

## EMERGING STRONGER TASKFORCE PROPOSES AGENDA FOR ACTION FOR A VIRTUALLY UNLIMITED SINGAPORE

- *A Virtually Unlimited Singapore offers limitless possibilities for our nation, our businesses, and our people.*
- *The nine Alliances for Action under the Emerging Stronger Taskforce have served as pathfinders to map out an agenda for action for Singapore's economy, pointing the way towards a Virtually Unlimited Singapore.*
- *By building on our strong tripartite partnership, we can unlock new opportunities, and position Singapore for a post-COVID economic environment.*

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1. The Emerging Stronger Taskforce (EST) has submitted its recommendations to the Future Economy Council (FEC), with a vision for a **Virtually Unlimited** and **Sustainable Nation** that is **Stronger Together**.

### An Agenda for Action, Through the Alliances for Action

2. The EST was set up under the FEC in May 2020 during the Circuit Breaker, amidst great uncertainty and crisis. This gave the EST a sense of urgency, working on the premise that there will be no return to the old normal, even after the pandemic. Tapping on the collective experience and strength of industry stakeholders, the EST quickly identified six key shifts arising from COVID-19<sup>1</sup> and assessed their likely impact on Singapore. The EST then converged on nine areas that Singapore could invest in, as part of an agenda for action, for a more connected and sustainable future<sup>2</sup>.

3. Given the dynamic and fast-changing nature of this pandemic, the EST recognised that there was a need to adopt a bias to action that would allow the EST and its partners to immediately test-bed its initial ideas. The EST therefore piloted a new model of private-public partnership – the **Singapore Together<sup>3</sup> Alliances for Action (AfAs)**. Starting small but dreaming big, the AfAs served as pathfinders for new and creative ideas, to serve as proof-points that pave the way for longer-term ambitions. **A total of nine AfAs were formed** in partnership with key stakeholders across the private and public sectors. The AfAs have achieved encouraging results within a short period of time, and demonstrate that

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<sup>1</sup> The six key shifts are (i) a changing global order; (ii) accelerating industry consolidation and churn; (iii) reconfiguration of global supply chains; (iv) accelerating digital transformation and innovation; (v) changes in consumer preferences; and (vi) an increased focus on sustainability.

<sup>2</sup> The nine areas are (i) AgriTech, (ii) Built Environment, (iii) EduTech, (iv) MedTech, (v), Robotics, (vi) Smart Commerce, (vii) Supply Chains, (viii) Sustainability, and (ix) Travel and Tourism.

<sup>3</sup> Singapore Together, which will be into its third year come June 2021, is the 4G governance approach in which we work collaboratively with one another for our nation's future, and in the face of the pandemic, help one another to emerge stronger together.

the Government, businesses, unions, and our people, can collaborate with speed, to emerge stronger together.

4. Minister for National Development, Minister-in-charge of Social Services Integration, and Co-Chair of the EST, Mr Desmond Lee, said, “It was clear to the EST that Singapore was facing an unprecedented challenge brought about by this pandemic. We therefore decided right from the outset that we could not stop at just setting out recommendations, but we should also get down to action and establish a tangible agenda for Singapore to emerge stronger together. The Alliances for Action have been a hallmark of this orientation towards action. The spirit of partnership that has allowed the private and public sectors to pilot new concepts and ideas within a short span of time can potentially be a critical differentiating factor for Singapore in the years ahead. We look forward to working with the FEC to institutionalise this form of partnership, as we embark on the next phase of our growth, together.”

#### Emerging Stronger, Together

5. Over the past year, the EST has consulted widely, engaging partners such as businesses, trade associations and chambers (TACs), unions, and institutes of higher learning. Around 2,000 individuals from more than 900 organisations have been a part of the EST journey, contributing ideas, insights, and actions.

6. Building on the collective insights of these partners, as well as the learning points from each of the AfAs, **the EST’s vision is for a Virtually Unlimited Singapore** that offers limitless possibilities and opportunities for our nation, our businesses, and our people. This will be a new way for Singapore to strengthen our economic linkages with the world, and spur our transformation into a Global-Asia node of technology, innovation, and enterprise.

7. To achieve this vision, the EST proposes five key recommendations, for Singapore to build a **Virtually Unlimited** and **Sustainable Nation** that is **Stronger Together**:

- a. Virtually Unlimited – Creating New Virtual Frontiers. The EST recommends taking our Smart Nation aspirations global, to enable Singapore to access virtually unlimited opportunities for enterprises, talent, and cities.
- b. Sustainable Nation – Seizing Growth Opportunities from Sustainability. The EST recommends establishing Singapore as a Sustainability Hub to serve global demand, particularly in positioning Singapore as a carbon trading and services hub; strengthening our food resilience through AgriTech; and leveraging end-to-end digitalisation to strengthen the traceability and accountability of industry value chains.

