

# INTERNATIONAL FORUM ON TRIPARTISM

## Tripartism for Sustainable Growth and Development

26 October 2015  
Singapore

### Keynote Speaker



### MR GUY RYDER

Director-General,  
International Labour  
Organization

Country: United Kingdom

Mr Guy Ryder is the Director-General of the International Labour Organization (ILO).

Since his election as Director-General of ILO in 2012, he has initiated major reforms to increase the influence and impact of the ILO in all regions. This encompassed the upgrading of analytical capacities to transform the ILO into a centre of technical excellence, renewing of ILO mechanisms to deliver high quality services to its member States, and reorganising of ILO programmes focusing on decent jobs and inclusive growth, youth employment, social protection floors, small and medium enterprises, rural economy, informal economy, labour inspection, and unacceptable forms of work.

Mr Guy Ryder spearheaded ILO proposals promoting job-rich recovery to the G20, and advocated for decent work and social protection to be made explicit goals of the UN post-2015 Development Agenda.

With the approach of the ILO's 100th anniversary in 2019, he has proposed seven ideas for "Centenary Initiatives": governance, standards, green economy, women at work, end to poverty, enterprises and the future of work. His report to the ILO International Labour Conference this year focused on the future of work initiative, setting out a process leading up to 2019 and proposing a structure for the substantive content of this initiative centred on four "centenary conversations": "work and society", "the organisation of work and production", "decent jobs for all", and "the governance of work".

Mr Guy Ryder was the Director of the Bureau for Workers' Activities in 1998 and became Director of the Office of the Director-General in 1999 when the ILO's Decent Work Agenda was launched to wide support from the international community. In 2010, he was Executive Director for International Labour Standards and Fundamental Principles and Rights at Work.

In 2002, he was appointed General Secretary of the International Confederation of Free Trade Unions, where he led the global unification of the democratic international trade union movement. In 2006, the International Trade Union Confederation was formed and he was elected as its first General Secretary.

Mr Guy Ryder studied Social and Political Sciences at the University of Cambridge, and Latin American Studies at the University of Liverpool.

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## Presentation Synopsis

### **Tripartism and Social Dialogue for Sustainable Growth and Development**

The presentation will offer insights into current global employment trends and the future of work. It will include a summary of key employment figures in the global employment market today, as well as make reference to past crises and how problems such as the 2008 global financial crisis were tackled by the models of tripartism in Singapore.

To address the transformational challenges to the world of work, the presentation will study policy responses that include upgrading of skills and ensuring a life-cycle approach to employment, as well as international commitments that encompass the recently agreed sustainable development goals and G20 communiqués.

The case will be made for decent work with emphasis that strong tripartism and dialogue is essential to address the challenges ahead, drawing on Singapore's history of tripartism, and the International Labour Organization's future of work initiative.

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### **Singapore Tripartite Partner: Opening Address**



**MR CHAN CHUN SING**  
Secretary-General,  
National Trades Union  
Congress  
Country: Singapore

Mr Chan Chun Sing is the Secretary-General of the National Trades Union Congress (NTUC). He is also a Minister in the Prime Minister's Office, Singapore.

In early 2015, he was appointed Deputy Secretary-General of NTUC to strengthen its labour leadership, as well as the link between the Labour Movement and the Government. He was appointed Secretary-General of NTUC on 4 May 2015 after the NTUC Central Committee unanimously elected him to this appointment.

In 2012, he headed the newly created Ministry of Social and Family Development that was tasked with improving social service delivery, enhancing social safety nets and strengthening support for families. He also became Second Minister for Defence.

In 2011, Mr Chan was elected Member of Parliament and became Acting Minister for Community Development, Youth and Sports; and Minister of State for Information, Communications and the Arts from 2011 to 2012.

Mr Chan also served on various statutory boards and government-owned companies, including Singapore Totalisator Board (2011), ST Kinetics Limited (2010 to 2011), Civil Service College (2010 to 2011), Defence Science & Technology Agency (2009 to 2010), Defence Science Organisation (2009 to 2010) and International Enterprise Singapore (2006 to 2009).

