



FUTURE-FIT

TO ADVANCE
ADULT LEARNING

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The Institute for Adult Learning (IAL) is an autonomous institute within the Singapore University of Social Sciences. Its mandate is to be the national centre of excellence in learning, practice and research for the Training and Adult Education (TAE) sector in continued support of the national SkillsFuture movement.



Our Vision

To be the national centre of excellence in learning, practice and research for Continuing Education and Training (CET).

Our Mission

To raise the capabilities of CET professionals to enhance workforce learning and workplace performance.

2021 IAL Council



**Mr Tan Kok Yam
(Chairman)**
Chief Executive,
SkillsFuture Singapore



Professor Cheong Hee Kiat
President, Singapore University
of Social Sciences



Professor Lee Wing On
Executive Director,
Institute for Adult Learning



Professor Ho Yew Kee
Associate Provost (SkillsFuture),
Cluster Director, Business,
Communication and Design,
Singapore Institute of Technology



Ms Aileen Tan
Group Chief People and
Sustainability Officer,
Singtel Group



Mr Yeo Li Pheow
Principal & Chief Executive
Officer, Republic Polytechnic



Mr Damien Yee
Chief Learning Officer,
EPITOME



Mr Gideon Lam
Chief Executive Officer,
Shalom International Movers
Pte Ltd



Mr K Thiveanathan
Chief Human Resource Officer,
(Retired)

As an autonomous institute of the Singapore University of Social Sciences, IAL is governed by an independent council, which sets the strategic direction for the institute. The IAL Council comprises of representatives from government bodies, institutes of higher learning and key industry partners. The members bring with them deep knowledge and expertise in continuing education and training, to lead IAL in achieving its vision as the national centre of excellence in adult learning, practice and research.



Mr Azriman Mansor
Group Financial Controller,
Times Publishing Ltd



Mr Lai Kok Sen
Chief Executive Officer,
3dsense Media School Pte Ltd

Council Members as of April 2022

**Mr Tan Kok Yam
(Chairman)**
Chief Executive, SkillsFuture Singapore

Professor Cheong Hee Kiat
President, Singapore University of Social Sciences

Professor Lee Wing On
Executive Director, Institute for Adult Learning

Mr Azriman Mansor
Group Financial Controller, Times Publishing Ltd

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Associate Provost (SkillsFuture), Cluster Director, Business,
Communication and Design, Singapore Institute of Technology

Ms Aileen Tan
Group Chief People and Sustainability Officer, Singtel Group

Mr Yeo Li Pheow
Principal & Chief Executive Officer, Republic Polytechnic

Mr Kiren Kumar
Deputy Chief Executive (Development) (Sectoral Transformation/
Digital Industry & Talent/ EVP Digital Industry),
Infocomm Media Development Authority

Ms Low Peck Kem
Chief HR Officer and Advisor (Workforce Development)
Public Service Division, Prime Minister's Office

Mr Jeremy Ong
Chief Executive Officer, NTUC Learning Hub

Mr Gerald Leo
APAC Partner Director (Advisory, Solutions, Services, Channels),
Microsoft Asia Pacific

Mr David Yeo
Founder & Chief Executive Officer,
Kydon Group of Companies

Mr Tan Kok Yam

Institute for Adult Learning Council
Chief Executive, SkillsFuture Singapore



“ As the Chairman of IAL Council, I invite adult educators, training providers, institutions, enterprises, unions and our esteemed international partners to join us and help us build a TAE sector that is future-fit for Singapore, for Singaporeans. ”

Chairman's Message

Singapore aspires to be a nation of lifelong learners. This can be realised only with trainers, coaches and institutions dedicated to the mission of adult education, and steadfast in their pursuit of teaching excellence. Hence, the *raison d'être* for the Institute for Adult Learning (IAL) is to advance the quality of the Training and Adult Education (TAE) sector in Singapore, so as to better serve the nation's adult learners and the organisations they work for.

To this end, IAL continually refreshes its train-the-trainer programmes, to promote excellence in the discipline and practice of adult learning. This year, IAL reached a milestone with the launch of the Master programme in Boundary-Crossing Learning and Leadership and the Graduate Certificate in Workplace Learning. Both are joint programmes with the Singapore University of Social Sciences, IAL's mothership university. IAL also established the National Centre of Excellence in Workplace Learning, or NACE@IAL, to partner enterprises to extend classroom into the workplace. These developments are part of IAL's Five-Year Strategic Roadmap (2020 – 2025).

There is plenty more to be done. With the shrinking "half-life" of skills, lifelong learning has never been more critical to our workforce and our enterprises. At the same time, the TAE sector itself will need to be agile, to be dynamic and responsive to the needs of the economy, to make full use of the gains in digitalisation during the COVID years, and to adopt new approaches that better empower busy adults to be engaged in learning.

