mark (Gold) in recognition of our active support for National Service and Total Defence within the workplace and wider community.

## Driving Social Impact

As the apex business chamber, SBF leads the Singapore business community by example. Before engaging the wider community with initiatives like VolunteerInc., we first established our own Employee Volunteering Programme. This grants all permanent and contract staff up to two days of paid volunteering leave annually, embedding service into our core operations.

In 2025, over 60 employees, led by senior management, participated in initiatives aligned with SBF and SBFF missions. These included working with the Ministry of Social and Family Development through ComLink+ to uplift lower-income families, partnering



Young Men's Christian Association through its Vocational and Soft Skills Programme to strengthen the employability of at-risk youth, and SBFF's Youth Connections and Walk for Work fundraiser to help vulnerable individuals find employment. These initiatives reinforced a culture of service and demonstrated how values-led volunteering can be embedded into organisational practice.

# Governance Performance

## Governance Framework and Policies

We have established a robust governance framework that ensures we are accountable to our stakeholders. For the governance structure and committees, please refer to pages 52 - 59 of the annual report.

Our policies cover these areas:



### Conduct and Ethics

SBF's Code of Corporate Conduct and Ethics outlines the principles and standards that employees of SBF are expected to uphold. It covers various aspects such as conflicts of interest, confidentiality, safe working conditions, discrimination and harassment, and the use of computer and communication systems.



### Conflict of Interest

SBF's Conflict of Interest Policy requires employees to act in the organisation's best interest and avoid situations where personal or family interests may conflict with those of SBF. Employees must declare any conflicts of interest upon hiring, annually, immediately when a potential conflict arises, and during procurement evaluations.



### Whistle-blowing Policy

SBF encourages employees to promptly report any breaches or suspected breaches to their management. It aims to enhance corporate governance by clarifying the procedures for reporting breaches, the actions to be taken by the designated officials, and the obligations of both SBF and its employees.



### Procurement Policy and Procedures

SBF's Procurement Policy & Procedures outlines guidelines for procuring goods and services. It emphasises transparency, fairness, and value for money, ensuring that all vendors have equal opportunities.

## Cybersecurity & Data Governance

Cybersecurity and data governance continued to be a priority in 2025, with key enhancements made to strengthen SBF's systems, processes, and organisational readiness. Here are the key achievements and initiatives:



### Policies and Procedures

- Updated the SBF Policy on Information & Cybersecurity and the SOP on Access & Privileged Account Management to strengthen asset supervision, vulnerability assessment, patch and anti-virus management.
- Reviewed our IT procedures and governance frameworks to ensure relevance and reinforce operational efficiency, governance and compliance.
- Shared IT policy templates, SOPs and regular cyber newsletters to help other TACs bolster their IT governance and cybersecurity capabilities.



### Security Hygiene Practices

- Achieved CSA's Cyber Essentials Mark certification, validating enhanced controls, security processes and updated SOPs.
- Renewed the Cyber Elevate Programme to reinforce SBF's incident response and recovery capabilities.
- Implemented Intune mobile device management to strengthen system capabilities and protect our digital environment from unauthorised device access.



### Training and Awareness Building

- Updated and streamlined the annual cyber training curriculum to ensure relevance against evolving threats.
- Conducted mandatory annual cyber training for all staff.
- Conducted two phishing simulation exercises to maintain staff vigilance against the latest phishing tactics.
- Issued regular cyber alerts, newsletters and advisories to staff to provide timely updates on emerging threats.



### Data Protection

- SBF maintains high standards of personal data protection, with measures in place to enhance personal data resilience and mitigate risks.
- This is supported by an established Data Protection Governance Framework and Policy, a PDPA Committee and trained Data Protection Managers across SBF.
- Our Data Protection Officer provides regular updates on personal data privacy risks, incidents and remediation actions, while a formal data breach management process ensures timely response and compliance with regulatory notification requirements.