Mr Chan Chun Sing was previously in the Singapore Armed Forces (SAF) where he held various appointments including Chief of Army, Chief of Staff of Joint Staff, and Chief Infantry Officer, from 1987 to 2011.

He is a President's Scholar and SAF Overseas Scholar, with First Class Honours in Economics at Christ's College, Cambridge University. He completed the Sloan Fellows Programme at the Massachusetts Institute of Technology under the Lee Kuan Yew Scholarship in 2005.

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### **PROFESSOR SAROSH KURUVILLA**

Professor of Industrial  
Relations, Asian Studies  
and Public Affairs,  
Cornell University  
Country: United States of  
America

Professor Sarosh Kuruvilla is Professor of Industrial Relations, Asian Studies and Public Affairs at Cornell University. He is also Professor of Employment Relations and Organisational Behaviour at the London School of Economics.

Professor Kuruvilla's research focuses on comparative industrial relations, specifically the linkages between employment relations policies and practices and economic development strategies. His recent research has been concerned with developing policy approaches to improving national skills development, skills up-gradation and labour policy.

His research has informed government policy and practice in Asia, particularly in Malaysia, Philippines, South Korea, Taiwan, China and India. He has served as a consultant to many international agencies and global corporations, and authored numerous books and refereed journal articles on labour and human resources policies and practices.

His current research analyses employment relations in global value chains, with special attention on the centralisation and decentralisation of human resources policies across the value chain. He is also working on the globalisation of professional labour markets, particularly the connections between labour markets for lawyers in the US, UK, and India.

Professor Sarosh Kuruvilla joined Cornell University in 1990 following his doctorate in Business Administration from the University of Iowa in 1989, after a career in labour relations management in India.

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## Presentation Synopsis

### Global Trends in Tripartism

The presentation will identify the key trends of tripartism around the world, focusing on its growth, decline, resurgence and resilience. It will identify factors responsible for the growth and decline in Western Europe and the trajectory of tripartism's development in other countries. It will contrast the experience of these countries with that of Singapore, where tripartism is more stable.

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#### **MR KEVIN CALLINAN**

Vice-President,  
Irish Congress of Trade  
Unions  
Deputy General Secretary,  
Irish Municipal, Public and  
Civil Trade Union  
Country: Ireland

Mr Kevin Callinan is the Vice-President of the Irish Congress of Trade Unions (ICTU). He is also Deputy General Secretary of the Irish Municipal, Public and Civil Trade Union (IMPACT), Ireland's largest public service union, where he plays a lead role in strategic organisation and union development.

Mr Kevin Callinan is a member of the Executive Council of the ICTU, the Executive Committee of the European Federation of Public Service Unions and a trade union nominee to the National Competitiveness Council.

After ten years as a trade union activist, he became an IMPACT official in 1991, and represented members in the local government, education, health, civil service and community sectors.

He served as National Secretary for Health and Welfare of IMPACT for 12 years, leading more than 30,000 health workers.

Mr Kevin Callinan was at the forefront of the 1999 nursing dispute, improvements in the pay and conditions of a wide range of health and social care professions, the public service benchmarking processes, the lead up to the creation of the Health Service Executive, discussions on the emerging financial crises in the health service, and the negotiations that eventually led to the Croke Park and Haddington Road Agreements.

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## Presentation Synopsis

### **Social Partnership in Ireland: A Trade Union Perspective**

The first social partnership agreement in Ireland was established in 1987 and was pivotal to the rise of the 'Celtic Tiger' in the 1990s. It had to deal with a number of serious industrial relations disputes that followed. In the new millennium, the process expanded to include social, community, voluntary and environmental interests, and, in the view of opponents of social partnership, it became too powerful, displacing the roles of parliament and government.

The presentation will reveal how the agreements affected the traditional role of trade unions, and the union skills and activities that suffered. It will examine the factors that influenced the final crisis for social partnership in 2009, and question whether the unions, employers and government built enough support for the process to prevent its demise. Finally, it will argue the case for the practice of genuine tripartism today, more than ever.