IAL will strive to be an anchor for training excellence, a pathfinder for teaching innovation and a catalyst for workplace learning. To do this well, IAL will need to draw on the energy, the ideas and the strengths built up over the years in the adult learning ecosystem. As the Chairman of IAL Council, I invite adult educators, training providers, institutions, enterprises, unions and our esteemed international partners to join us and help us build a TAE sector that is future-fit for Singapore, for Singaporeans.



President's Message

Professor Cheong Hee Kiat
Singapore University of Social Sciences

It has been three years since IAL became an autonomous institute in the Singapore University of Social Sciences (SUSS) family. Arising from this strategic move, IAL's training and research capabilities have combined synergistically with SUSS' focus and strengths as a university for social good and lifelong learning, giving a strong fillip to continuous adult learning in Singapore. Let me highlight three SUSS-IAL undertakings in 2021 that bring such benefits.

The first, the SUSS-IAL Master in Boundary-Crossing Learning and Leadership programme, was designed to help adult educators function and cope in a highly disruptive world. It is a trans-disciplinary programme to equip them with skills to be innovative change-makers as the external environment evolves with changing work demands and global disruptions.

The second, the new SUSS-IAL Graduate Certificate in Workplace Learning and Performance, was started to help adult educators diagnose workplace performance gaps and evaluate learning opportunities before customising learning solutions and interventions to

drive business outcomes and workplace performance improvement. We encourage TAE practitioners to leverage these programmes to improve their professional practice.

SUSS and IAL further recorded a milestone together with the inking of a memorandum of understanding with Singapore Airlines to enhance the leadership and management core of the airlines. This is a welcome initiative for the three parties to co-develop aviation-related graduate programmes and courses, and executive management programmes to bolster organisational and workplace learning for Singapore Airlines.

Our achievements for the year are testimony to the focus and vision both SUSS and IAL share. While our alliance was forged in challenging times of COVID-19, we worked closely together to lay the groundwork to professionalise the TAE workforce in preparation for economic recovery. More good things will come as we further unlock synergies from the close collaboration between both institutions.



Executive Director's Message

Professor Lee Wing On
Institute for Adult Learning

The COVID-19 pandemic and geopolitical uncertainties of 2021 have accelerated the pace of change at our workplaces. Through these times, companies have recognised the need for resilience not only to survive, but to thrive, in adversity. It then comes as no surprise that more companies are embracing reskilling and upskilling as a key strategy to building resilience. They are keen to equip their workforce with new skills to adapt to new ways of working, develop new business models and implement new technologies for future growth.

IAL is at the forefront of these efforts to enhance workforce learning and workplace performance. We play a significant role in advancing the TAE sector, upskilling our practitioners and promoting enterprise learning in Singapore. Among our milestones this year, we welcomed 19 new members into our Learning Enterprise Alliance and signed agreements with eight leading enterprise partners, including one jointly with SUSS. Together, these partnerships will bolster workplace learning capabilities within

the organisations and create an ecosystem that contributes towards a more robust workplace learning landscape in Singapore.

In addition, we have been catalysing the use of learning innovation and digitalisation in the TAE sector. This year, we are excited with our developments in this space, with 11 InnovJam and five innovPlus grants awarded and steady participation achieved in our inlab events to explore innovative ideas. To deepen our insights into adult learning, we continued to invest in research, including partnering with JobTech this year in a study to better understand job seekers' needs in their career development journey.

Our work will remain focused on all fronts so that the TAE sector is always competent to help our workforce and enterprises thrive and succeed amid technological and digital disruptions and a fast-changing business environment. The stage has been set for them to leverage continuous learning opportunities in order to emerge stronger in a post-pandemic world.





02

DISCIPLINE

UPLIFTING THE
PROFESSIONALISM
OF ADULT EDUCATORS

▶ **WSQ Programmes**

The Institute for Adult Learning (IAL) is the sole provider of Training and Adult Education (TAE) programmes to qualify adult educators to be trainers, assessors and curriculum developers under the Workforce Skills Qualifications (WSQ) system to meet the growing skills needs of industries in Singapore. In 2021, IAL offered 14,099 training places and trained 4,081 individuals under its WSQ Programmes.

During the year, IAL ran regular intakes of its flagship WSQ Advanced Certificate in Learning and Performance programme and the new WSQ Diploma in Design and Development of Learning for Performance, launched to replace the WSQ Diploma in Adult and Continuing Education in April 2021. The new programme was designed to equip learners with the competencies to develop effective blended curricula to cater to today's learning needs, inspire excellence and drive performance.

Other programmes available at IAL are the WSQ Workplace Learning Facilitator, and the WSQ Advanced Facilitation Programme.

▶ **Advanced Programmes**

Adult educators can deepen their knowledge and skills further through other programmes, such as the Master of Learning and Professional Development offered by IAL and Griffith University. Two intakes were conducted during the year for 31 industry practitioners and occupational experts.