Notes:  
SOP - Standard Operating Procedure  
PDPA - Personal Data Protection Act



PEOPLE@SBF

Going  
Further  
Together

# People@SBF

From defining our future readiness at the Converge Series to fostering connection through play, our collective drive as #OneSBF fuels our professional growth while uniting us as a community.

## Aligning for Strategic Impact



The 2025 Converge Series served as our organisational compass, uniting our teams in the quest towards SBF 2030. At Converge I in February, immediate past Chairman Lim Ming Yan and Chief Executive Officer Kok Ping Soon briefed staff on navigating geopolitical shifts and disruptive technologies, and we focused on our brand positioning of “Mobilising the Whole of Business, Magnifying Your World of Opportunities” to ensure SBF remains an agile voice for enterprises. By Converge II in October, we sharpened this focus by introducing forward-looking initiatives such as the Future Ready Business Index and CEFA to better serve our members. Chairman Teo Siong Seng hosted an inspiring fireside chat to reinforce our refreshed values: Stronger Together, Bold in Action, Future-Oriented.



## Celebrating our Successes

Our annual Dinner & Dance brought 200 colleagues together for a “Movie Night” celebration of connection and lasting memories. Chairman Teo Siong Seng joined the festivities, with the National University of Singapore Jazz Band providing the evening’s musical entertainment. A clear highlight was the surprise dance performance by our senior management team led by Chief Executive Officer Kok Ping Soon, proving their “work hard, play hard” spirit. Beyond the lucky draws and best-dressed awards, the night was also a meaningful occasion to recognise our long-serving and newly promoted staff, whose dedication serves as an example to all.



## Fostering Team Spirit Through Play

We continued to strengthen our internal culture through the annual House Games. Driven by our Work-Life Harmony Ambassadors, the initiative saw six Houses engage in activities specifically designed to bridge divisional silos and foster connections across all age groups and skill sets. The spirit of camaraderie culminated in a high-energy finale, featuring competitive bowling, darts and arcade challenges. While we celebrated Blue House as the year’s champions, the event stands as a testament to the sportsmanship and grit that define the #OneSBF identity.

# Board of Trustees and Honorary Advisory Panel

As of 31 December 2025

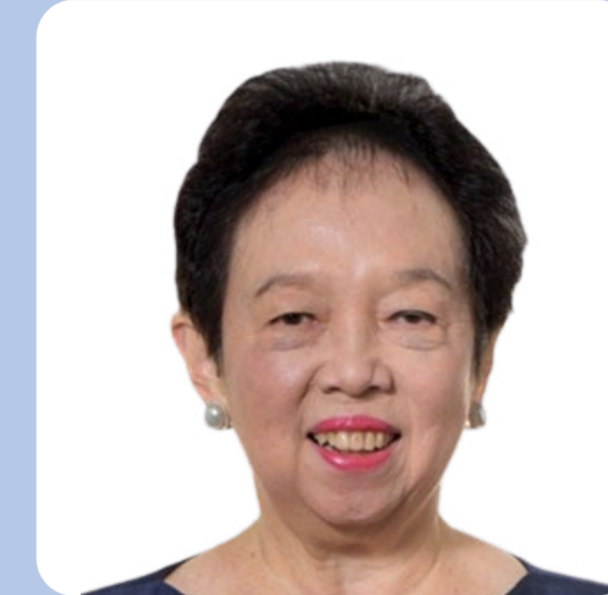
## Board of Trustees

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 Mdm Kay Kuok Oon Kwong and Prof Tan Cheng Han.



**Mrs Fang Ai Lian**  
Chairman  
Non-Executive Director  
Tower Capital Asia



**Mdm Kay Kuok Oon Kwong**  
Member  
Director  
Kuok Singapore Limited



**Prof Tan Cheng Han**  
Member  
Professor of Law  
National University of Singapore

## Honorary Advisory Panel

The advisory panel will collaborate closely with SBF's leadership and management team to guide the organisation's growth strategy and provide invaluable counsel.