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### Presenter



#### **MR HIROYUKI MATSUI**

Counsellor,  
International Cooperation  
Bureau, Keidanren (Japanese  
Business Federation)  
Country: Japan

Mr Hiroyuki Matsui is the Counsellor for the International Cooperation Bureau in Keidanren (Japanese Business Federation), Employer Member of the International Labour Organization Governing Body including the Committee of Freedom of Associations, and Member (Employers) of the Central Labour Commission in the Ministry of Health, Labour and Welfare in Japan. He also held various appointments in the National Tripartite Deliberate Councils for the Ministry of Health, Labour and Welfare in Japan.

From 2006 to 2008, Mr Matsui was the Director of the Bureau of Labour Policy no. II. He was responsible for rectifying employment laws, drafting the Labour Contract Law, and guiding employer members of the Labour Commissions and Labour Judge Courts.

From 2003 to 2006, Mr Matsui was the Deputy Director, then Director, of the National Quality of Life Bureau, where he was responsible for revising the National Pension Law, National Medical Insurance Law, Nursing Care Law and other social security systems.

From 1981 to 2002, Mr Matsui was in Nikkeiren (Japan Federation of Employers' Association), holding various positions in different divisions. When Nikkeiren and Keidanren merged to become Nippon Keidanren in 2002, he was appointed Deputy Director for the International Labour Policy Bureau.

Mr Hiroyuki Matsui holds a Bachelor of Liberal Arts in International Policy and Economics from the International Christian University as well as a Master of Business Administration in International Business and Business Development from the University of Ulster.



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## Presentation Synopsis

### **National Development through Tripartism: A Japan Perspective**

The presentation will offer insights into the critical factors for building a strong social partnership, the productivity improvement movement of Japan in the mid 1950s, and the struggles by the tripartite bodies to overcome challenges since the mid 1970s.

Told from the employers' perspective, the presentation will provide a vivid experience from shop floor to the national stage, and show how the social partnership has helped Japan to realise economic development and social stability.

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### Panellists



**MR TERRY MAC NAMARA**  
Regional Director,  
Irish Business and Employers  
Confederation  
Country: Ireland

Mr Terry Mac Namara is the Regional Director for the Irish Business and Employers Confederation (Ibec).

As the Regional Director of the North West region, Mr Terry Mac Namara leads a team ensuring the delivery of quality services to Ibec member companies that range from small and medium-sized enterprises and local indigenous companies, to multinational corporations, in unionised and non-unionised environments.

His responsibilities include the provision of industrial relations and human resources advice, representation of members in union negotiations, as well as representation of member companies before third party employment bodies and external committees. He also ensures that Ibec members' business interests are reflected both in regional and national policy.

Mr Terry Mac Namara holds a Bachelor of Arts in Natural Science from Trinity College Dublin, a Master of Business Administration from University of Ulster, and a Master's Degree in Leadership, Management and Defence studies from Maynooth University.



**MR NOBUAKI KOGA**  
Advisor,  
Japanese Trade Union  
Confederation  
Country: Japan

Mr Nobuaki Koga is the Advisor of the Japanese Trade Union Confederation (JTUC-RENGO).

He was appointed as the President of JTUC-RENGO in 2009 after having served as its General Secretary since 2005.

In 2004, Mr Koga was appointed President of the Japan Council of Metalworkers' Unions. He was elected President of the Japanese Electrical, Electronic & Information Union in 2002.

He was previously the General Secretary of the Matsushita Electric Industrial Workers' Union in 1994 and became its President in 1996.

Mr Nobuaki Koga was born in Fukuoka, and studied engineering at the University of Miyazaki.

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## Moderator



## MR JANADAS DEVAN

Director,  
Institute of Policy Studies in  
the Lee Kuan Yew School of  
Public Policy, National  
University of Singapore  
Country: Singapore

Mr Janadas Devan is the Director of the Institute of Policy Studies in the Lee Kuan Yew School of Public Policy, National University of Singapore. He was a journalist, writing for The Straits Times and broadcasting for Radio Singapore International, before being appointed the Government's Chief of Communications at the Ministry of Communications and Information in 2012.