Under the ambit of SUSS, IAL developed a graduate certificate and a master's programme in 2021, which will both welcome their first intakes in early 2022. The six-month Graduate Certificate in Workplace Learning comprises taught courses imbued with authentic case studies, real-life examples and substantive reflections as well as a work-learn component where learners undertake real consultancy projects.

The new Master in Boundary-Crossing Learning and Leadership is an innovative transdisciplinary-focused programme to prepare TAE professionals and leaders to lead and strategise effectively as organisational change-makers in a highly disruptive world. It offers four independent Graduate Certificates with emphasis on practice and application.

▶ **Continuing Professional Development**

In 2021, IAL's Adult Education Network gave more than 4,400 members access to opportunities to collaborate and acquire new skills through Continuing Professional Development (CPD) programmes, as a continuation of their TAE professional development journey after obtaining full qualification certificates. To improve lesson design and delivery, IAL redesigned and curated full-day or multi-day CPD programmes to cater to the learning needs of the Adult Education Network members.

In total, 48 CPD runs with 1,215 training places, were conducted during the year. New CPD courses were developed and delivered based on IAL's research projects such as the Six Principles of Learning Design and Understanding Sense-Making for Quality Blended-Learning Design and Delivery.

▶ **Adult Education Professionalisation**

IAL's Adult Education Professionalisation seeks to advance the standards and identity of adult educators recognised for both pedagogical and professional excellence. Under this programme, the number of Associate Adult Educators and Specialist Adult Educators grew to 1,700 and close to 620 respectively, while the number of Adult Education Fellows stood at five in 2021.

▶ SECRET Online Learning Framework

IAL and its partners in the TAE community designed a new online learning framework covering the principles and practices for facilitating online learning. Named SECRET (short for Social Collaboration, Emotional and Physical Health, Cognition, Reflection, Economics and Technology), the online learning framework leveraged IAL's pedagogical expertise and experience in shifting fully to online learning.

The framework was developed into a three-day online and one-day hands-on workshop for trainers and adult educators. The programme also shares ways on how TAE practitioners can use social media platforms and learning technologies to enhance online delivery of training. Two runs of the programme were completed in September and October 2021 for 21 participants.



