



Great is Possible

Charting a Decade of Progress
in Singapore Workplaces
(2015–2024)

Great Place To Work®

Insights Report

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About Us



Evelyn Kwek

Foreword

As we celebrate the 10th anniversary of Great Place To Work® in Singapore and our 10th Best Workplaces in Singapore™ List, I'm filled with immense pride and gratitude. Over the past decade, we've had the privilege of witnessing an incredible transformation in Singapore's workplace culture. We've seen organizations embrace change, put their people first, and demonstrate a commitment to building great workplaces. It's been a remarkable journey, and we're honored to have been at the forefront, helping lead the way.

Our theme this year, "Great is Possible," is more than just a statement – it's a reflection of the progress we've seen and the boundless potential that lies ahead. Through the voices of over 440,000 employees across various industries, we've seen the evolution of trust, leadership, and employee experience in Singaporean workplaces. It's a powerful reminder that great workplace culture isn't just aspirational—it's achievable, and it's happening here.

This report provides a comprehensive look at our findings, highlighting the trends, challenges, and successes that have shaped Singapore's work environment over the past ten years. From the early focus on automation and upskilling to navigating the seismic shifts brought about by the COVID-19 pandemic, Singapore businesses have shown adaptability, resilience, and a drive for innovation.

Our theme this year, "Great is Possible," is more than just a statement – it's a reflection of the progress we've seen and the boundless potential that lies ahead.

Key insights from our data reveal:

- A steady increase in overall Trust Index™ scores, with Best Workplaces™ consistently outperforming others
- The critical role of leadership integrity and psychological safety in fostering positive employee experiences
- Ongoing challenges around fairness in compensation and bridging experience gaps across different levels of organizations

Looking ahead, it's clear that creating great workplaces isn't just about internal practices—it's about contributing to Singapore's broader vision of nation-building. Our efforts support Singapore's goals of fostering inclusive growth, social cohesion, and a vibrant economy. By building environments where employees feel valued, empowered, and motivated, we contribute to a stronger, more resilient Singapore for all.

Our aspiration is for every workplace in Singapore to be a place where people feel valued, empowered, and inspired to do their best work. At Great Place To Work, we believe we have a vital role to play in helping organizations achieve this vision. By continuing to partner with leaders, share best practices, and foster a culture of trust and inclusion, we can help create workplaces that not only drive business success but also uplift the lives of employees and contribute to a thriving society.

I invite you to delve into this report, reflect on how far we've come, and think about the exciting possibilities that lie ahead. To the leaders and organizations who have been part of this journey—thank you for your commitment to creating great workplaces. Your efforts haven't just transformed the lives of your employees; they've contributed to making Singapore a better place to work and live.

As we embark on the next decade, let's continue to push the boundaries of what it means to be a great workplace. Together, we can create a future where every workplace in Singapore is truly a great place to work.

Evelyn Kwek

Managing Director
Great Place To Work® ASEAN & ANZ



Introduction

A Decade of Change in Singapore's Workplaces

Over the past ten years, Singapore's employment landscape has transformed dramatically. We've seen shifts in our workforce, our national priorities, and the strategies we use to stay competitive. Let's take a closer look at this journey.

The First Five Years: Preparing for the Future

In the early part of the decade, we focused on getting our workforce ready for tomorrow. We knew automation and technology were coming, so we put our energy into upskilling and professional growth. We also started thinking more about our seniors, introducing policies to keep them engaged in the workforce. Fair and progressive employment practices became a priority.

The Second Half: A World Turned Upside Down

Then came a period of global upheaval. Technology kept advancing, our population kept changing, and geopolitical tensions rose. And of course, COVID-19 turned everything on its head.

In Singapore, we saw:

- A rapid shift to flexible and remote work
- A renewed focus on career resilience and upskilling
- A fresh look at how employers support employee well-being



Our younger workers started asking tough questions about diversity, equity, inclusion, and sustainability. They wanted to know: "Does my company really care about these issues?"

Leaders Adapting to New Realities

Organization leaders had to evolve quickly. They focused more on inclusive practices and supporting employee well-being. With multiple generations now in the workforce, they had to rethink management styles and employee benefits. After all, our younger, highly educated, tech-savvy workers have different expectations from their predecessors.

Looking Back to Move Forward

As we celebrate our 10th year in Singapore, we're diving deep into the wealth of information we've gathered over the past decade. We want to share real employee experiences and see if what makes a great workplace has changed over time. We're also exploring how different groups of employees have experienced these changes.

Join us as we unpack a decade of transformation in Singapore's workplaces.

Together, we'll learn from our past and prepare for an exciting future.