Mr Janadas Devan was educated at the National University of Singapore and Cornell University in the United States.

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### Speaker



**DR THE HONOURABLE  
ESTHER BYER SUCKOO**

Minister of Labour, Social  
Security and Human  
Resource Development  
Country: Barbados

Dr Esther Byer Suckoo is the Minister of Labour, Social Security and Human Resource Development of Barbados.

Since becoming the Minister of Labour in 2010, she has been responsible for the National Employment Policy, and piloting the Employment Rights Act, among other legislation through Parliament.

She is a medical doctor and a member of the American Academy of Family Physicians and the Barbados Association of Medical Practitioners where she has held the positions of General Secretary and Vice President. She is also Chairperson of the Sub-Committee of the Social Partnership of Barbados, a model of tripartite dialogue that is acclaimed by the International Labour Organization.

Dr Esther Byer Suckoo previously worked at the Queen Elizabeth Hospital and government polyclinics before establishing a rural family medical practice in her hometown in 1997. After serving her community for eleven years, she entered politics to do more for that community. She was elected Member of Parliament for St. George South in 2008 and became the country's first Minister of Family, with the portfolio of Family, Youth, Sports and the Environment. She had responsibility for the National HIV/AIDS programme and piloted the National HIV/AIDS Strategy through Parliament.

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## Presentation Synopsis

### **Social Partnership: Driving Issues Beyond the Economy**

The Barbados Social Partnership was initiated in 1993 to address severe economic challenges and seek an alternative to adopting an International Monetary Fund Structural Adjustment Programme that would devalue the dollar. It brought together tripartite partners to share ideas, develop a programme that was unanimously supported, and implement it. The success of the programme and the social partnership has since been widely adopted by other nations.

Significantly, it has created a governance model with a culture of dialogue and participation in tackling changing needs in Barbados. While the First Protocol focused on maintaining prices and incomes, the Sixth Protocol, two decades later, is now looking at issues beyond the economy; to national development, non-communicable diseases and climate change. The presentation will track the evolution of Protocols as the social partnership progressed, the interventions and conflict resolution in the social partnership.

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### Speaker



### MR PETER WALDORFF

Adviser,  
Department of European and  
International Affairs,  
Danish Confederation of  
Trade Unions  
Country: Denmark

Mr Peter Waldorff is the Adviser for the Department of European and International Affairs, Danish Confederation of Trade Unions. He represents the Danish trade unions in the European Social Dialogue, and his main responsibilities concern labour market policy.

Mr Peter Waldorff began working for LO, the Danish Confederation of Trade Unions, in 2014. It is the largest national trade union confederation in Denmark and recognised as the most representative workers' organisation in both the private and public sectors.

From 2001 to 2007, Mr Peter Waldorff headed the trade union negotiating team at the collective bargaining for central government. He also chaired the standing committee for national administration in the European Federation of Public Service Unions from 2000 to 2007. He was then elected General Secretary for the global union federation, Public Services International, based in Ferney-Voltaire, France from 2007 to 2012.

With a background in public services at the Municipality Lyngby-Taarbæk outside Copenhagen, Mr Peter Waldorff had started work for the trade union HK Denmark in 1981, and was responsible for organising its youth activities. His responsibilities changed to serving the union members who worked for the central government. In 1991, his position changed to Head of Secretariat. In 1998, he was elected President for the state sector.

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### **Tripartism: Achieving Economic Development, Social Stability and Sustainable Growth in Denmark**

The presentation will share, in the context of Denmark, the critical success factors in building a strong social partnership. It will introduce the structure of the Danish labour market and provide a historical overview of the labour movement.

The challenges faced by the social partners, and whether the social partnership has evolved to handle these challenges, will be explored. Finally, the current status of Tripartism in Denmark will be presented, as well as the future challenges it faces.

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### Panellists



#### **MR CEDRIC MURRELL**

President,  
Congress of Trade Unions and  
Staff Associations of Barbados  
Country: Barbados

Mr Cedric Murrell is the President of the Congress of Trade Unions and Staff Associations of Barbados (CTUSAB).