Adult Education Network

4,426
Members

Adult Education Professionalisation

2,651
Members

Adjunct Adult Educators

84

WSQ Programmes

14,099
Training Places

Non-WSQ Programmes

233
Training Places

Continuing Professional Development Programmes

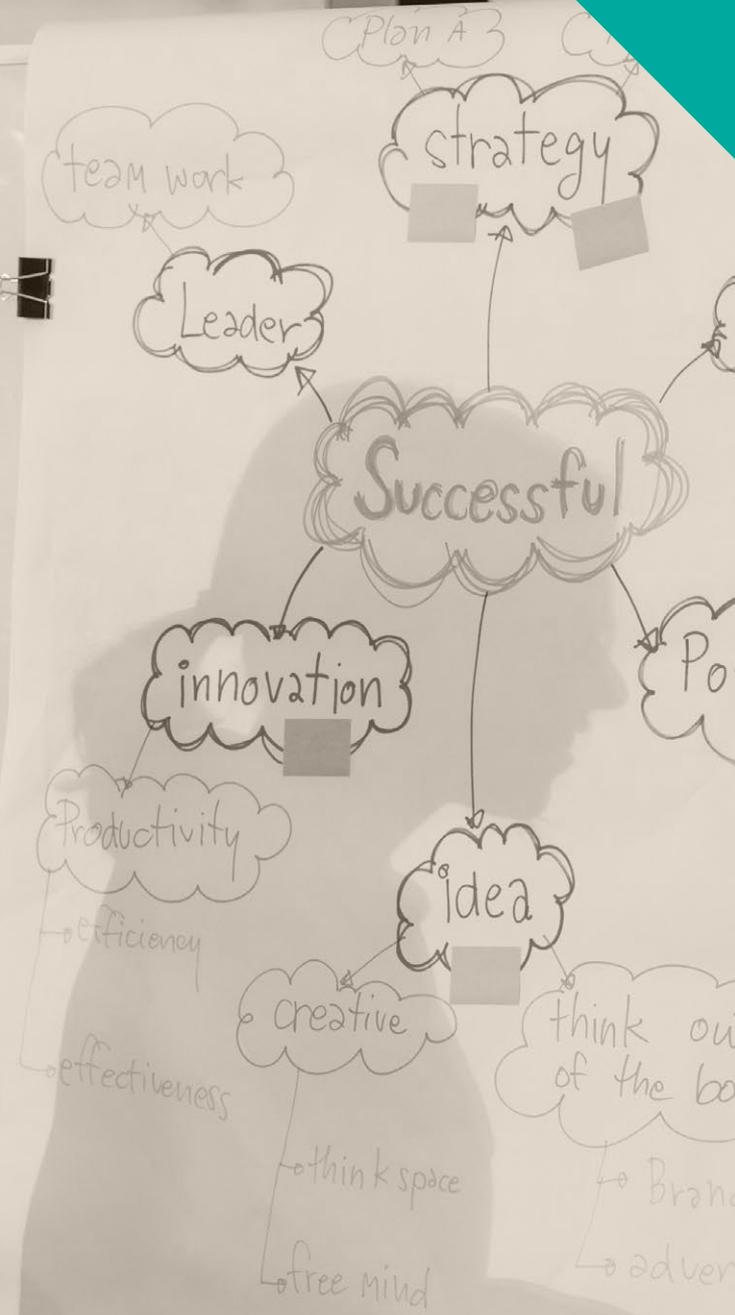
1,215
Training Places

Developing the Adult Education Community Programmes

5,979
Training Places



2021 AT A GLANCE



Develop
coaching
Listening
positive
open mind
understanding
+
x
ding
tising

03

PRACTICE

**PUTTING WORKPLACE
LEARNING INTO ACTION**

➤ NACE@IAL

The National Centre of Excellence for Workplace Learning (NACE@IAL) serves as a centre to provide business consultancy services to help enterprises embark on workplace transformation initiatives. It complements the work of IAL's Centre for Workplace Learning and Performance, which is focused on leading the institute's efforts in embedding a culture of workplace learning in enterprises and transforming them into learning organisations that support employee development.

➤ Workplace Learning Partnerships

IAL signed memoranda of understanding with eight leading organisations to bolster workplace learning capabilities and create an ecosystem that contributes towards a more robust learning landscape in Singapore. The signing ceremonies took place at the Learning Enterprise Alliance Awards Ceremony 2021 on 19 November 2021.

Of these, seven were signed with Aegis Building and Engineering, Ashtree International, Certis Corporate University, The National University Hospital System, SingHealth Community Hospitals, Singapore Precision Engineering and Technology

Association and TS Group. In addition, IAL, together with SUSS, inked another memorandum of understanding with Singapore Airlines.

➤ Pilot Corporate Training Programmes

An analysis of results of a customer satisfaction survey by IAL's Centre for Workplace Learning and Performance led to the development of new variations of corporate Continuing Professional Development programmes with highly contextualised content designed for specific target groups. Pilot lunchtime workshops of these training programmes were conducted with three partners – Certis Cisco Security, dnata Singapore and Resorts World Sentosa – between October and December 2021.

➤ Learning@Work Index

IAL enhanced its Learning@Work (L@W) Index in 2021. With the new index, an enterprise can better measure and assess its workplace learning performance by seeing a snapshot of its current state and identifying potential gaps that can be addressed.

Learning Enterprise Alliance

19

New Members

Centre for Workplace Learning and Performance

278%

Increase in LinkedIn Followers



Workplace Learning Partnerships

8

New Partners

24

Published Web Success Stories

► Learning Enterprise Alliance

In 2021, 19 new organisations joined the Learning Enterprise Alliance (LEA), bringing the total membership number to 79. The new members were Acestes, Anderco, Ashtree International, Beyond Social Services, Certis CISCO Security, David Lim Group, DP Dental, Far East Orchid, Fei Siong Food Management, Lim Kee Food Manufacturing, Poh Wah Scaffolding and Engineering, Polar Puffs & Cakes, Samaritans of

Singapore, Singapore Airlines, Singapore Flying College, Singapore Sports Council, SingHealth Community Hospitals, TS Three and WAB Lab.

The LEA is IAL's knowledge network of curated enterprises representing diverse industries that are committed to using workplace learning in the design of work and workplace practices for performance. The expanded network will help facilitate a vibrant culture of knowledge sharing between enterprises and practitioners, as well as create new touchpoints for collaboration in driving workplace learning among enterprises.



Learning Enterprise Alliance - Signing of Memorandum

Left: Guest-of-Honour, Mr Chan Chun Sing, Minister for Education



Top: Signing of memorandum
with Captain Quay Chew Eng,
Singapore Airlines







04

AGILITY

**DEVELOPING INNOVATIVE
LEARNING TECHNOLOGIES**

inlab Events

IAL's innovation arm inlab, continued to catalyse innovation and digitalisation in the Training and Adult Education (TAE) sector, with 63 learning innovation events organised during the year for close to 1,910 unique participants.

45

Training Providers and Education Technology Providers attended the inlab-BytePlus Roundtable

Innovation Support

The innovSeries programmes at inlab continued to support TAE professionals and training providers in exploring and innovating learning solutions. Five innovPlus and 11 innovJam grant initiatives were awarded for innovation prototypes and ideas during the year.

Another innovSeries programme, innovDev, awarded grants to Teamworkbound and Civil Aviation Authority of Singapore to build the capabilities needed to redesign their present courses into high-quality tech-enabled or blended courses.



inlab-BytePlus Roundtable

The highlight of the year was the inlab-BytePlus Roundtable held in November 2021. The event brought together 45 training providers and education technology providers for discussions concerning latest pedagogy, technology and ways to engage adult learners.