**Mr Teo Siong Seng**  
Chairman  
Chairman  
Singapore Business Federation



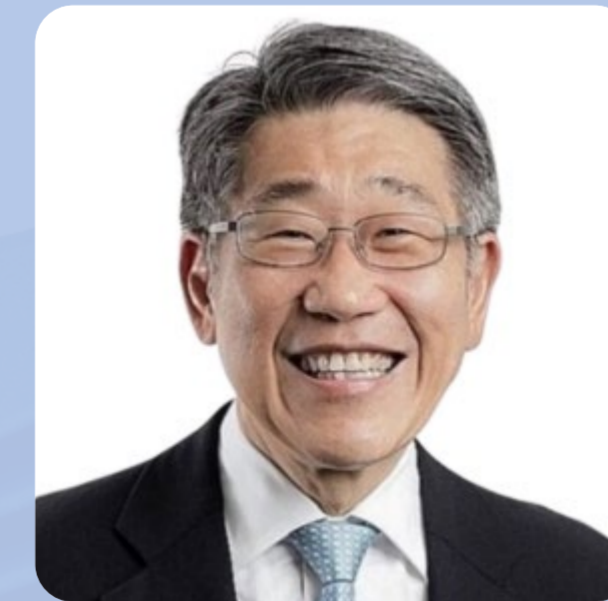
**Mr Stephen Lee**  
Member  
Chairman  
Shanghai Commercial Bank (Hong Kong)



**Mr Tony Chew**  
Member  
Executive Chairman  
Asia Resource Corporation



**Mr Lim Ming Yan**  
Member  
Chairman  
Changi Airport Group



**Mr Philip Ng**  
Member  
Senior Advisor  
Far East Organization



**Mr Wee Ee Cheong**  
Member  
Deputy Chairman and  
Chief Executive Officer  
United Overseas Bank

# 2024/2026 Council

As of 31 December 2025

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 term of the current council is from June 2024 to June 2026.