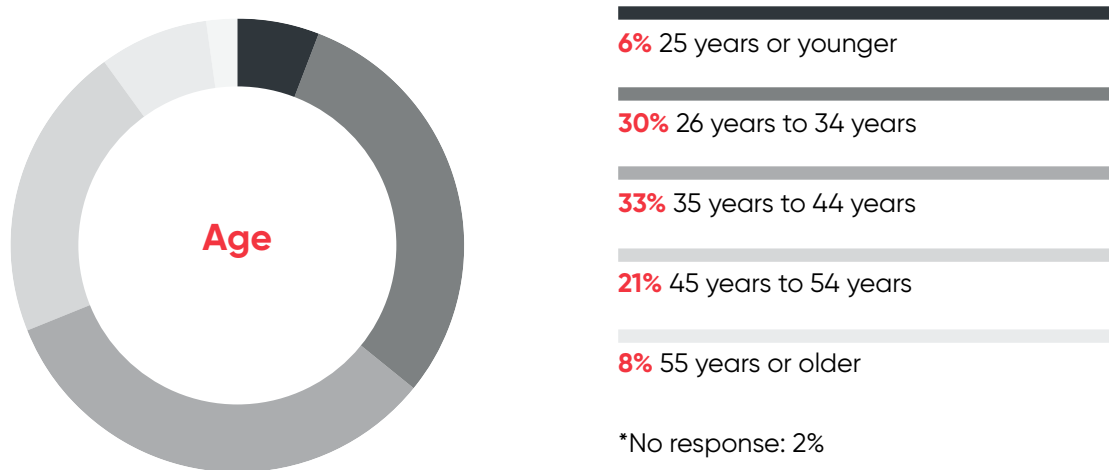
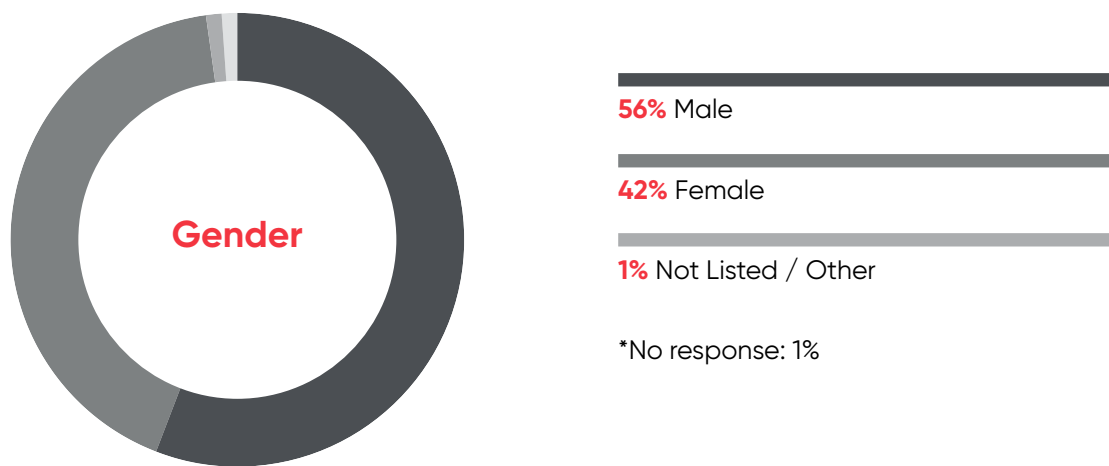
Methodology



Using our [Trust Index™ Employee Survey](#), Great Place To Work Singapore captured the voices of about 440, 000 employees in Singapore between 2015 to 2024 to understand their day-to-day workplace experiences.

Survey responses comprise the following groups of employees*.

*(*Demographic data is unavailable for 2015, and the following represents demographic groups from 2016 to 2024.)*





68% Employee/Individual Contributor

19% Frontline Manager or Supervisor

9% Mid-Level Manager

2% Executive/C-Level Leader

*No response: 2%



29% Less than 2 years

30% 2-5 years

18% 6-10 years

9% 11-15 years

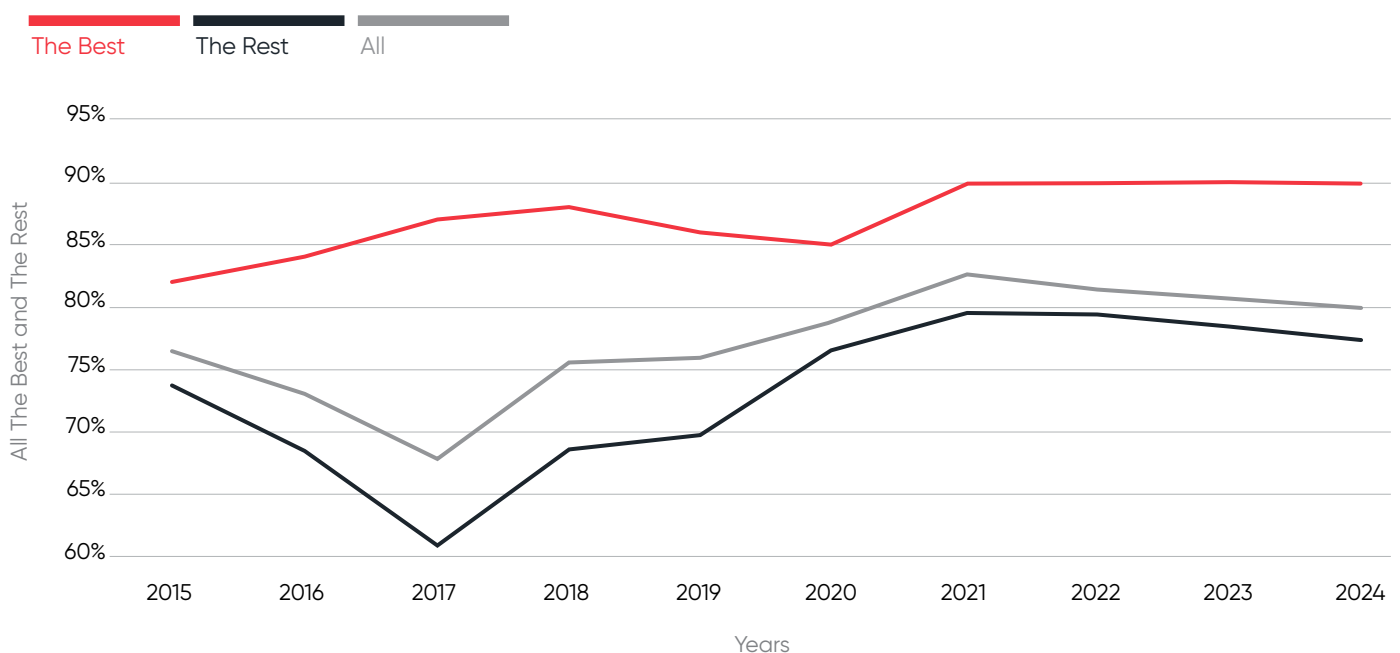
6% 16-20 years

8% Over 20 years

Singapore's Workplace Culture Over 10 Years – Correlation to a Positive Workplace Experience

The Trust Index employee survey developed by Great Place To Work assesses the quality of employee experience within organizations. It reflects the percentage of employees who consistently report positive workplace experiences, focusing on key areas such as credibility, respect, fairness, pride, and camaraderie. A higher Trust Index score indicates a robust workplace culture where employees trust their leaders, take pride in their work, and enjoy collaborating with colleagues.

Our analysis, based on data from employee surveys conducted between 2015 and 2024, captures insights representing approximately 440,000 employee voices across various industries and organization sizes. The overall Trust Index has shown a steady increase from 2015 to 2024, highlighting an upward trend in employee trust and satisfaction over the past decade. Notably, the Best Workplaces in Singapore ("The Best") have consistently outperformed other companies that participated in the same survey cycle ("The Rest").