A member of the National Council of the National Union of Public Workers since 1980, Mr Cedric Murrell has served as Executive Member as well as President in 1992 to 1994 and 1996.

He has held leadership positions in various organisations, including Executive Vice President-Americas of the International Federation of Air Traffic Controllers' Associations and President of the Barbados Air Traffic Control Association.

Mr Cedric Murrell was the Secretary of the Supervisory Committee of the Barbados Public Workers Co-operative Credit Union Ltd from 2003 to 2008, then Chairman from 2008 to 2011, before becoming a Director in 2011.

From 2007 to 2014, Mr Cedric Murrell served as Chief Air Traffic Control Officer for the Barbados Civil Aviation Department.



#### **MR IAN GOODING-EDGHILL**

President,  
Barbados Employers'  
Confederation  
Country: Barbados

Mr Ian Gooding-Edghill is the President of the Barbados Employers' Confederation (BEC).

Mr Ian Gooding-Edghill served as Second Vice President of the BEC from 2001 and First Vice President from 2003 to 2007, before he was elected to his current position of President in 2008.

As Human Resources Director of The Elegant Hotels Group PLC, he is responsible for its human resources policies and procedures, staffing, labour and industrial relations, compensation and benefits, training and development, and labour grids.

Mr Ian Gooding-Edghill has more than twenty years' experience in human resources management of the hospitality industry, and has held the positions of Group Human Resources Trainer, Group Human Resources Manager and Human Resources Director.

He has served as the Director on several boards, including the Elegant Hotels companies and the Transport Board, where he served as Chairman from 2002 to 2008. He was also a member of the Barbados Senate from 2003 to 2008.



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### Panellist



#### **MR FLEMMING DREESEN**

Senior Counsellor,  
Employment Protection Law  
for the Confederation of  
Danish Employers  
Country: Denmark

Mr Fleming Dreesen is the Senior Counsellor on Employment Protection Law for the Confederation of Danish Employers (DA).

He joined DA in 1991, working with conditions of employment, court cases and collective agreements, social questions, legislation, agreements and negotiations between national and international parties in the European Union, International Labour Organization and Council of Europe.

He is also a member of several government boards, committees and councils, including the National Social Appeals Board and Labour Market Appeals Board, and the Advisory Committee on Free Movement of Workers.

From 1986 to 1988, Mr Fleming Dreesen worked in the office of the Chief Administrative Regional Authority in Viborg. From 1988 to 1991, he worked in the Ministry of Justice, Law Department as well as assistant attorney in the Police of Copenhagen and the Refugee Appeals Board.

Mr Fleming Dreesen holds a Master of Law from the University of Aarhus and is an author of various publications on employment issues.

### Moderator



#### **DR GILLIAN KOH LIM CHOO**

Senior Research Fellow,  
Institute of Policy Studies  
Country: Singapore

Dr Gillian Koh Lim Choo is a Senior Research Fellow at the Institute of Policy Studies (IPS).

As head of the Politics and Governance research cluster, Dr Gillian Koh has led research on Singaporeans' sense of national identity, rootedness and resilience and their voting behavior. She has also led several studies on the future of Singapore including the 2012 IPS Prism project on governance in Singapore in 2022. Another important area of interest is the development of civil society. She has also published several articles on that issue and also most recently co-edited *Migration and Integration in Singapore. Policy and Practice* (Routledge, 2015) which focuses on how Singaporean society is adapting to the presence of its foreign workforce.

Dr Gillian Koh Lim Choo gained her doctorate in Sociological Studies from the University of Sheffield in 1995, where she also obtained her Master of Arts in Third World Studies in 1990. Before that, she earned a Bachelor of Arts degree from the National University of Singapore in 1988.

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**Singapore Tripartite  
Partner:  
Joint Presentation Speaker**



**MS DIANA CHIA SIEW FUI**  
President,  
National Trades Union  
Congress  
Country: Singapore

Ms Diana Chia Siew Fui is the President of the National Trades Union Congress (NTUC), Singapore.

She became the first female NTUC President in 2011 when she was re-elected as a member of the NTUC Central Committee, the top decision-making body of NTUC. She has been a member of NTUC Central Committee since 1994. Ms Diana Chia is also the Advisor to NTUC Women's Programme, having served as its Chairperson from 2000.