**Mr Teo Siong Seng**  
Chairman  
Executive Chairman  
Pacific International Lines Pte Ltd



**Mr Andrew Kwan**  
Vice Chairman/Honorary Secretary  
Executive Chairman  
Commonwealth Capital Pte Ltd



**Mr Mark Lee**  
Vice Chairman/Honorary Treasurer  
Chief Executive Officer  
Sing Lun Industrial Pte Ltd



**Ms Chong Ee Rong**  
Vice Chairman  
Operating Advisor  
UltraGreen.ai Limited



**Ms Yong Hsin Yue**  
Vice Chairman  
Managing Director  
Kuok Singapore Limited



**Mr Ong Pang Thye**  
Vice Chairman  
Independent Director  
Singapore Power Limited



**Ms Ang Shih-Huei**  
Deputy Honorary Secretary  
Chief Executive Officer and  
Co-Founder  
H/Advisors Klareco Pte Ltd



**Mr Marcus Lam**  
Deputy Honorary Treasurer  
Executive Chairman  
PricewaterhouseCoopers Singapore



**Dr Abdul Malik Bin Hassan**  
Council Member  
President  
Singapore Malay Chamber of Commerce  
and Industry



**Ms Chin Wei Jia**  
Council Member  
Group Chief Executive Officer  
Health Management International Pte Ltd



**Mr Federico Donato**  
Council Member  
Immediate Past President  
European Chamber of Commerce (Singapore)



**Mr Kazutoshi Hashimoto**  
Council Member  
President  
Japanese Chamber of Commerce &  
Industry, Singapore



**Mr Kho Choon Keng**  
Council Member  
President  
Singapore Chinese Chamber of  
Commerce & Industry

# 2024/2026 Council

As of 31 December 2025



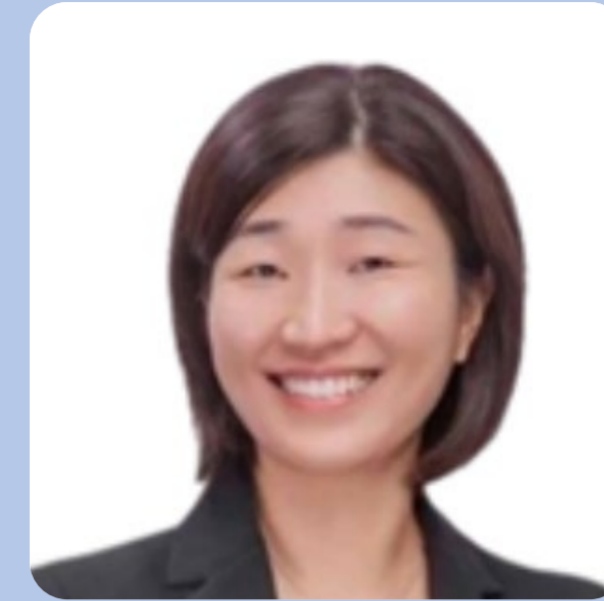
**Mr Ernie Koh**

**Council Member**  
Executive Director  
Koda Ltd



**Mr Sherman Kwek**

**Council Member**  
Group Chief Executive Officer  
City Developments Limited



**Ms Jenny Lee**

**Council Member**  
Senior Managing Partner  
Granite Asia Capital Pte Ltd



**Mr Kenneth Li**

**Council Member**  
President  
Singapore Hotel Association



**Mr Andrew Lim**

**Council Member**  
Partner  
Allen & Gledhill



**Ms Elisa Mallis**

**Council Member**  
Chair  
The American Chamber of  
Commerce In Singapore



**Mr Neil Parekh**

**Council Member**  
Chairman  
Singapore Indian Chamber  
of Commerce & Industry



**Mr Lennon Tan**

**Council Member**  
President  
Singapore Manufacturing Federation



**Mr Tan Zhiyong**

**Council Member**  
President  
China Enterprises Association (Singapore)



**Mr Wong Joo Seng**

**Council Member**  
Chairman  
Singapore International Chamber of  
Commerce



**Mr Wong Kee Joo**

**Council Member**  
Chief Executive Officer  
HSBC Bank (Singapore) Limited



**Mr Wong Wai Meng**

**Council Member**  
Immediate Past Chairman  
SGTech

# SBF Council Committees

As of 31 December 2025

The Council may, from time to time, authorise the formation of Council Committees comprising such persons and under terms of reference as the Council thinks fit. The current Council Committees are the Executive Committee (EXCO), Audit Committee (AC), Appointments and Remuneration Committee (ARC) and Nominations Committee (NC). The term of office is from June 2024 to June 2026.

EXCO	
Mr Teo Siong Seng	Chairman
Mr Andrew Kwan	Member
Mr Mark Lee	Member
Ms Chong Ee Rong	Member
Ms Yong Hsin Yue	Member
Mr Ong Pang Thye	Member

ARC	
Mr Teo Siong Seng	Chairman
Mr Andrew Kwan	Member
Mr Ernie Koh	Member

AC	
Mr Ong Pang Thye	Chairman
Mr Marcus Lam	Member
Mr Andrew Lim	Member
Ms Chin Wei Jia	Member

NC	
Mr Teo Siong Seng	Chairman
Mr Andrew Kwan	Member
Ms Chong Ee Rong	Member

# Action Committees

As of 31 December 2025

## Internationalisation Action Committee

The Internationalisation Action Committee provides leadership and guidance to all SBF's policy positions, partnership platforms and capability programmes to help Singapore companies scale internationally. The Committee also oversees the GlobalConnect@SBF Working Committee and five business groups in key geographic markets to ensure that they remain relevant and impactful in the development of partnerships with local and foreign businesses or organisations to enhance our in-market capabilities, enrich our services and expand our footprint globally.