This chart depicts the Trust Index score for The Best vs The Rest and the average of both groups from 2015 to 2024



This positive trajectory aligns with the growing awareness among Singapore workplaces regarding the importance of employee engagement, particularly between 2017–2019. The COVID-19 pandemic in 2020 further accelerated this focus as organizations adapted to remote work and new dynamics, emphasizing mental health and well-being. Consequently, employee experiences peaked in the 2021 survey cycle.

However, between 2021 and 2024, challenges such as inflationary pressures and global economic disruptions influenced less positive experiences. The widespread adoption of digital technologies and remote work presented additional challenges like work-life balance. Despite these hurdles, data shows that employee experiences remained stable among The Best.

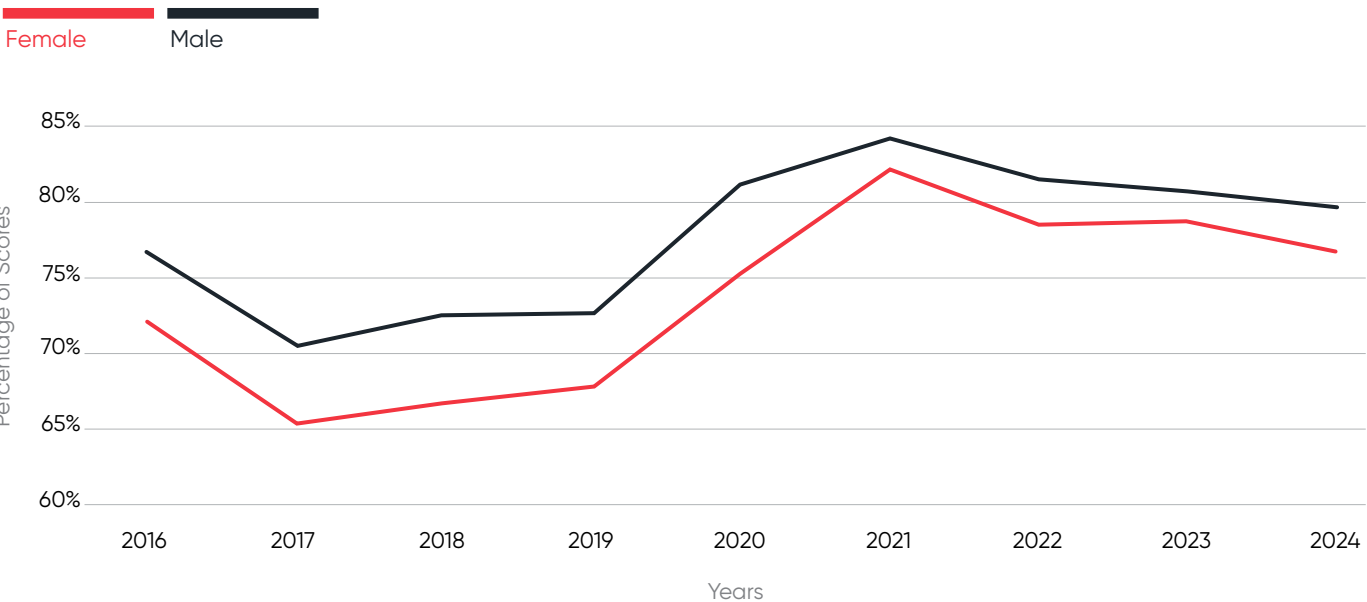
Examining correlations with the Trust Index reveals interesting trends:

- **Consistently Strong Correlations:** Statements related to management's integrity and psychological safety showed high correlation scores (above 0.90) over the 10-year period, indicating their critical role in fostering positive employee experiences.
- **Fluctuating Correlations:** Perceptions of fairness in compensation varied over time (0.67 to 0.94), reflecting ongoing challenges in this area.

Overall, this analysis underscores the dynamic nature of workplace experiences in Singapore and highlights areas for continued focus and improvement.

Workplaces Experience by Key Demographic Groups

Gender



This chart depicts the Trust Index score by gender from 2016 to 2024

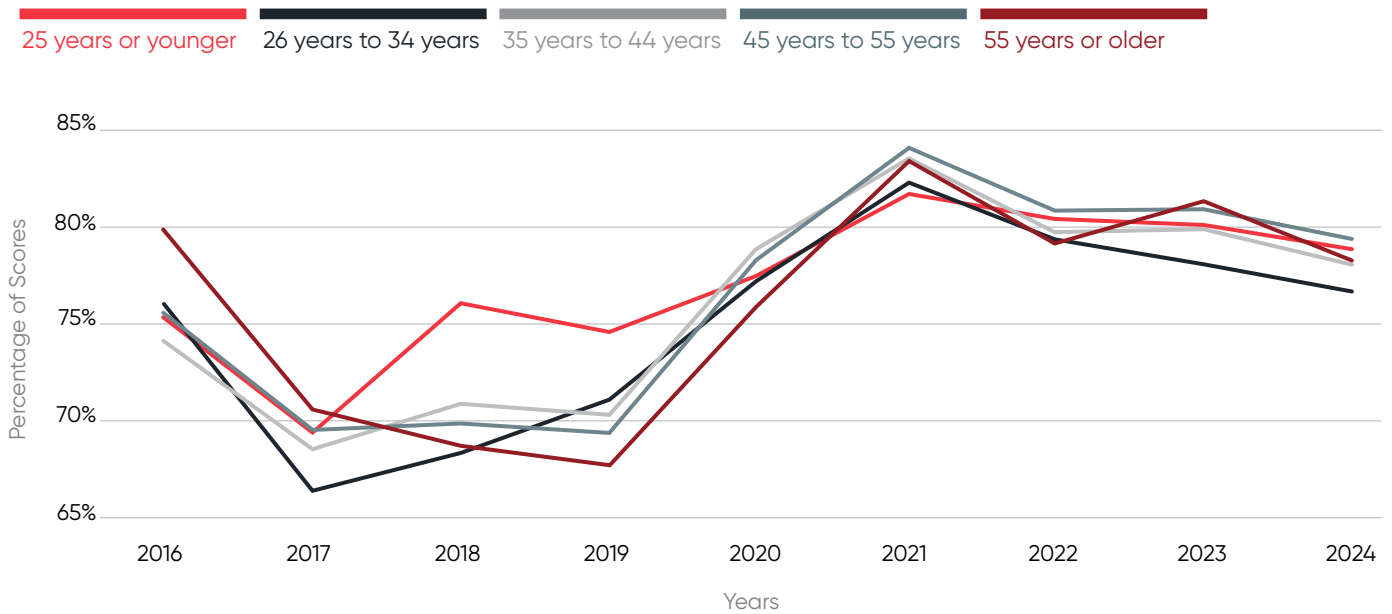
From 2016 to 2024, both male and female employees experienced improvements in their workplace experiences. However, throughout this period, female employees consistently reported less positive experiences compared to their male counterparts, with the most significant gap observed in 2018 (Females: 66.78% vs Males: 72.50%).

