Enterprise Workforce Transformation Package (EWTP)

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Enterprise Workforce Transformation Package (EWTP)

While Enterprise Transformation (ET) has helped numerous companies adopt technology and improve business performance, **EWTP enhances this journey by introducing Workforce Transformation (WT)**, ensuring employees have the jobs, skills and capabilities needed to realise and sustain these improvements.

Enterprise Transformation (ET)

Industry Transformation Maps

Focuses on transforming how the business operates through technology adoption, process improvements and innovation to improve productivity, competitiveness and growth.

Includes (not limited to):

- Business process redesign
- Digitalisation and automation
- AI adoption
- Technology implementation
- Operational productivity
- Market expansion
- Sustainability transformation
- Innovation

EDGE Grant

EDG | **MRA** | **PSG**

Ecosystem Partners (IMDA, NTUC CTC, AI Singapore, etc.)

Workforce Transformation (WT)

Job Transformation Maps

Focuses on ensuring the workforce is equipped to realise enterprise transformation by redesigning jobs, building workforce capabilities and preparing employees for new ways of working.

Includes (not limited to):

- Workforce strategy
- Job redesign
- Skills gap assessment
- Workforce planning
- Career pathways
- Capability building
- HR transformation
- Workforce analytics
- Organisational change management

SkillsFuture Workforce Development Grant (WDG)

Enhanced support for Job Redesign, WDG(JR+) | **Reskilling** | **Upskilling/ Workplace Learning**

Redesign SkillsFuture Enterprise Credit (R-SFEC)
(Offset out of pocket expenses after programme funding)

2

EWTP | From Technology Adoption to Real Transformation

Same Technology. Different Outcomes.

Job redesign and capability building help organisations realise the full value of technology.

Both organisations invest in the same AI automation solution
Example: Automating customer enquiries, invoice processing or routine operations

Organisation A — Technology adoption only

Deploy AI automation solution
Purchase and install software tools

Existing roles and processes remain largely unchanged
Employees continue to work in the same way

Likely outcome

- Limited adoption and workarounds
- Continued manual tasks and process gaps
- Smaller and short-lived productivity gains

Organisation B — Technology + Job Redesign

Deploy AI automation solution
Purchase and install software tools

+

Redesign tasks, workflows and responsibilities
Identify what to automate and how work should change

+

Upskill employees and support adoption
Build new skills and provide change management support

Likely outcome

- Higher adoption and sustained use
- Greater productivity and process improvements
- New capabilities for employees and the organisation

Technology enables change. Job redesign and capability building help organisations realise its value.

EWTP | Real Companies, Real Journeys

Goldbell: Building Internal Capability to Drive AI Transformation

An actual job role that combines process improvement, AI implementation and employee adoption.

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Project Manager Contract

Goldbell Group • Singapore, Singapore (On-site)

About the job

Job Title: Project Manager, Finance Process Improvement (AI)

Job Summary

We are seeking a Project Manager to lead finance process improvement initiatives with a focus on leveraging AI to drive efficiency, accuracy, and better decision-making. This role will work closely with Finance, IT and business stakeholders to identify improvement opportunities, implement AI-enabled solutions, and manage projects from planning through execution.

Key Responsibilities

- Lead and manage finance transformation and process improvement projects, with a focus on AI-driven solutions.
- Partner with Finance stakeholders to identify pain points, inefficiencies, and opportunities for automation and optimization.
- Assess current finance processes, including accounts payable, accounts receivable, financial reporting, budgeting, forecasting, and reconciliations, and recommend improvements.
- Work with cross-functional teams, including Finance, IT, Data, and external vendors, to design and implement AI-enabled tools and solutions.
- Develop project plans, timelines, milestones, and budgets, and ensure projects are delivered on time and within scope.
- Drive change management efforts, including stakeholder engagement, communication, training, and adoption of new processes and tools.

What this role illustrates about job redesign

1

Identify opportunities

- Understand finance processes
- Identify pain points, inefficiencies and opportunities for automation
- Recommend improvements

2

Implement AI solutions

- Work with Finance, IT, Data and vendors
- Design and implement AI-enabled tools
- Manage projects from planning to execution

3

Drive adoption

- Stakeholder engagement and communication
- Employee training and change management
- Ensure sustained use of new processes and tools

AI transformation requires people who understand the work, implement the technology and enable others to use it.

EWTP | From Today's Challenges to Tomorrow's Opportunities

Are We Deploying Our People Where They Create the Greatest Value?