CHAIRMAN	
Mr Teo Siong Seng	Executive Chairman, Pacific International Lines (Pte) Ltd
MEMBERS	
Ms Yong Hsin Yue	Vice Chairman, Singapore Business Federation Internationalisation Action Committee Managing Director, Kuok (Singapore) Limited
Mr Wong Kee Joo	Vice Chairman, Singapore Business Federation Internationalisation Action Committee Chief Executive Officer, HSBC Bank (Singapore) Limited
Mr Kho Choon Keng	Vice Chairman, Singapore Business Federation Internationalisation Action Committee Executive Chairman, Lian Huat President, Singapore Chinese Chamber of Commerce & Industry
Mr Prasoon Mukherjee	Vice Chairman, Singapore Business Federation Internationalisation Action Committee Chairman, Universal Success Enterprises
Mr Kok Ping Soon	Chief Executive Officer, Singapore Business Federation
Mr Tan Soon Kim	Deputy Chief Executive Officer, Enterprise Singapore
Mr Gautam Banerjee	Senior Managing Director & Chairman, Blackstone
Mr Sean Chiao	Group Chief Executive Officer & Board Member, Surbana Jurong
Mr Marlin Khiew	Executive Vice President, Oil & Gas (Americas), Seatrium
Mr Roland Ng	Group Chief Executive Officer, Tat Hong Group
Mr David Tan Lye Hock	President, Singapore Food Manufacturers' Association Managing Director, Par International Holdings Pte Ltd
Mr Tay Woon Teck	Senior Advisor & Industry Lead – Private Client Services, RSM
Mr Srivathsan Venkataramani	Director, ARISE Integrated Industrial Platforms
H.E. Shamsher Zaman	Non-Resident Ambassador to Jordan, Ministry of Foreign Affairs Singapore Managing Director, Linkers (Far East) Pte Ltd

## Human Capital Action Committee

The HCAC champions the development of a strong Singaporean core of workers augmented by foreign manpower so businesses have access to high-quality manpower to grow and create good jobs for Singapore. The Committee provides insights to shape SBF's policies on manpower-related issues, and steer human capital development initiatives undertaken by SBF to help companies develop the talent and skills required for transformation and growth.

CHAIRMAN	
Mr Mark Lee	Chief Executive Officer, Sing Lun Holdings Pte Ltd
MEMBERS	
Mr Aslam Sardar	Chief Executive Officer, Institute for Human Resource Professionals
Mr Bernard Lim	Chief Executive Officer, Tai Sin Electric Ltd
Mr Ian Lee	President (Adecco Asia Pacific and Japan), The Adecco Group
Mr Melvin Tan	Managing Director, Cyclelect Group
Mr Ng Yi-Xian	Group Chief Executive Officer, EtonHouse International Education Group
Mr Richard Koh	Founder and Chief Executive Officer, M-DAQ
Mr Tonny Loh	Partner, Heidrick & Struggles
Ms Adeline Sim	Board Member and Chief Corporate Officer, HRnetGroup Ltd
Ms Grace Cheah	Founder and Owner, Sustinere Pte Ltd
Ms Lin Ruiwen	Executive Director, Sheng Siong Group Ltd
Ms Lisa Liaw	Chief Financial Officer - Asia, APG Pay
Ms Susan Chong	Chief Executive Officer, Greenphyto Pte Ltd
Prof Annie Koh	Professor Emeritus of Finance (Practice), Singapore Management University

# Action Committees

As of 31 December 2025

## Smart Technologies Action Committee

The Smart Technologies Action Committee brings together industry experts and stakeholders to drive programmes with leading industry players to offer end-to-end technology solutions on targeted domains in key sectors of interests. With SBF and SGTech as joint Secretariats of the Committee, there will be closer alignment of the initiatives by both trade associations and chambers to accelerate digitalisation and technology adoption by SMEs.