Encouragingly, the data indicates that this gap has narrowed in 2023, reflecting progress in workplace equality. This improvement can be attributed to several factors, including a heightened global focus on gender equity and the implementation of diverse workplace programs centered around diversity, equity, inclusion, and belonging (DEIB).

Additionally, the normalization of work-from-home and flexible work arrangements since the COVID-19 pandemic, alongside increased national attention on mental health and well-being initiatives, have contributed to more equitable workplace experiences.

However, from 2023 to 2024, we start to notice a wider experience gap between the genders. These trends underscore the importance of continued efforts toward fostering inclusive environments where all employees can thrive equally. By maintaining this momentum, organizations can further bridge the gap and enhance overall employee satisfaction across genders.

Age



This chart depicts the Trust Index score by age from 2016 to 2024

From 2016 to 2017, there was a notable decline in employee experiences across all age groups, with those aged 55 and above and 26–34 years experiencing the most significant drop. This trend likely reflects the impact of slower economic growth and concerns over job security due to organizational restructuring and increased automation.

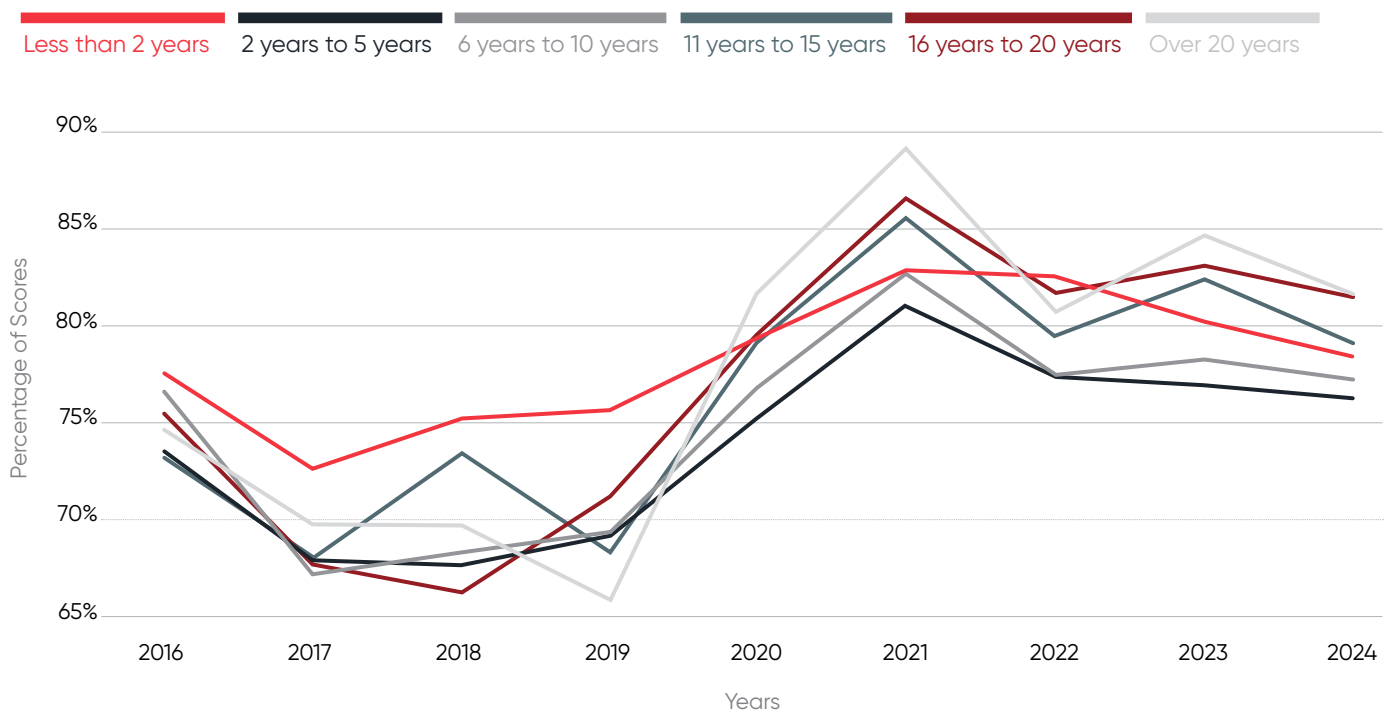
Following this period, we observed varying rates of recovery. Younger employees showed quicker improvements, possibly driven by expanding opportunities in entry-level positions as digitalization became a key focus for many industries. National initiatives like SkillsFuture and investments in innovation provided these employees with valuable upskilling and career development opportunities.

By 2020, all age groups experienced a significant rise in workplace satisfaction,

peaking in 2021. This coincided with the COVID-19 pandemic and the rapid adaptation to remote working environments. Companies prioritized employee well-being, mental health support, and flexibility, while government interventions such as financial support packages and job retention initiatives further bolstered job satisfaction.

As organizations transitioned back to in-person or hybrid work models post-pandemic, some employees faced challenges with work-life balance, leading to a dip in overall satisfaction. Additionally, inflationary pressures and a more competitive job market may have influenced employee sentiment. The widening gap in experiences could also be attributed to diminished efforts around well-being as priorities shifted towards resuming normal business operations.