A senior nurse manager at the Singapore General Hospital, Ms Diana Chia is the General Secretary of the Healthcare Services Employees' Union (HSEU) since 2007 when HSEU was formed after the merger of the National University Employees' Union and Health Corporation of Singapore Staff Union (HCSSU). She was the Chairperson of the Protem Committee of the HCSSU in 1989, and became its President from 1991. Ms Diana Chia is also a member of the Singapore Nursing Association since 1978.

Representing NTUC on various tripartite platforms, Ms Diana Chia is a member of the Industrial Arbitration Court Employee Panel, National Wages Council, and Singapore Workforce Development Agency (Healthcare Industry Skills and Training Council).

Ms Diana Chia is also a Board Director of the NTUC Enterprise Co-operative Limited and NTUC Income Insurance Co-operative Limited; as well as a Trustee of the NTUC Club Investments Pte Ltd.

She was presented the Public Service Award in 2003, and the Public Service Star (BBM) in 2015.

Ms Diana Chia Siew Fui holds a Bachelor Degree in Health Science (Nursing) from the University of Sydney, and various other qualifications including a Diploma in Industrial Relations.

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**Singapore Tripartite  
Partner:  
Joint Presentation Speaker**



**DR ROBERT YAP CHIN KOK**  
President,  
Singapore National  
Employers Federation  
Country: Singapore

Dr Robert Yap Chin Kok is the President of the Singapore National Employers Federation. He is also the Chairman of the ASEAN Business Advisory Council Singapore, Singapore Chairman of the Malaysia-Singapore Business Council, and Deputy Chairman of International Enterprise Singapore.

Dr Robert Yap is the Executive Chairman of YCH Group, Singapore's leading end-to-end supply chain company, and the Founding Chairman of Supply Chain Asia, a community of more than 30,000 supply chain professionals in the region.

Dr Robert Yap advises various business and strategic committees such as the Singapore National Committee for Pacific Economic Cooperation and the ASEAN SME Advisory Board. He also contributes to government-linked councils such as the National Productivity & Continuing Education Council, SkillsFuture Council and Advisory Council on Community Relations in Defence - Employers & Business.

Widely recognised for his thought-leadership of the industry, he was conferred the Asia Logistics Hall of Fame award in 2003, the Ernst and Young Entrepreneur of the Year award in 2007, the Lifetime Achievement Award (Logistics) by the World Chinese Economic Forum in 2013, and the NUS Business School Eminent Business (Senior) Alumni Award in 2014.

Dr Robert Yap Chin Kok holds a Bachelor of Business Administration from the National University of Singapore and completed the Harvard Business School Owner President Management programme in 1994. He was conferred Doctor of Philosophy, *honoris causa*, in Business Administration by Wisconsin International University in 2001 and was appointed Honorary Adjunct Professor by the College of Business, City University of Hong Kong from 2009 to 2012.

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**Singapore Tripartite  
Partner:  
Joint Presentation Speaker**



**MR TEO SER LUCK**  
Minister of State  
for Manpower  
Country: Singapore

Mr Teo Ser Luck is a Minister of State for Manpower. He is also Mayor of the North East District.

He has been a Member of Parliament since 2006. He was previously a Minister of State at the Ministry of Trade and Industry, where he was responsible for small and medium enterprises, consumer protection, entrepreneurship and trade relations with the region, including China. He was also Senior Parliamentary Secretary in the Ministry of Community Development, Youth and Sports, and in the Ministry of Transport.

Mr Teo was instrumental in leading Singapore's successful bid for the inaugural Youth Olympic Games (YOG) held in 2010. He was also Advisor to the Singapore 2010 YOG Organising Committee and Mayor of the Youth Olympic Village.

Before entering politics in 2006, Mr Teo held regional management positions in several multinational corporations, including the role of General Manager of DHL Express (Singapore) Pte Ltd. He also won many business awards during his time in the private sector.