BytePlus, who was the event partner, presented its innovative and emerging technologies centred around video-based learning and machine learning that can be applied in Continuing Education and Training (CET). The technologies featured capabilities such as facial recognition, live transcription of speech-to-text, translation of text to 55 other languages, eye movement tracking, concentration and sentiment analyses.

Following the event, 10 participants expressed interest to find out more about adopting the technologies for use in CET.

2021 At A Glance



innovPlus Grant Awardees

- International SOS partnering with Paratlas
- KK Women's and Children's Hospital partnering with Mages Studio
- Singapore General Hospital partnering with Playware Studios
- Social Service Institute partnering with VisionarySchoolmen
- SingHealth Duke-NUS partnering with INMEET CMS



innovJam Award Winners

- Blue Elephants Solutions
- Data Heist
- Educat
- HappyMeCareer
- TrinityEco
- My AcuiZen
- Meetmumz
- JoyfulPerson
- Startupforest
- Learning with Autism
- Matchub

Garageworks Innovate

Garageworks framework is IAL's home-grown intellectual property that covers the entire span of innovation project development, management and andragogical evaluation of courseware. IAL presented its Garageworks innovation management framework in May 2021 with the aim of translating knowledge into actionable deployment and market adoption. It used a systematic value-creation process to drive innovation projects from ideas to innovation development. The trial run garnered favourable feedback and licensing interests from training providers. It also resulted in the development of a diagnostic kit for curriculum design involving gamification.

At the end of the year, the framework was developed into Garageworks Innovate™, created in partnership with SUSS. The new framework, underpinned with product-market and technology concepts, will be augmented into a course module at SUSS from January 2022.



The patenting process for Garageworks Innovate™ is expected to be completed by the second quarter of 2022.

EduGrowth Partnership

IAL's inlab scoped out business opportunities with EduGrowth, an Australian edtech innovation alliance. The intention was to explore the co-creation and co-development of events to tap on and expand each other's innovation networks in the coming year.

Both parties identified collaborative and beneficial areas for learning and practice in continuing education and training to be included in a memorandum of understanding in 2022. Once formalised, this strategic partnership would cross-promote both parties and strengthen operational efficiencies when driving innovation in the TAE sectors in Singapore and Australia.



Singapore - Australia Edtech Partnership





TEAMWORK

COOPERATION

PARTNERSHIP

BRAINSTORMING

COLLABORATION

05

IMPACT

STRENGTHENING THOUGHT
LEADERSHIP AND
COLLABORATIONS

Ministerial Visit

On 12 August 2021, IAL welcomed and showcased its pedagogy and tech-enabled learning to Mr Chan Chun Sing, Minister for Education. The Minister viewed demonstrations of learning innovations at inlab and observed classes for the WSQ Advanced Certificate in Learning and Performance. He also engaged in fruitful conversations with IAL's senior management team and interacted with learners.





Industry Visit

IAL hosted visitors from the Ong Teng Cheong Institute interested in inlab's efforts to promote learning innovations, and representatives of the Joint Polytechnics' School Leaders Move-in Programme who wanted to find out more about how to grow the continuing education and training sector.



Welcoming visitors from the Ong Teng Cheong Institute on 9 February 2021



➤ Digital Futures of Work

IAL and Cardiff University co-hosted the Digital Futures of Work Research Programme, with University of Bristol and the University of Oxford's Centre of Skills, Knowledge and Organisational Performance as programme partners. The programme seeks to develop the conceptual lens, tools and methodologies to interpret the fourth industrial revolution. The findings will support strategic choices that societal factors can make towards human augmentation, social inclusion and shared prosperity.

Three roundtable sessions were held in association with this programme in November 2021. Organised by IAL and Cardiff University, this Digital Futures of Work Roundtable Series brought together 60 participants who were corporate leaders, technologists, heads of education and training and policymakers from around the world. The three sessions focused on the topics of skills anticipation; digital futures of education and training; and artificial intelligence, corporate innovation and the future of work.

Future roundtables will continue to discuss specific findings emerging from the research programme. From the roundtables, the research team will identify key themes to take forward in the form of international public seminars. In Singapore, IAL will take the lead to organise a local seminar series discussing key topics on the future of work.

➤ OECD Programme for the International Assessment of Adult Competencies

IAL administered, implemented and managed Singapore's participation in the Organisation of Economic Co-operation and Development (OECD)

Programme for the International Assessment of Adult Competencies.

The field trial for the programme, involving 32 countries, began in March 2021. Conducted as an international survey, the field trial measured adult proficiency in key information-processing skills – literacy, numeracy and problem solving – and gathered information and data on how adults used their skills at home, at work and in the wider community. Despite restrictions due to the COVID-19 pandemic, Singapore was one of the first countries to complete its field test data collection in July 2021. The main study of the data collected will commence in August 2022.