Years of service



This chart depicts the Trust Index score by years of service from 2016 to 2024

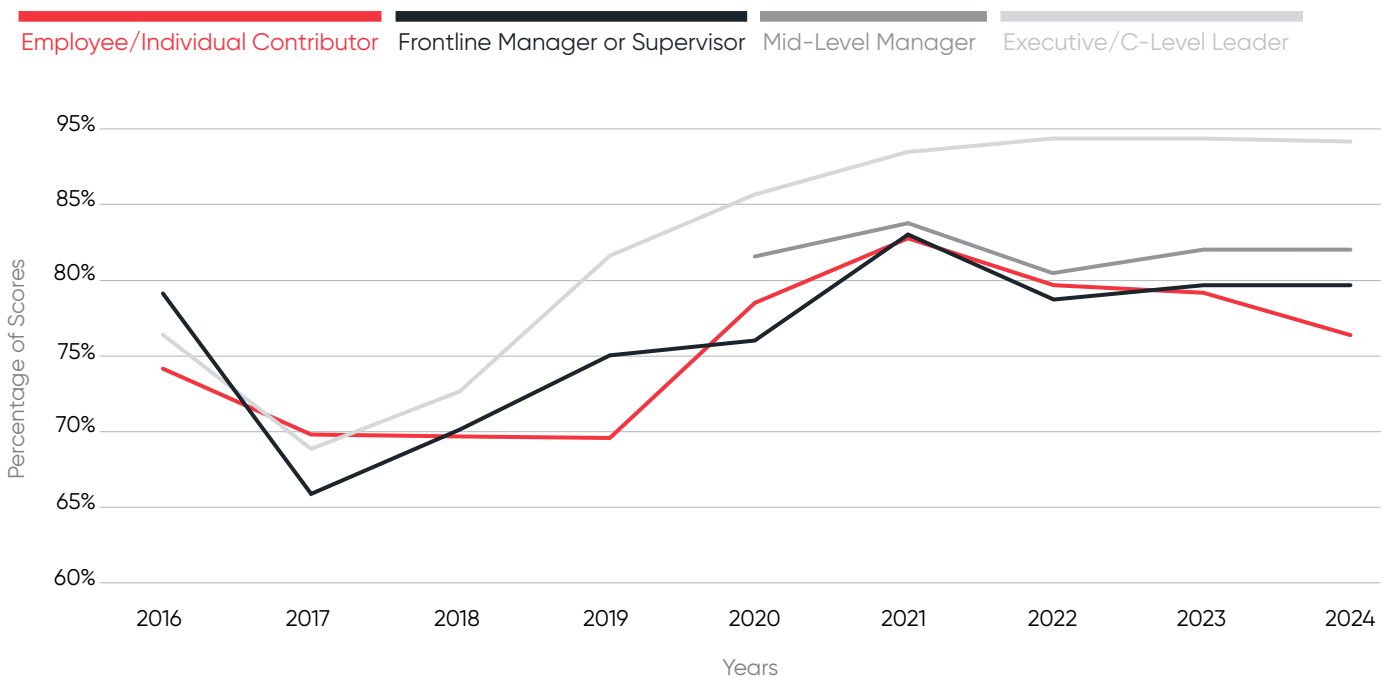
The initial decline in employee experiences across all tenure groups from 2016 to 2017 can be attributed to economic adjustments and uncertainties, coupled with organizational changes. These factors likely contributed to declining morale, especially among longer-tenured employees who faced concerns about job redundancy and restructuring. Interestingly, employees with two years or less of tenure experienced the least volatility, possibly due to fewer expectations compared to their more seasoned colleagues.

From 2018 onward, as the local economy stabilized, companies began leveraging government initiatives like the Industry Transformation Maps to support development and create better job opportunities. The emphasis on skills development,

such as through SkillsFuture, provided employees with valuable upskilling and career advancement opportunities.

Reflecting broader demographic trends, all tenure bands saw a peak in employee experiences in 2021. This aligns with national and organizational efforts to prioritize employee well-being and mental wellness during the COVID-19 pandemic. However, post-2021, scores for most tenure bands declined slightly, indicating a normalization of employee experience as workplaces transitioned back to in-person or hybrid models. Factors such as inflationary pressures and a competitive job market may have influenced this dip, alongside a shift in focus from well-being initiatives to resuming standard business operations.

Managerial Level



This chart depicts the Trust Index score by managerial level from 2016 to 2024

(There was a change in the categorization of managerial levels in the 2020 survey cycle. This was to allow for more specificity and to capture differences in experience within the middle manager category, by differentiating frontline managers/supervisors from mid-level managers reporting in to C-level leaders.)

Over the years, C-level leaders tend to have more positive workplace experiences compared to other managerial levels. From 2020 to 2024, this gap widened, highlighting a divergence in experiences within organizations.