CHAIRMAN	
Mr Wong Wai Meng	Council Member, Singapore Business Federation Advisor, SGTech Chief Executive Officer, Keppel Data Centres Pte Ltd
MEMBERS	
Mr Gaurav Modi	Asean & SG Consulting Leader, EY Singapore
Mr Lim Minhan	Head of Consulting Ensign, Ensign InfoSecurity
Mr Gavin Chua	APAC Head of Stakeholder Engagement, Meta Singapore Pte Ltd
Ms Eileen Tan	Partner, RSM Stone Forest IT
Mr Vincent Wong	Head of Sales, Small and Medium Enterprises & Channel, ASEAN & Korea
Mr David Chia	Chairman, Smart Automation Chapter Managing Director, Beckhoff Automation Pte Ltd
Mr Ang Yuit	President, Association of Small & Medium Enterprises
Mr Joshua Au	Senior Public Affairs Manager, Hua Wei International
Mr Laurance Liew	Director, AI Singapore
Mr Sandesh Menon	Head of Enterprise Greenfield, ASEAN
Mr Vineet Agarwal	Chief Executive Officer, Validus Capital
Mr Francis Han	Vice President, AI Customer Excellence Center, Japan and APAC

## Sustainability Action Committee

Singapore's strong commitment to sustainability presents businesses with a unique opportunity to align themselves with international environmental goals and capitalise on a new engine for business growth. The Sustainability Action Committee (SAC) comprised industry experts and stakeholders who stewarded and guided SBF's sustainability programmes and initiatives. The SAC also served as a multiplier to help promote sustainability with local businesses, with a focus on empowering them to remain competitive while also capturing new opportunities as we transition into a net-zero economy.

CHAIRMAN	
Dr Bicky Bhangu	President, UN Global Compact Network Singapore Operating Partner, Emerging Technology, Temasek
MEMBERS	
Ms Aileen Tan	Group Chief People & Sustainability Officer, Singtel Group
Mr Eric Ong	Managing Director, Head of Middle Markets & Services and Head of SME Embedded Finance, OCBC Bank
Mr Ernie Koh	Executive Director (Sales & Marketing), Koda Ltd Chairman, Commune Lifestyle Pte Ltd President, Singapore Retailers Association
Mr Federico Donato	Immediate Past President & Exco Member, European Chamber of Commerce (Singapore) Managing Partner, MG Partners Multi Family Office Singapore
Mr Frank Phuan	Chief Executive Officer, Equator Renewables Asia Vice Chairman, Sustainable Energy Association of Singapore Co-Chair, Sustainability Alliance
Mr Gabriel Tan	Chief Executive Officer, GUAVA International Circular Economy Task Force, UN Economic and Social Commission for Asia and the Pacific Panel of Experts, UN Tourism
Mr Geoffrey Yeo	Assistant Managing Director (Capabilities, Urban Systems & Solutions), Enterprise Singapore
Mr Lim Tuang Liang	Government Chief Sustainability Officer, Ministry of Sustainability and the Environment
Ms Olive Tai	Co-Founder and Managing Director, Synagie Group Asia and Europe
Ms Sharon Tay	Chief Executive Officer, Keppel Asia Infrastructure Fund
Ms Wei Linyun	Vice President, Strategy & Marketing, East Asia, Schneider Electric

# Action Committees

As of 31 December 2025

## SBF SME Committee

The SBF SME Committee unites the Government, TACs and business leaders to address pressing concerns facing the SME community. The Committee fosters a business-friendly environment through well-informed perspectives and constructive resolutions, and assists SMEs in building capabilities and sustaining competitiveness.