➤ Enterprise Support

IAL conducted an assessment for the Asian Productivity Organization for its Digital Multi-Country Projects in September 2021. As an external validator, IAL evaluated the effectiveness, quality and impact of these training workshops, seminars and conferences, which had pivoted from physical to online platforms. Internationally, IAL also fielded an expert panel member to the Asian Productivity Organization Development and Strengthening of the Centres of Excellence to evaluate Pakistan's application to be a centre of excellence for digital learning.

For the Singapore Aviation Academy, IAL provided independent andragogical expertise to conduct an independent and objective review on course curriculum, instructor quality and course outcomes for their trainers.



Industry Events 2021



FEB

At Nanyang Polytechnic, researchers from IAL presented on 'Measuring and Evaluating Lifelong Learning' to 72 participants and 'Designing for Lifelong Learning' to 56 participants.



MAY

IAL chaired an online seminar for 90 participants on 'Training, Skills and Skills Utilisation', 'The Graduate Labour Market in Singapore' and 'Changes in Skills Levels and Inequality during Upper Secondary Phase'.



JULY

IAL collaborated with SkillsFuture Singapore to organise a Special Interest Groups Day held during the SkillsFuture Month. The event attracted 433 participants, who joined in discussions and networking activities across the six tracks of learning technology, coaching and mentoring, continuing education and training entrepreneurship, instructional design, and facilitation and social learning.

IAL's Director for the Learning and Professional Development Division presented on 'Learning – An Important Pillar for Organisational Transformation' at a Human Capital Singapore Masterclass.

In addition, IAL fielded guest speakers to events such as the Singapore Police Force's Centre for Protective Security Trainers' Day and Keppel's Global Learning Festival 2021.



AUGUST

IAL organised two sessions of the Excellence in Career Practice Webinar series. The first one focused on 'Successful Career Interventions for Mid-Career Transitions in a Pandemic', attracting 130 participants. The other webinar addressed the topic of 'Holistic Person-Centred Career Services' for 70 participants.



NOVEMBER

IAL facilitated an e-learning journey for Adult Learning Professionalisation members to the Certis Corporate University to learn more about Certis' digital transformation and their culture of continual and self-directed learning.

Community Support

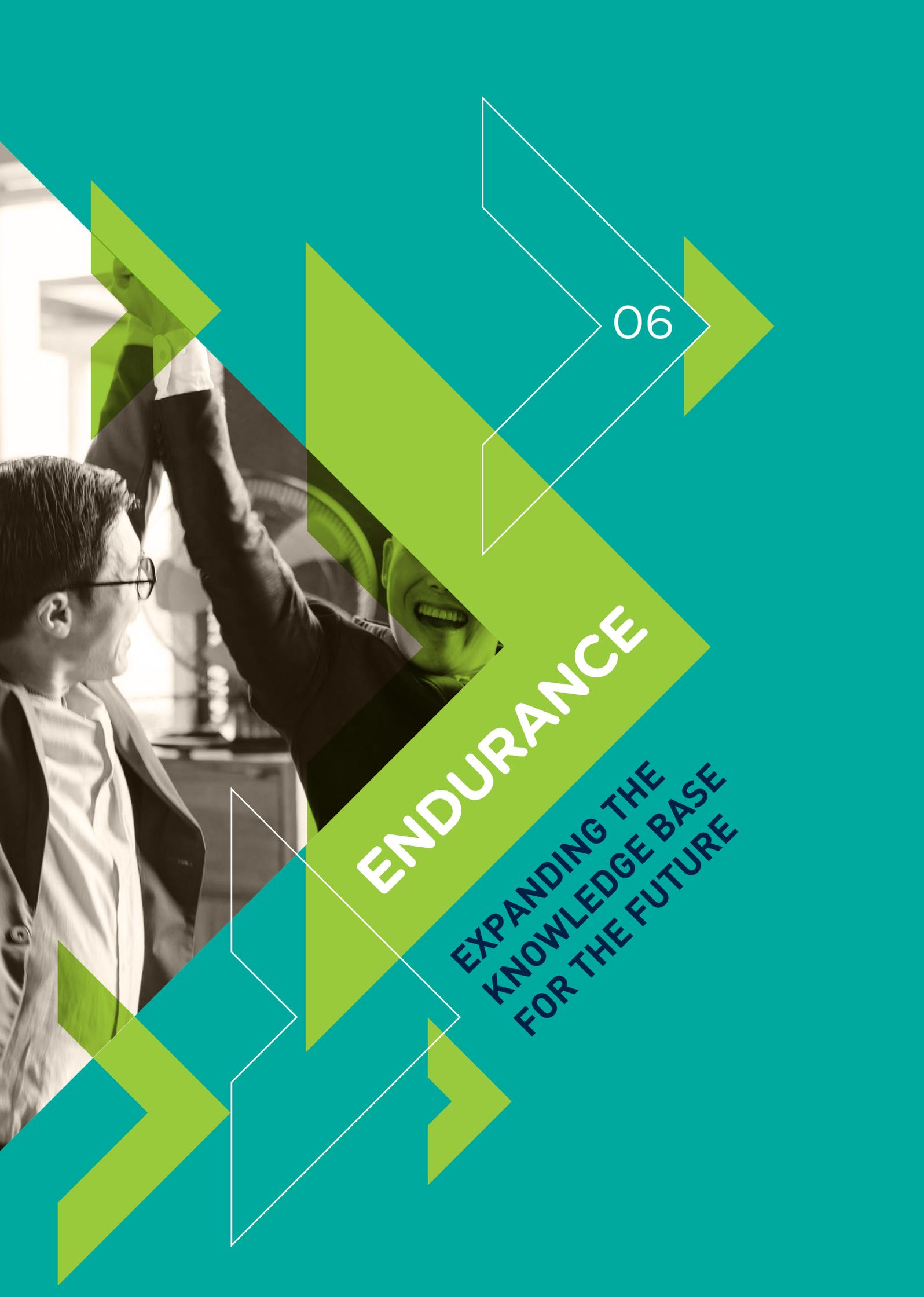
IAL demonstrated its corporate social responsibility by supporting community goals during the year.