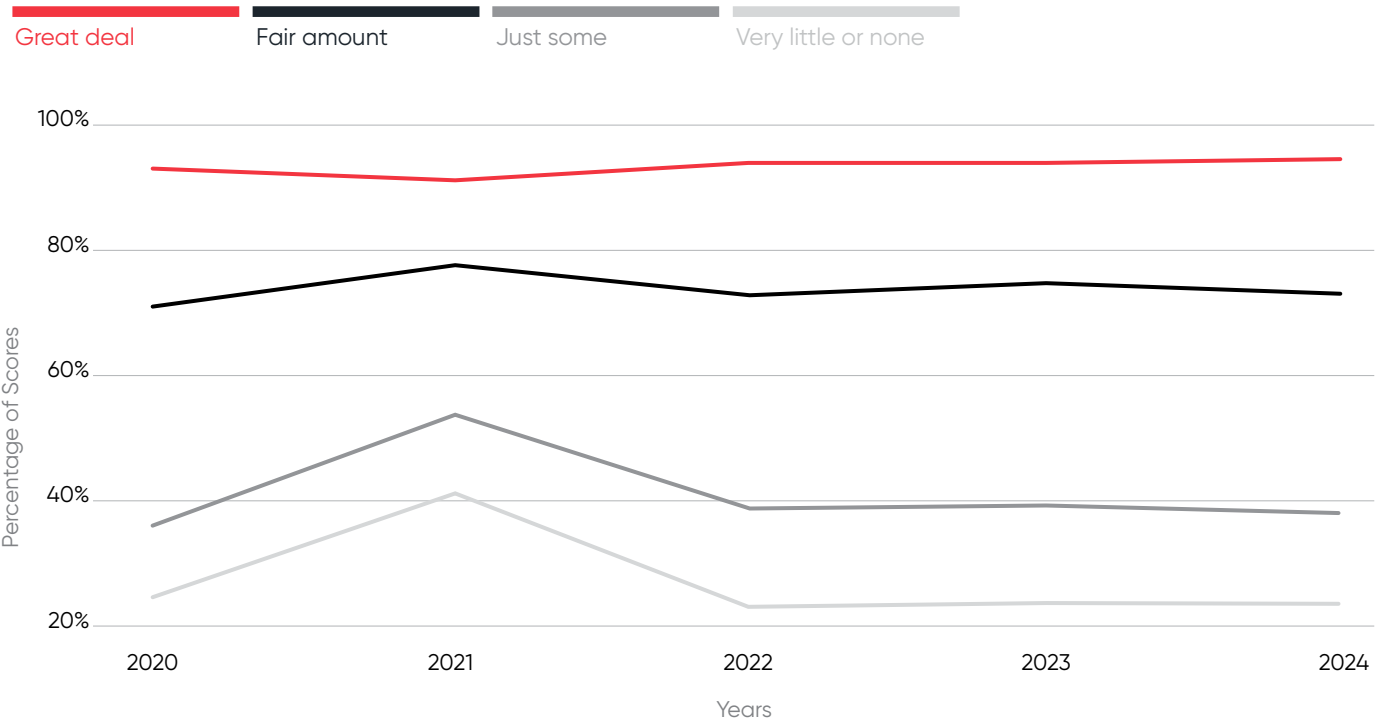
While most levels saw a peak in satisfaction in 2021, C-level leaders continued to experience growth, whereas other levels faced a dip in 2022. The stability and high satisfaction among C-level leaders may be attributed to their access to resources, greater flexibility, and broader control over strategic direction, allowing them to maintain a long-term perspective on company growth.

Frontline managers/supervisors experienced the sharpest decline,

likely due to the complexities of managing remote and hybrid teams and adapting to shifting strategic priorities. By 2023, the gap between C-level leaders and the rest of the organization, particularly frontline managers/supervisors and individual contributors, had further widened. In 2024, we see distinct gaps in workplace experience between each level, with individual contributors' experiences continuing to see a decline while C-level leaders and managers' experiences remain stable.

This insight underscores the distinct perceptions and experiences across managerial levels, emphasizing the need for tailored support and resources to bridge these gaps and enhance overall workplace well-being.

Confidence in Executive Team



This chart depicts the Trust Index score by the level of confidence that employees have toward their executive team (C-level leaders) from 2020 to 2024

(We started capturing this information from 2020; data between 2015 to 2019 is not available.)

Our data underscores a compelling link between employees’ confidence in their leaders and their overall workplace experience. When employees express a “great deal” of confidence in their executive teams, they consistently report more positive and stable experiences, even amidst external changes. This stability highlights the critical role of trust in leadership as a cornerstone of workplace satisfaction.

Conversely, when confidence levels drop to “just some” or “very little or none”, employee experiences tend to be less positive and more volatile. This variability suggests that less confidence in leadership can significantly impact morale and engagement.

The correlation extends to well-being, where those with strong confidence in their leaders also report higher levels of workplace well-being. This finding emphasizes the importance of fostering trust and transparency within leadership to enhance overall employee satisfaction and resilience.

These insights highlight the need for organizations to prioritize building trust and credibility at all levels of leadership, ensuring that employees feel supported and valued in their roles.



Conclusion

The Way Forward

Reflecting on the insights gleaned from the past decade, it is clear that the evolving workplace landscape in Singapore presents both challenges and opportunities. As organizations navigate this dynamic environment, several key strategies emerge to guide the way forward.

Reinforce Management Integrity and Employee Engagement

Over the last ten years, data consistently highlights the importance of management integrity and active employee engagement as pillars of a positive workplace experience. Organizations should ensure that leaders deliver on their promises and genuinely engage with employees, fostering an environment where everyone feels valued and heard.

Sustain Focus on Employee Well-Being

The heightened focus on well-being during the COVID-19 pandemic led to significant improvements in employee experiences. To maintain this momentum, companies must continue prioritizing mental health and well-being initiatives, even as they transition back to traditional business operations. This will help bridge the variance in experiences across different employee groups.



Bridge Leadership Gaps

Our analysis shows a widening gap between C-level leaders and other managerial levels in terms of workplace experience. To address this disconnect, leaders at all levels should actively listen to and engage with employees, particularly frontline managers and individual contributors. Building a high-trust culture requires openness to diverse perspectives and a commitment to understanding the challenges faced by all employees.

Expand Diversity, Equity, Inclusion and Belonging (DEIB) Efforts

While progress has been made in narrowing the gender gap, other demographics such as age and tenure present opportunities for further improvement. With a growing number of Millennials and Gen Z entering the workforce, organizations must adapt their DEIB strategies to align with these generations' priorities and values.

By focusing on these strategic areas, organizations can create resilient workplace cultures that not only adapt but thrive in today's rapidly changing world. Let us commit to building inclusive environments where every employee can succeed and contribute to a brighter future for all.



Key strategies to guide the way forward

- #1** Reinforce management integrity and employee engagement
- #2** Sustain focus on employee well-being
- #3** Bridge leadership gaps
- #4** Expand DEIB efforts



Well-Being in Singapore Workplaces

In recent years, the spotlight on employee burnout and mental health in Singapore has sparked important discussions about work-life balance, organizational culture, and employer support. To deepen our understanding of the key factors influencing well-being at work in Singapore, Great Place To Work partnered with Johns Hopkins University's Human Capital Development Lab. This report delves into the well-being climate in Singapore over the past five years, offering unique insights into changes during and beyond the COVID-19 pandemic.