CHAIRMAN	
Mr Ang Yuit	President, Association of Small & Medium Enterprises Chief Executive Officer & Founder, The Adventus Consultants
Mr Ernie Koh	Council Member, Singapore Business Federation Executive Director, Koda Ltd Presidential Advisor, Singapore Furniture Industries Council
MEMBERS	
Mr Azhar Othman	Deputy President, Singapore Malay Chamber of Commerce and Industry Executive Chairman, Enercon Asia
Mrs Bernadette Giam	Director of Corporate Affairs & HR, Creative Eateries
Mr Benjamin Chua	Founder & Chief Executive Officer, Speco Singapore Pte Ltd
Ms Claren Chang	Senior Vice President, DBS Bank
Mr Chiu Wu Hong	Partner, KPMG Singapore
Mr Daniel Nia	Chief Executive Officer, Hope Technik
Dr Jack Hong	Founder, Integrum Global
Ms Jamie Tan	Co-Founder & Chief Executive Officer, Flying Cape Technologies Pte Ltd
Mr Jason Lee	Founder & Chief Executive Officer, Scent By Six / La Parfumerie Pte Ltd
Mr Jeshier Loi	Director, Ya Kun International
Ms Kia Jie Hui	Business Development Manager, Ichi Seiki Pte Ltd
Mr Ng Yi-Xian	Group Chief Executive Officer, EtonHouse International Education Group
Ms Olive Tai	Managing Director, Synagie
Ms Pearl Yu	Director, Keystone Cables
Ms Phyllis Ong	Group Chief Executive Officer, Armstrong Industrial Corporation Ltd
Mr Sanjey Chandran	Board Member, Singapore Indian Chamber of Commerce & Industry Director, CSD Ventures
Ms Voo Choon Ling	Vice Chairperson, Singapore Chinese Chamber of Commerce & Industry Group Managing Director, Woodlands Transport Holdings Pte Ltd

## Fair Tenancy Industry Committee

The Fair Tenancy Industry Committee (FTIC) was established on 3 May 2021 to serve as the custodian of the CoC for Leasing of Retail Premises. Its primary role is to ensure that the CoC provides effective guidance to both landlords and tenants of qualifying retail premises, thereby promoting fair and balanced lease negotiations. The FTIC comprises representatives from landlords, tenants and neutral parties, offering a holistic and inclusive approach to addressing matters related to retail lease agreements.

A significant legislative development followed with the tabling of the Lease Agreements for Retail Premises Bill in Parliament on 4 July 2023. The Bill, which mandates compliance with the 13 principles outlined in the CoC, was passed on 3 August 2023. It has since come into effect as the Lease Agreements for Retail Premises Act on 1 February 2024.

CHAIRMAN	
Mr Max Loh	Chairman, Fair Tenancy Industry Committee Chairman, Competition & Consumer Commission of Singapore
MEMBERS	
Mr Desmond Sim	Group Chief Executive Officer, Realion Group
Mr Kok Ping Soon	Chief Executive Officer, Singapore Business Federation
Ms Jeannie Lim	Assistant Chief Executive Officer, Enterprise Singapore
Ms Foo Tuat Yien	Former Judicial Commissioner
Ms Jesline Goh	Former Managing Partner & Chief Executive Officer, Greenwillow Asset Management
Mr Benjamin Boh	Regional Vice President, Domino's Pizza, Inc President, Restaurant Association of Singapore
Mr Kurt Wee	Past President, Association of Small & Medium Enterprises Chief Executive Officer, Celligenics Pte Ltd
Mr Terence Yow	Managing Director, Enviably Me Group Chairman, Singapore Tenants United for Fairness
Mr Yeo Hiang Meng, BBM	President, The Federation of Merchants' Associations, Singapore Managing Director, Orient Goldsmiths and Jewellers Pte Ltd
Dr Abdul Malik	President, Singapore Malay Chamber of Commerce and Industry and Group Chairman Director, Selera Rasa Nasi Lemak Pte Ltd Co-Founder, CRAVE Nasi Lemak Co-Founder, M3 Oasis Global Travel Pte Ltd
Mr Ernie Koh	Chairman, Commune Lifestyle Pte Ltd Managing Director, Koda Ltd President, Singapore Retailers Association
Mr Graham Ng	Director, Retail Business Group, Far East Organization
Mr Ervin Yeo	Group Chief Strategy Officer & Chief Executive Officer of Commercial Management, CapitaLand Investment
Mr Adrian Tan	Managing Director, Retail, Frasers Property
Ms Callie Yah	Executive Vice President, Head of Global Asset Management
Mr Kwek Theng Swee	Chairman, Foodtraco Group Vice Chairman, Sim Lim Square MCST