In February 2021, IAL contributed two trees towards National Parks Board's Plant-a-Tree programme to restore nature back to the city.

To show care and support for the community, IAL staff raised funds for the Lions Home for the Elders and Beyond Social Services to purchase essential items and healthcare supplies for the elderly in need as well as vouchers for lower-income families to tide them through the pandemic.







06

ENDURANCE

EXPANDING THE
KNOWLEDGE BASE
FOR THE FUTURE

➤ National Research Priorities

Researchers at IAL worked on various projects aligned with national research priorities and themes for policy enhancement, pushing IAL forward in thought leadership and presenting itself as a hub for lifelong and adult learning and jobs and skills development.

Four new research projects were started during the year, while five were completed. Among the completed projects were two studies on the COVID-19 situation that helped guide the Training and Adult Education (TAE) sector through the difficulties of the pandemic.

➤ Pedagogical Practices in the TAE Sector

IAL began a research project to gain a deep understanding of the current pedagogical practices in the TAE sector. The project also leads to developing a framework for future-oriented pedagogical practices and processes for change for adult educators, institutional decision makers and policy personnel.

➤ Critical Core Skills Profiling

Among the new research projects in 2021 was one to develop a tool to profile the Singapore workforce's use of critical core skills at their workplaces across different occupations to better understand the development of such skills within the Singapore workforce.

➤ Business, Performance and Skills Survey 2

IAL progressed to the second survey in the Business Performance and Skills series, an ongoing large-scale establishment survey targeted at identifying and measuring the drivers of skills demand and utilisation among Singaporean commercial establishments. Throughout the study, measures concerning the extent of support for lifelong learning among commercial establishments will be developed and the data corresponding to the measures will be collected. Data collection of 4,000 responses was completed in 2021, with the report analysis available in the coming year.

➤ TAE Landscape 2

Continuing the TAE Landscape research series, the TAE Landscape 2 study was started to collect data from the TAE sector from 2021 to 2023. It will track changes in the profile of TAE organisations and professionals, changes in TAE jobs and skills, as well as developments in the TAE business and practice in relation to pedagogical innovation, business innovation, productivity and internationalisation.

➤ SME Business Transformation

In 2021, IAL started to systematically examine the relationship between small and medium enterprises (SME) business transformation activities in Singapore and the impact on talent, jobs and skills in the immediate and long term. By the end of the year, the first of three phases of this study was completed.



Signing the memorandum of understanding with JobTech on 22 February 2021



Employment Vulnerability Project

IAL and JobTech entered into a memorandum of understanding during the year to jointly develop a new psychometric tool based on IAL's Employment Vulnerability Index and JobTech's Talent Future Index. The new combined model will provide future job seekers with accurate career recommendations, based on their skill sets as well as assessments of their employment vulnerability in career development.

Both parties will further embark on a joint study on Singapore's employment market trends, focusing on career readiness and employment vulnerability. Findings of the study will help to establish information on the disruption and vulnerability of the employment market as well as support the development of organisational recruitment and retention strategies.

Governance and Risk Management

Audit and Risk Committee

IAL has established an Audit and Risk Committee (ARC) to ensure that the institute has a rigorous and robust system of internal controls for proper fund management and disbursement. The ARC also oversees IAL's financial and audit systems to ensure financial integrity, and provide oversight on the monitoring of IAL's risks.

