

MEMORANDA OF UNDERSTANDING

SINGAPORE, 10 OCTOBER 2025 – IAL has commenced work under the Centre for Skills-First Practices with three distinguished partners to drive the adoption and study of skills-first practices.

2 Each partnership is underpinned by goals aligned to the Centre for Skills-First Practices' mission. Key deliverables include:

- Enterprise pilots showcasing how work design and skills-first practices can be implemented in real-world settings;
- Labour market insights to identify emerging skill gaps and support strategic workforce development and planning; and
- Toolkits to help employers, unions, individuals, and training providers to adopt skills-first practices effectively.

- i. **National Trades Union Congress (NTUC):** The collaboration with NTUC is anchored in supporting workers to thrive in a changing economy by advancing skills-first practices across enterprises.

Through this partnership, the focus is on co-designing and prototyping transformational projects with unionised companies to help companies become skills-first organisations, while upskilling and reskilling workers for redesigned roles. The collaboration will also strengthen NTUC officers' capability to harness data and tools to identify skills gaps and training needs, enabling them to better support companies in implementing skills-first practices through the NTUC Company Training Committee initiative.

- ii. **NHG Health:** The partnership with the NHG Health through its Centre for Healthcare Innovation (CHI) is centred on accelerating enterprise transformation in the healthcare sector through the adoption of skills-first practices.

By co-creating and prototyping transformational projects, the collaboration aims to position healthcare institutions as skills-first organisations that are agile and future-ready. A pilot collaboration with Centre for Healthcare Innovation (CHI) is already underway, focusing on work redesign initiatives and capability building across the enterprise.

Looking ahead, the collaboration will extend into systematically identifying emerging roles and future skills requirements, strengthening NHG Health's workforce and organisational readiness, while also enhancing the healthcare

sector's overall preparedness for transformation and workforce resilience for the evolving healthcare landscape.

- iii. **Burning Glass Institute (BGI):** The collaboration with the Burning Glass Institute (BGI) is centred on advancing labour market insights and prototyping solutions to accelerate skills-first adoption. By harnessing advanced analytics, the partnership will generate actionable insights on skills demand, supply and gaps, providing policymakers, practitioners and partners with a clearer overview of the skills landscape. Building on these insights, both parties will co-develop and test practical playbooks, tools and models for enterprises and ecosystem stakeholders to embed skills-first practices effectively.