Before we invest in AI and automation, it is worth asking a bigger question.

> "Are our most capable people spending their time solving our least valuable problems?"

A question worth asking in every organisation.

Where capability is consumed today

Experienced employees occupied by routine and lower-value work.



- Manual reporting and data preparation
- Routine enquiries and coordination
- Repetitive administrative tasks
- Correcting process errors

Where capability could grow tomorrow

Employees focused on higher-value, strategic work.



- Improving workflows and processes
- Developing better customer experiences and service delivery
- Data-informed decisions and new business opportunities
- Creating and sustaining new capabilities

Job redesign helps organisations redirect human capability towards higher-value work.

What's new under the EWTP?

To support this integrated Enterprise and Workforce Transformation journey, EWTP has been enhanced in three key ways to **simplify access to workforce transformation support**, strengthen funding and reduce companies' upfront costs.

1



SkillsFuture Workforce Development Grant (WDG)

What this means for companies

- Consolidates existing workforce development support under a single grant
- Simplifies the application journey through the Business Grants Portal
- Streamlines access to workforce transformation support

Rolled out progressively from 2026.

2



SkillsFuture Workforce Development Grant (Job Redesign+) (WDG(JR+))

What this means for companies

- Supports workforce transformation and job redesign initiatives
- Up to **70%** funding for SMEs and up to **50%** for non-SMEs
- Operates on a net fee model, reducing companies' upfront cash outlay

3



Redesigned SkillsFuture Enterprise Credit (R-SFEC)

What's changing

	Current SFEC		Redesigned SFEC (From 1st December 2026)
	One-off reimbursement credit	→	Fresh $10,000 credit into online wallet
	Claims submitted after payment	→	Auto-deducted from online wallet
	Reimbursement on a quarterly basis	→	Immediate offset at point of use

Allows companies to immediately offset out-of-pocket costs for eligible workforce transformation initiatives and courses.

WDG(JR+) replaces the previous Productivity Solutions Grant – Job Redesign (PSG-JR), which was capped at just S$30,000 per enterprise.

WDG(JR+): Workforce Development Grant (Job Redesign+)

WDG(JR+) is a structured support pathway that helps employers move from workforce planning to action. It enables companies to identify workforce gaps, prioritise interventions and implement transformation through an integrated suite of support.

Up to $150,000 per enterprise, Net Fee Model
Up to 70% (SMEs) | Up to 50% (Non-SMEs)

1 Workforce Consultancy



Up to $50,000

Supports consultancy and advisory services that help businesses diagnose workforce challenges, redesign jobs and develop workforce transformation roadmaps.

Common Examples
- Workforce Diagnostics
- Job Redesign
- Workforce Strategy & Transformation
- Organisation Design
- Implementation Planning

Can be standalone OR bundled with 2 and/or 3

2 Capability Building



Up to $60,000

Supports programmes that develop the knowledge, skills and organisational capabilities required to implement and sustain workforce transformation.

Common Examples
- Leadership & Workforce Change
- HR & Manager Capability Development
- Workforce Learning
- AI & Digital Workforce Skills
- Organisational Development

Can be standalone OR bundled with 1 and/or 3

3 Workforce Technology Solutions



Up to $90,000

Supports workforce and HR technologies that enable workforce transformation, job redesign and workforce capability development.

Common Examples
- Skills Diagnostics Platforms
- Workforce Analytics
- Learning Management Systems
- Career Pathing Platforms
- AI-infused HR Technology

Cannot be standalone. Must be bundled with 1 and/or 2

EWTP's Pre-approved Consultants

- ✓ All WDG(JR+) applications **must be supported by a proposal from a pre-approved consultant**.
- ✓ **Workforce Consultancy** services and **Capability Building** initiatives must be delivered by pre-approved consultants.
- ✓ **Workforce Technology Solutions** must be recommended by pre-approved consultants and may be delivered directly by them or through consultant-approved technology partners.

26 Pre-approved Consultants



WDG(JR+) Funding Overview and Eligibility

	SME	Non-SME
Company Classification	Operating Revenue ≤ S$100 million **OR** Employment Size ≤ 200 employees	Operating Revenue > S$100 million **AND** Employment Size > 200 employees
SBF Funds	**70%**	**50%**
You Pay	**30%** of approved project costs	**50%** of approved project costs

NET FEE MODEL:
Funding is deducted upfront, so eligible companies only pay the remaining project balance (plus 9% GST on the full project cost).