Mr Teo was recognised as a young global leader by the World Economic Forum in 2007 for his contribution to the business and community services sectors. He received the Nanyang Outstanding Young Alumni Award in 2006 and the Nanyang Alumni Achievement Award in 2011, for continuing to make a difference in public service.

Mr Teo Ser Luck graduated with an Accountancy degree from the Nanyang Technological University and began his career as an auditor.

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## Joint Presentation Synopsis

### Tripartism for a Competitive Economy and Inclusive Society

The tripartite partners from Singapore will be giving a joint presentation to share on the country's model of tripartism. National Trades Union Congress President, Diana Chia, will share on the nation's journey towards industrial peace and harmony, as well as the reasons behind the push for productivity and wage reforms. Singapore National Employers Federation President, Dr Robert Yap, will share on how tripartism has enabled Singapore to build up its resilience. Minister of State for Manpower, Teo Ser Luck, will then present on workforce challenges facing Singapore and how tripartism in Singapore has supported, and will continue to support inclusive and sustainable growth moving forward.

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### Moderator



### MR STEPHEN LEE CHING YEN

Immediate Past President,  
Singapore National  
Employers Federation  
Country: Singapore

Mr Stephen Lee Ching Yen is the Immediate Past President of the Singapore National Employers Federation (SNEF). He was the President of SNEF from 1988 to 2014.

He is the Chairman of Singapore Airlines Ltd and SIA Engineering Company Ltd. He is also the Chairman of NTUC Income Insurance Cooperative Limited, Managing Director of Shanghai Commercial & Savings Bank Ltd (Taipei) and GMT Investments Pte Ltd.

Mr Stephen Lee is the Director of CNPC Corporation (Beijing), CapitalLand Limited, Singapore Labour Foundation, and Kidney Dialysis Foundation. He is also the Senior International Advisor for Temasek International Advisory, Member of National Wages Council, and Alternate Member of Council of Presidential Advisers.

He was the Chairman of International Enterprise Singapore, PSA International Pte Ltd, and Singapore Business Federation. He has also served on the boards of Vertex Venture Holdings Ltd, Neptune Orient Lines Ltd, Fraser & Neave Ltd, BAOSTEEL Group, Shanghai and COFCO Corporation (Beijing).

Mr Stephen Lee was awarded National Day Awards - the Order of Nila Utama (First Class) in 2015, the Singapore Distinguished Service Order in 2006 and the Singapore Public Service Star in 1998. He was also awarded Beijing's Friendship Awards to Foreign Experts in 2007. Mr Stephen Lee served as a Nominated Member of Parliament from 1994 to 1997.

Mr Stephen Lee Ching Yen graduated from Northwestern University, Illinois with a Master of Business Administration.

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### **Singapore Tripartite Partner: Closing Remarks**



**MR LIM SWEE SAY**  
Minister for Manpower  
Country: Singapore

Mr Lim Swee Say is the Minister for Manpower, Singapore.

Mr Lim has served in the public sector and the Government, holding various portfolios. In the earlier part of his career before entering politics, he held senior leadership positions in Singapore's National Computer Board and the Economic Development Board. A proponent of Information Technology (IT), Mr Lim believes that the effective use of IT can help to sustain competitiveness of the economy. He was heavily involved in the transformation of Singapore into an intelligent island in the 80s and transition to a knowledge-based economy in the 90s.

Mr Lim firmly believes that the end objective of exploiting technological advances and achieving economic progress is to enhance the standard of living and quality of life of the people. This motivated him to serve in the Labour Movement where he helped workers to enhance their employment and employability. He repositioned the Labour Movement as an inclusive one that tackled the concerns of white and blue collar workers, young and old, and local and foreign alike, making the Labour Movement stronger and more resilient to serve workers better.

Mr Lim also served as the Minister for Environment to help strengthen the environment sustainability of Singapore. He stepped down as the Secretary General of National Trades Union Congress to take office as the Minister for Manpower on 4 May 2015.

Mr Lim Swee Say studied Electronics, Computer and Systems Engineering at Loughborough University of Technology in the United Kingdom. He also has a Master's Degree in Management from the Stanford Sloan Programme at Stanford University.