- c. Sustainable Nation – Enabling Global Champions and Growing an Agile and Strong Singapore Core. The EST recommends growing a pool of innovative and international Large Local Enterprises (LLEs), and enabling the success of a broad base of companies, through the collective efforts of tripartite partners. To enable this, we will have to remain open to skills from abroad, even as we concurrently reskill and upskill our workers in a manner that is inclusive and digitally-oriented.
- d. Stronger Together – Institutionalising the AfA Model. The AfA approach taps on the complementary strengths of the private and public sectors, and the EST recommends institutionalising this approach in the work of the FEC as an additional platform for private-public collaboration and a key enabler for transformative economic growth.
- e. Stronger Together – Strengthening International Partnerships. The EST recommends that Singapore partners countries in the region, including at the business-to-business (B2B) level, and deepen our engagement with and knowledge of the region, through the establishment of more platforms that bring interested companies together.

8. Group CEO of PSA International and Co-Chair of the EST, Mr Tan Chong Meng, said, “The EST’s recommendations mark the beginning of the journey towards a Virtually Unlimited Singapore. In the next phase of our economic transformation, greater collaboration between the Government, businesses, and unions will be critical to identify new areas of growth and the new skills that are needed. If we can work together to support our businesses and workers to take on these new opportunities, we will be able to emerge stronger together. I look forward to seeing all of these transformative changes continue in the broader Singapore story, even as this chapter of the EST ends, and I thank all of the EST members and our partners for being part of our journey.”

9. The FEC has accepted the EST’s recommendations, and will incorporate them into the work of the FEC, particularly the Industry Transformation Maps (ITM) 2025.

**Ministry of Trade and Industry**  
**17 May 2021**

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### **About the EST**

The EST was set up under the Future Economy Council (FEC) in May 2020 by DPM Heng Swee Keat, to (i) identify systemic shifts arising from COVID-19; (ii) assess the impact of these shifts, and how they translate into challenges and opportunities for Singapore; and (iii) provide recommendations to the FEC on how Singapore could refresh, reimagine, or reset its economic strategies, to stay economically resilient and build new sources of dynamism. Co-chaired by

Minister Desmond Lee and Mr Tan Chong Meng, the EST comprises 21 other members from the private and public sectors as well as the Labour Movement and academia.

The EST Report can be found at [www.emergingstronger.sg](http://www.emergingstronger.sg).

**Annex A: Summary Infographic on the EST Report**

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**E**merging  
**S**tronger  
**T**ogether

The Emerging Stronger Taskforce's economic vision is for a Virtually Unlimited Singapore. One that offers limitless possibilities and opportunities for our nation, businesses, and people, and spurs our transformation into a Global-Asia node of technology, innovation, and enterprise, even amidst the COVID-19 pandemic.

## VIRTUALLY UNLIMITED SINGAPORE



**VIRTUALLY UNLIMITED**



**SUSTAINABLE NATION**



**STRONGER TOGETHER**

### VIRTUALLY UNLIMITED



**TAKE OUR SMART NATION ASPIRATIONS GLOBAL BY ENABLING SINGAPORE TO ACCESS VIRTUALLY UNLIMITED OPPORTUNITIES FOR**

#### Enterprises

- Build a vibrant virtual marketplace of goods and services
- Strengthen our position as a hub for the world's trade in the virtual realm

#### Talent

- Leverage virtual training and workforce solutions

#### Cities

- Redefine our relevance as a safe and smart city for trade, business, work, and leisure

### SUSTAINABLE NATION



**SEIZING GROWTH OPPORTUNITIES FROM SUSTAINABILITY**

Position Singapore as a sustainability hub to serve local and global demands by

- Establishing Singapore as a carbon trading and services hub
- Strengthening food resilience through AgriTech
- Strengthening traceability and accountability of industry value chains through end-to-end digitalisation



**ENABLING GLOBAL CHAMPIONS, AND GROWING AN AGILE AND STRONG SINGAPORE CORE**

- Develop a pool of innovative and international Large Local Enterprises
- Enable a broad base of companies to succeed
- Reskill and upskill our local workforce through a preventive or predictive approach, in a manner that is inclusive and digitally-oriented

### STRONGER TOGETHER



**INSTITUTIONALISING THE SINGAPORE TOGETHER ALLIANCES FOR ACTION MODEL**

Use this novel form of private-public partnership to address emerging issues quickly in a fast-changing environment by

- Rallying industry around complex problems and aligning on the solutions
- Delivering concrete initiatives within short timelines
- Achieving private-public alignment on the roadmap for scaling up



**STRENGTHENING INTERNATIONAL PARTNERSHIPS, ESPECIALLY WITH SOUTHEAST ASIA (SEA)**

Establish new models of integration and modes of connectivity by

- Partnering countries in the region at all levels
- Deepening our engagement with, and knowledge of the region
- Strengthening digital connectivity across SEA towards a Single Digital Area to promote strong and inclusive regional recovery