ELIGIBILITY CRITERIA

Criteria / Organisation Type	Eligible for WDG(JR+)
1. Enterprise must be registered or incorporated and operating in Singapore	Yes
2. Enterprise must have at least 3 local employees (Singaporean or Singapore PR)	Yes
• NGO / Social Welfare Organisations • Unions / Union-related Entities • Foreign Embassies in Singapore • Professional Bodies / Trade Association and Chambers	Yes
• Related entities of pre-approved consultants or HR professionals	Yes, subject to SWDA's approval
• Public Agencies	No

ENTERPRISE MUST NOT:

1. Make any payment for JR-related consultancy service with either the pre-approved consultant or a third party prior to grant submission
2. Sign any contract or purchase order with either the pre-approved consultant or third party prior to grant submission
3. Have done the same projects under PSG-JR before

How EWTP helps reduce transformation costs for an SME

The illustration below demonstrates how an **SME** can combine EWTP funding with complementary support schemes to **significantly reduce their out-of-pocket workforce transformation costs.**

1 Workforce Consultancy



Cost = **$30,000**

WDG (JR+) Project Proposal	SBF Pays 70%	SME Pays 30%
$30,000 + 9% GST	$21,000	$9,000 + 9% GST
$20,000 + 9% GST	$14,000	$6,000 + 9% GST
Total		
$50,000 + 9% GST	**$35,000**	**$15,000 + 9% GST**

3 Workforce Technology Solutions



Cost = **$20,000**

(e.g., HR AI System)

SkillsFuture Enterprise Credit
Offset Cost with $10,000 SFEC

$15,000 - $10,000 = **$5,000** + 9% GST

Salary Support from CCP Application
CCP-SMEP × Job Redesign for 1 existing staff

$7,500 × 3 months × 1 staff = +$22,500
**Assume maximum grant*

Cost After SFEC and Salary Support from CCP Application

+$22,500 - $5,000 = +$17,500 - 9% GST

SURPLUS

SBF

How SBF supports your transformation journey as EWTP's appointed Anchor Programme Partner

SBF provides enterprises with **complimentary, end-to-end business advisory service** as the first step of their transformation journey.

Acting as **a single touchpoint**, our EWTP Business Advisors help companies navigate the broader transformation ecosystem by streamlining applications and recommending the most appropriate funding, programmes and implementation partners across both enterprise and workforce transformation.

6-Phase Transformation Journey with SBF

1 Introduction to EWTP and SBF Business Advisor

- SBF screens company and makes first contact
- Introduction to EWTP and advisory process

2 Discovery and Assessment

- Understand business goals, challenges and opportunities
- Conduct diagnostic assessments (e.g., FRBI, JRET, HCDT)
- Identify skills and competency gaps

3 Recommendation of ET and/or WT Initiatives

- Develop integrated ET and WT transformation roadmap
- Recommend priority initiatives and sequencing
- Map suitable funding pathways and programmes

4 Implementation Planning

- Manage grant applications
- Implement transformation initiatives with selected partners, which may include:

WDG(JR+) – 3 PILLARS

1. Workforce Consultancy
2. Capability Building
3. Workforce Technology Solutions

Complementary Support

CCP | MCPP | Other SBF Programmes

5 Implementation Support and Measure Outcomes

- Provide implementation support and progress monitoring
- Measure and evaluate outcomes and impact
- Track project outcomes

6 Feedback Gathering and Continuous Growth

- Gather feedback and programme impact
- Identify further opportunities for improvement and growth
- Connect to relevant programmes and partners for long-term impact

Our Advisory is:

COMPLIMENTARY
Our business advisory is free for all companies.

HOLISTIC
We take a whole-of-business and workforce view.

END-TO-END
We guide you from planning to implementation and outcomes.

DEDICATED ADVISOR
A dedicated EWTP Business Advisor will be with you throughout your journey.