Approach

Our study analyzed data from the annual Great Place to Work Trust Index survey, which gathered input from over 200 organizations and 40,000 respondents across Singapore. The survey explored employee experiences in critical areas linked to well-being, such as mental and emotional support, teamwork, psychological safety, and financial stability. By examining these factors over a five-year period, we gained valuable insights into how well-being has evolved and identified differences across age, gender, tenure, and management levels.

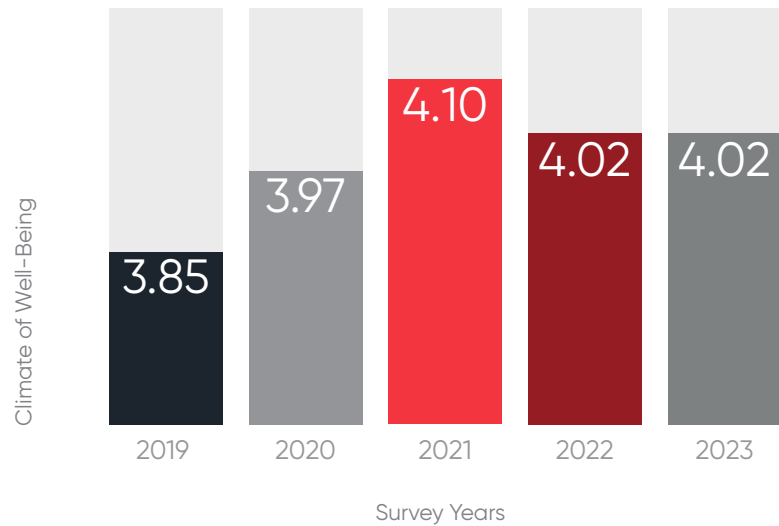


Figure 1: Workplace Climate of Well-Being in Singapore

Key Findings

The COVID-19 pandemic initially led to a boost in employee well-being as organizations prioritized care for their teams. However, as businesses returned to traditional work environments, overall well-being levels declined. Notably, many of Singapore's best workplaces have maintained higher levels of well-being by implementing certified Mental Well-Being Ambassadors and comprehensive Health and Well-Being programs. The effectiveness of these initiatives often hinges on employees' perceptions, shaped by their organization's culture and ethics. This underscores the importance of designing solutions that align with management practices, workplace culture and HR processes rather than addressing issues superficially.

Our findings also reveal significant differences in well-being by gender and age, with women and younger age groups reporting lower levels. However,

the gender gap narrows among younger generations, suggesting that future workforces may experience fewer gender-based disparities.

Additionally, senior management reported higher well-being scores due to factors like a sense of purpose, personal growth, and financial stability. Meaningful connections and personal support play crucial roles in fostering a positive work climate, with strong correlations between teamwork, psychological safety, and overall well-being.

To evaluate performance differences between firms that create a positive climate of employee well-being and those that do not, we compared a random sample of employees from various industries in Singapore with a sample from the Best Workplaces in Singapore in 2023. The analysis revealed significantly higher well-being scores among employees at Best Workplaces.

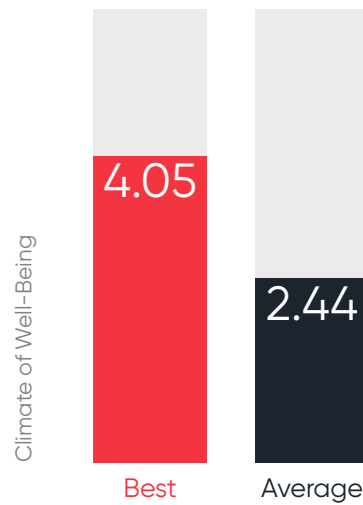



Figure 2: Climate of Well-Being in Best Workplaces in Singapore vs. Average Workplaces in Singapore

Recommendations for Organizations

To foster a climate of well-being, organizations should take proactive steps such as regularly measuring employee well-being to understand evolving needs and clearly communicating its importance. Providing access to mental health resources, empowering local champions to advocate for well-being, and promoting ongoing development

and learning are also crucial. Furthermore, giving employees autonomy and a clear sense of purpose in their work can significantly enhance both well-being and engagement. Incorporating these strategies can help organizations create a sustainable and thriving workplace environment where employees flourish both personally and professionally.



To foster a climate of well-being, organizations should take proactive steps such as regularly measuring employee well-being to understand evolving needs and clearly communicating its importance.



Celebrating The Legends

In our 10th year of honoring outstanding workplaces in Singapore, we're thrilled to introduce a special recognition: The Legends.

These exceptional companies have demonstrated unwavering commitment to cultivating high-trust cultures, earning a place on the Best Workplaces in Singapore List for at least five consecutive years.

Their dedication to fostering environments where employees thrive is truly commendable.

Among these trailblazers, Salesforce stands out, having achieved this distinction for an impressive 10 consecutive years. This remarkable feat underscores their consistent efforts in creating a workplace where innovation and inclusivity flourish.



Join us in celebrating

these six exemplary organizations that form our inaugural list of The Legends:

- **Cisco** (5 Years)
- **DHL Express (Singapore) Pte Ltd** (8 Years)
- **HP** (5 Years)
- **Micron Technology** (6 Years)
- **Salesforce** (10 Years)
- **World Wide Technology** (5 Years)

These companies have set the standard for what it means to be a great workplace, inspiring others to follow in their footsteps. Their achievements highlight the power of intentional leadership and inclusive practices in shaping vibrant and resilient workplace cultures.

Here's to their continued success and the positive impact they bring to their employees and communities!

Watch out for a special feature on The Legends next year!