# Business Networks

As of 31 December 2025

## Singapore Women Entrepreneurs Network Executive Committee

Launched on 21 September 2021, the SG-WEN is a network formed by SBF to coordinate the existing efforts of businesswomen within the community, and to serve as a platform to connect with other women-entrepreneurs associations in Asia-Pacific, particularly ASEAN.

CHAIRPERSON	
Ms Rachel Eng	Managing Director, Eng and Co. LLC
EXCO MEMBERS	
Ms Ang Shih-Huei	Chief Executive Officer & Co-Founder, H/Advisors Klareco
Ms Irene Boey	Founder, Irene AI Training and Consulting
Ms Samsiah Suliman	Chief Executive Officer, Jumain Sataysfaction
Ms Jocelyn Chng	Group Chairman & Chief Executive Officer, JR Group
Ms Olive Tai	Chief Executive Officer & Co-Founder, Synagie

## Young Business Leaders Network Executive Committee

The YBLN is a dynamic community under SBF, dedicated to shaping the next generation of business leaders. Comprising next-generation family business owners, entrepreneurs and senior executives from leading corporations, YBLN provides a unique space for young leaders to connect, learn and elevate their impact in the business landscape.

CHAIRPERSON	
Ms Chong Ee Rong	Board Director, Certis Group Independent Non-Executive Director, Jollibee Group of Companies
VICE CHAIRPERSON	
Mr Jeshar Loi	Director, Branding & Market Development, Ya Kun International
Mr Suhaimi Zainul-Abidin	Chief Executive Officer, QuantEdge
MEMBERS	
Mr Benjamin Emmanuel Lee	Co-Founder & Chief Executive Officer, Sealed Network
Ms Bernadette Giam	Director, Creative Eateries
Ms Sng Khai Lin	Co-Founder & Chief Investment Officer, Alta Investments

# SBF Secretariat

The SBF Secretariat is the core engine behind our initiatives, working with commitment and purpose to advance Singapore's business interests. Through strong collaboration, operational excellence and a shared vision, the team brings strategy to life and drives meaningful impact across the business community.



**1 Kok Ping Soon**  
Chief Executive Officer

**2 Soo Wei-Chieh**  
Executive Director,  
International Business

**3 Julia Ng**  
Chief Workforce  
Development Officer,  
Workforce Development

**4 Cheryl Kong**  
Executive Director,  
Membership and Corporate  
Services

**5 Musa Fazal**  
Chief Policy & Operating Officer,  
Advocacy & Policy

**6 Ong Chin Ann**  
Chief Information Officer,  
IT

**7 Peggy Ng**  
Executive Director,  
HR & Transformation

**8 Carolina Ng**  
Chief Marketing &  
Communications Officer,  
Marketing & Communications

**9 Lee Yee Fung**  
Chief Smart Technologies and  
Sustainability Officer,  
Smart Technologies and  
Sustainability

**10 Samantha Teo**  
Executive Director,  
International Business

**11 Jean Tan**  
Chief Executive Officer of SBFF,  
Chief Social Sustainability  
Officer

**12 Mabel Tang**  
Senior Director,  
SBI

**13 Annie Wang**  
Chief Strategic  
Partnership Officer,  
Strategic Partnerships &  
Platforms

**14 Heng Peng Kwan**  
Executive Director,  
CFOTI

**15 Thian Tai Chew**  
Executive Director,  
Workforce Development



**Mobilising Business, Magnifying Opportunities**