Beyond WDG(JR+)

Tapping on complementary SBF programmes to reskill employees, strengthen management capabilities and sustain long-term transformation outcomes

Reducing Transformation Costs through Bundling of SBF Offerings

SBF's Advantage as an EWTP Anchor Programme Partner



Business Advisors

Complimentary advisory session to help companies align WT with business strategy and implementation plan

WDG(JR+) Grant

1 Workforce Consultancy
Up to $50,000



2 Capability Building
Up to $60,000



3 Workforce Technology Solutions
Up to $90,000



SBF's Offerings and Ecosystem



End-to-End Solutioning

Comprising CCPs, MCPP, JSIT, PW Mark, 3rd Party Solution Partners

Recruit | Reskill / Upskill | Redesign | Recognise

Career Conversion Programmes@SBI For Existing Staff & New Hires With Enhanced Salary Support

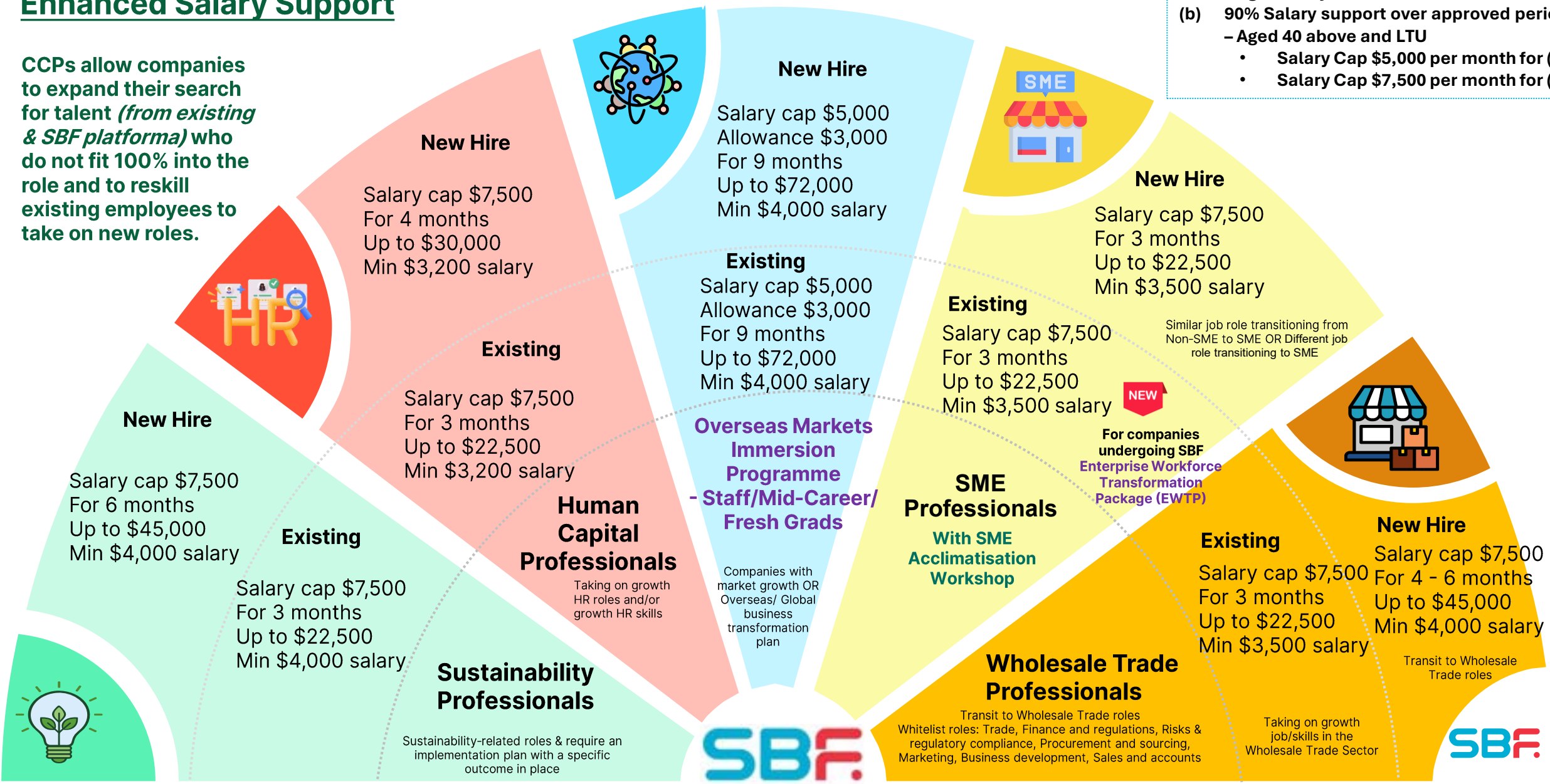
CCPs allow companies to expand their search for talent *(from existing & SBF platforma)* who do not fit 100% into the role and to reskill existing employees to take on new roles.