The ARC's composition is as follows:

Mr Azriman Mansor (Chairman)*

Group Financial Controller,
Times Publishing Ltd

Professor Ho Yew Kee (Member)*

Associate Provost (SkillsFuture),
Cluster Director, Business, Communication and Design,
Singapore Institute of Technology

Mr Tan Wee Beng (Member)

Deputy Chief Executive (Operations & Regulation),
SkillsFuture Singapore

Enterprise Risk Management Framework

IAL has an Enterprise Risk Management (ERM) Governance Framework to proactively measure, manage and report risks categorised as strategic, operational, compliance, finance and technology. The framework is aligned with SUSS' ERM framework to facilitate risk oversight at the university level, with the flexibility to accommodate IAL's specific strategic and operational risks and opportunities.

Management and operational teams conduct quarterly ERM reviews on existing risks to identify and assess new and emerging risks. There were on-going efforts to refine the risk mitigating actions and key risk indicators to better manage risks. The internal audit team at IAL enforces policy and procedure compliance and conducts audits of control measures and organises risk awareness sessions in key areas such as procurement, contracting, personal data protection and information technology.

In 2021, IAL engaged a consultant in personal data protection to assess whether activities involving the processing and monitoring of personal data were carried out in accordance with the SUSS' data privacy policy and in compliance with the Personal Data Protection Act 2012. Resulting from this, awareness workshops were held and data-related processes were formalised and rolled out in a new Data Protection Manual in October 2021. This manual, together with the data inventory map and data protection impact assessment, will be reviewed annually.

As an autonomous institute of SUSS, IAL has in place a Conflict of Interest Policy and a Whistle-Blowing Policy. Under the Conflict of Interest Policy, all employees are required to declare their personal or vested interests in business transactions that IAL or SUSS enters into, and are required to abstain from any discussion or decision-making on the matter. The Whistle-Blowing Policy extends the notion of corporate governance to all staff and vendors, allowing them to take responsibility in playing their part to help IAL and SUSS achieve a greater level of public confidence in their corporate governance.

*Mr Azriman Mansor sits on the SUSS Board of Trustees and IAL Council, while Professor Ho Yew Kee sits on the IAL Council.

Financial Highlights

Statement of Income & Expenditure

For the Financial Year Ended 31 December 2021

	Note	Jan to Dec 2021 \$'m	Jan to Dec 2020 \$'m
Income			
Operating income		4.29	6.31
Grant income	A	31.11	25.63
Total operating income		35.40	31.94
Expenditure			
Depreciation expense		-0.96	-1.85
Other operating expenditure		-29.71	-27.83
Total operating expenditure		-30.67	-29.68
Non-operating income	B	0.37	0.43
Net Surplus / (Deficit)		5.10	2.69

Notes

- A. Grant Income includes the SkillsFuture Singapore grants and subsidies
- B. Non-operating income includes Job-Support Scheme and Rental rebate/waiver
- C. The financial information presented here is preliminary, unaudited and subject to revision upon completion of the Institute's closing and audit processes
- D. IAL is an autonomous Institute of the Singapore University of Social Sciences (SUSS), and its accounts are consolidated within that of SUSS

Financial Highlights

Statement of Financial Position

For the Financial Year Ended 31 December 2021

	Jan to Dec 2021	Jan to Dec 2020
	\$'m	\$'m
Assets		
Non-current assets		
Plant & equipment	0.72	1.22
Right-of-use assets	4.98	6.35
Total Non-current assets	5.70	7.57
Current Assets		
Receivables & Prepayments	9.87	2.54
Cash & Bank Balances	11.27	9.29
Total Current assets	21.14	11.83
Total Assets	26.84	19.40
Liabilities and Equity		
Current Liabilities		
Payables & Advances	14.48	10.76
Lease Liabilities	5.97	7.35
Total Current Liabilities	20.45	18.11
Total Liabilities	20.45	18.11
Fund and Reserves	6.39	1.29
Total Liabilities and Equity	26.84	19.40

Financial Highlights

Statement of Cash Flows

For the Financial Year Ended 31 December 2021

	Jan to Dec 2021	Jan to Dec 2020
	\$'m	\$'m
Operating Activities		
Net Surplus/(Deficit) for the year	5.10	2.69
Adjustments for:		
Depreciation expense	0.96	1.85
Depreciation - ROU	1.53	1.49
Interest income	0.08	-0.01
Interest Expense on Lease Liabilities	0.01	0.11
Operating surplus before changes in working capital	7.68	6.13
Changes in working capital		
Receivables & Prepayments	-7.33	0.24
Payables & Advances	3.72	-2.72
Net cash flows generated from operating activities	4.07	3.65
Investing Activities		
Purchase of Assets	-0.45	-0.17
Interest income	-0.08	0.01
Net cash flows used in investing activities	-0.53	-0.16
Cash flows from Financing Activities		
Payment of principal portion of lease liabilities	-1.56	-1.56
Net cash flows (used in)/generated from financing activities	-1.56	-1.56
Net increase/(decrease) in cash and cash equivalents	1.98	1.93
Cash and cash equivalents at the beginning of the year	9.29	7.36
Cash and cash equivalents at end of the year	11.27	9.29



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