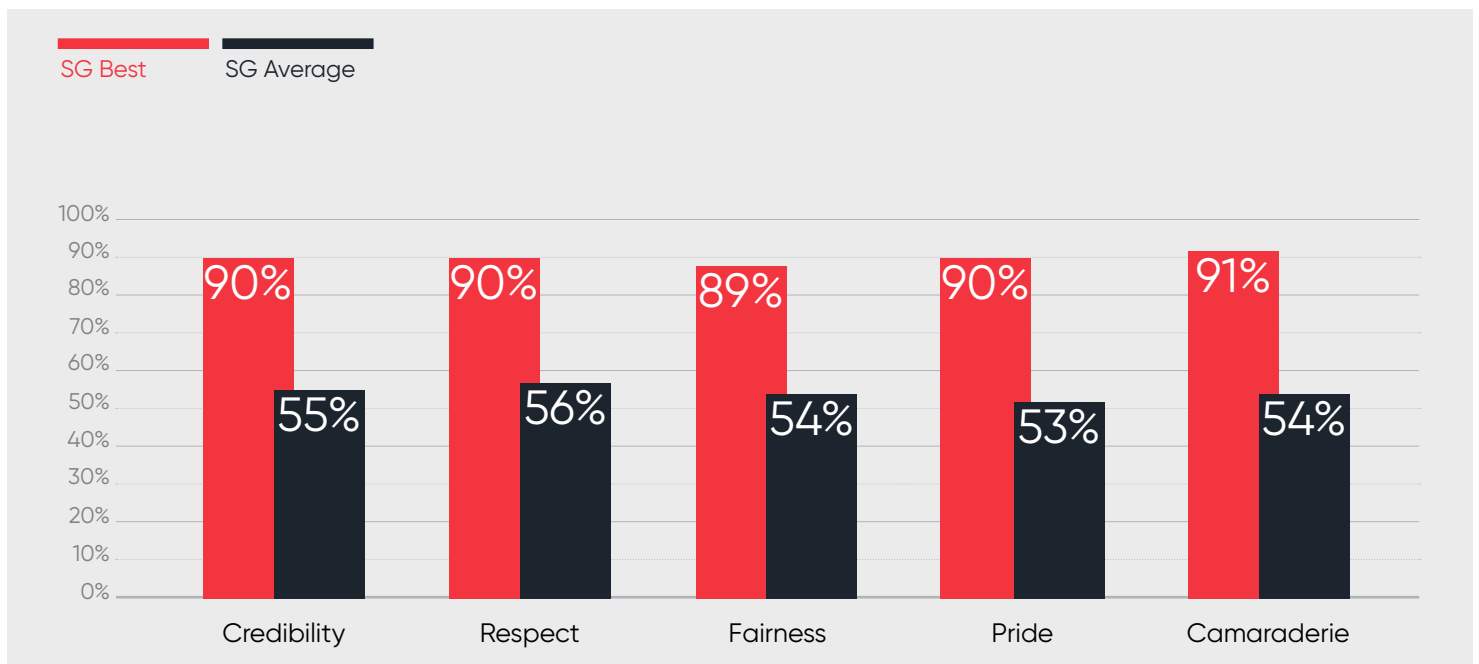
“At Micron, we prioritize a people-centric wellbeing strategy that takes a holistic approach, encompassing physical, mental, social, financial, and career wellbeing. Fostering a great place to work is crucial for Micron’s success and staying ahead of the curve. When our people thrive, Micron thrives, and so does the community we serve.”

Chen Kok Sing, Corporate Vice President and
Singapore Country Manager, Micron Technology



Appendix I

Best Workplaces in Singapore™ 2024 Scorecard

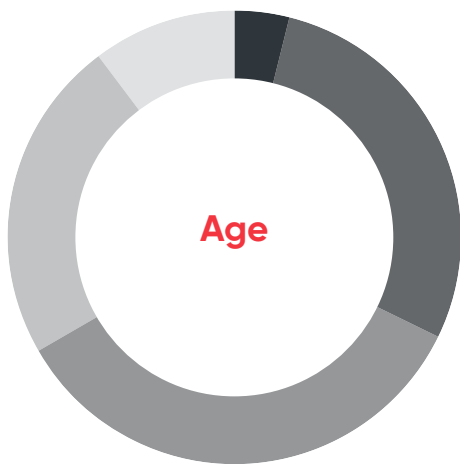


Scan the QR code to view the Best Workplaces in Singapore™ 2024.

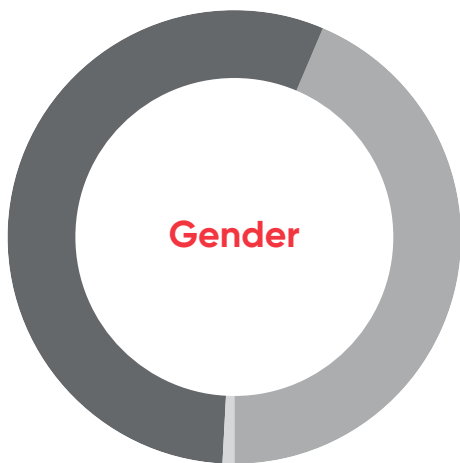
SG Best refers to companies on the Best Workplaces in Singapore List for 2024.

SG Average refers to responses of the average employee in Singapore who participated in a separate commissioned research study conducted in 2024.

Demographics



- 4% 25 years or younger
- 28% 26 years to 34 years
- 34% 35 years to 44 years
- 23% 45 years to 54 years
- 10% 55 years or older



- 55% Male
- 43% Female
- 1% Unlisted / Prefer not to say



- 26% Less than 2 years
- 30% 2-5 years
- 19% 6-10 years
- 11% 11-15 years
- 6% 16-20 years
- 9% Over 20 years

Use Great Place To Work® to Shape Your Employee Experience



"We use the Great Place To Work® Emprising™ platform to survey 30,000+ team members around the world. We like that regardless of your skill level, it's easy to use, it interfaces with our platforms, and we can slice and dice the data any way we need to."

Pam Meiners, senior director, recognition, Hilton

Trying to build your employee experience?

Understand more about your employee experience using Great Place To Work's proprietary model developed from over 30 years of research.

With a Great Place To Work subscription, you'll have access to:

Pulse surveys. Get immediate feedback while navigating changes.

One-on-one coaching. Meet with our culture coach team to unpack your data and identify personalized action items for your leadership team.

Insights from leading workplaces. Learn how award-winning companies are building a high-trust workplace culture.

Great starts here. [Become Great Place To Work Certified™](#) and signal to job seekers that your workplace offers a more rewarding experience, no matter who they are, what they do, and where they work.

About Us

Great Place To Work is the global authority on workplace culture. We're on a mission to change the way the world works by creating more resilient, successful, sustainable businesses. Great Place To Work gives leaders and organizations the recognition and tools to create a consistently and overwhelmingly positive employee experience.

Learn more at www.greatplacetowork.com.sg

Get more advice on company culture

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