Salary Support

(a) 70% Salary support over approved period – Aged < 40 years old

(b) 90% Salary support over approved period – Aged 40 above and LTU

- Salary Cap $5,000 per month for (a)
- Salary Cap $7,500 per month for (b)



SBI aims to help our business community build capabilities through upskilling and reskilling the workforce

SBF BUSINESS INSTITUTE
(set up in 2014)

In 2025, SBI upskilled more than **3,000 professionals** through **220 training business centric courses.**

Flexible Training Mode

Funded Courses Available

Customised Training Available

Guidance from Industry Experts

New Popular Workshops:
- **AI-Powered Operations & Automation with Claude CoWork**
- **Mastering Incoterms 2020**
- **COMPASS Framework**

Delivering greater relevance and impact through SBF's Six Action Agendas

Scaled Internationally
Helps businesses access new markets, diversify revenue streams, and build resilience through global expansion strategies

Skills-Empowered
Strengthens capabilities by developing leadership, customer engagement, and operational excellence for sustainable growth

Sustainability-Centric
Positions businesses for long-term success by embedding ESG principles and sustainable practices into business operations

Smart-Enabled
Accelerates digital transformation, enabling businesses to leverage technology for efficiency, data-driven decisions, and competitive advantage

Socially Impactful
Enhances brand reputation and stakeholder trust through inclusive practices and community engagement initiatives

Synergistic TACs
Fosters collaboration and shared resources through partnerships with Trade Associations and Chambers, amplifying collective impact.





Wholesale Trade Firms constitute 20% of SBF members. In absence of Sector TAC for WST sector, JSIT–WST fills the void to provide holistic human capital and workforce advisory & interventions

In–depth Advisory

Identify opportunities for human capital capability enhancement, workforce optimisation through Job Re–design and Re–skilling (JRR), hiring and training needs.

HR Initiatives Implementation

Get HR expert help to support implementation of jobs and skills initiatives.

Training Solutions

Training landscape review and curate training solutions suitable to upskill WST workforce in traditional and emerging skills.



HR Analytics–Driven Profiling

Gain deep insights into your company's jobs and skills profile to identify opportunities for growth.

Talent Acquisition

Find the right people with the right skills using AI-assisted HR tool and through employment facilitators.

Grant Support

Enhance human capital needs by tapping on JSIT and Government grants, incentives, and resources. Higher grants available for mature workers.

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The Progressive Wage (PW) Mark accredits firms that pay progressive wages to lower–wage workers. It enables service buyers, consumers and employees alike to easily identify these progressive employers

The PW Mark is **administered by SBF** on behalf of the Tripartite Partners, as part of a national effort to uplift the wages and well-being of lower-wage workers.

Mark-eligible **suppliers and subcontractors must be Mark-accredited for government tenders** called from 1 Mar 2023 **and quotations** from 1 Mar 2024.

Over 9,000+ PW Mark accredited firms

Firms that hire locals or PRs across the below PWMs are eligible for the PW Mark:



ATTRACT AND RETAIN WORKER AS PROGRESSIVE EMPLOYER

GAIN GREATER VISIBILITY AND SUPPORT FROM CONSUMERS

ACCESS TO GOVERNMENT PROCUREMENT

OPPORTUNITY TO DEMONSTRATE INDUSTRY LEADERSHIP

IMPROVE FIRMS' CORPORATE IMAGE





VISIT OUR WEBPAGE
to kickstart your PW Mark journey
bit.ly/sbfpwmark

Take the Next Step and Transform with EWTP.
Assess your enterprise and workforce readiness today.

EWTP provides the guidance, funding support and ecosystem you need to transform with confidence.

Getting Started is Simple

1. **Understand**
   Understand your business challenges
2. **Assess**
   Assess your workforce and skills gaps
3. **Build**
   Build a customised transformation roadmap
4. **Prioritise**
   Prioritise and plan what to do next

Why Partner with SBF for EWTP

Reduce Transformation Costs
Tap on multiple funding levers to offset project and salary costs.

Expert Guidance
Receive end-to-end advisory from experienced Business Advisors.

Trusted Ecosystem
Access a curated network of pre-approved consultants and solution providers.

Future-Ready Workforce
Build capabilities, improve productivity and create sustainable business impact.

Anchor Programme Partner

SBF



Get your complimentary holistic transformation report with SBF's EWTP Business Advisors.

Scan QR code to register your interest

ewtp@sbf.org.sg

https://biz.sbf.org.sg/ewtp

Thank You!

Scan QR Code to Contact Me >

Or Email Me