

THE SINGAPORE OPPORTUNITY INDEX

**OPPORTUNITY
IN MOTION**

The 2025 Singapore Opportunity Index: A groundbreaking analysis of the talent strategies that drive corporate competitiveness.

INTRODUCTION

Singapore's progress has always hinged on the progress of its people. From independence onward, the nation's strength has come not from natural resources but from its people's determination to learn, train, and continually improve. For decades, that formula—invest in people, expand opportunity, prepare for the future—has lifted both individuals and the nation with remarkable consistency.

The vision endures: a society where every worker can advance on the strength of their talent and the dedication of their effort. Today's challenge is to fulfil that promise in a world of rapid technological change, shifting demographics, and intense global competition. Delivering on that vision not only depends on education and training systems and related government policies, but also on the policies and practices of firms. Put simply: competitiveness now hinges on how effectively employers unlock and grow the talent in their workforce.

The 2025 Singapore Opportunity Index (SOI)—a partnership between the Ministry of Manpower, the Burning Glass Institute and the Singapore University of Social Sciences—marks a step change in understanding how mobility is forged in the workplace. For the first time, researchers analysed a comprehensive, validated dataset of detailed occupation, wage, and hiring records from across Singapore's resident workforce to trace how workers actually move through the economy. This dataset formed the foundation for a systematic assessment of firms' relative performance across multiple dimensions of opportunity and workforce outcomes. It is not a survey of perceptions or a catalogue of employer policies: it is a data-rich analysis, tracking the evidence of progress.

Two fundamental insights emerge:

- › **Employers shape outcomes.** Workers in firms that demonstrate stronger workforce outcomes tend to experience more positive career trajectories—across pay, progression, and retention—than peers in other organizations. There is no single formula, however, for boosting the value of the workforce and for creating opportunity for workers. Rather, exemplary performers achieve results through different strategies tailored to their operating reality. Some emphasize progression, others stability, others access. All, however, rely on purposeful design to convert jobs into fulfilling careers.
- › **Neither industry nor size is destiny.** Top-performing companies appear in nearly every industry and size band. This highlights the importance of culture, onboarding, and progression visibility. In short, context matters, but employer choices still drive wide differences in workforce value and employee outcomes.

What makes this groundbreaking is that, for the first time, leaders now have a precise, evidence-based map of the levers that improve competitiveness. Rather than broad prescriptions, the Index highlights specific strategies that employers can implement to improve their employees' prospects and enhance their competitive performance simultaneously. In a fast-evolving economy, the strongest firms are those that grow their own talent. Developing talent and minimising attrition are not costs—they are competitive advantages that drive innovation, agility, and long-term performance.

Building on Singapore's longstanding leadership in talent development, the SOI equips both policymakers and employers with tools to identify where opportunity is flourishing and where it can be strengthened. Above all, it shows that opportunity is a matter not of chance but of design. With the right investments, Singapore can ensure that opportunity does not end at the starting line or stall at midcourse, but endures throughout a worker's career—fulfilling the nation's founding promise for generations to come.

HOW THE INDEX MEASURES OPPORTUNITY

The Singapore Opportunity Index (SOI) is the first large-scale, data-driven portrait of how economic advancement is actually unfolding across the nation's workforce—and of the role employers play in shaping opportunity. Built through a partnership between the Singapore Ministry of Manpower, the Burning Glass Institute and the Singapore University of Social Sciences, the Index draws on longitudinal administrative records covering the career histories, education, and wages of nearly one million residents employed in almost 1,500 firms. These records make it possible to follow workers over time—tracking their pay, progression, and career trajectories—and then aggregate those experiences at the level of each employer and occupation.

Why this matters: most measures of job quality depend on what firms say about themselves in policy statements or survey responses. The SOI instead measures outcomes: who is hired, how long they stay, whether and when they advance, and how their pay evolves. It reveals nothing less than the actual pathways available to workers, and the associated policy levers that can make employers more competitive.

Because pay and advancement differ substantially across occupations, the SOI controls for these factors to ensure fair comparisons. For example, wage levels are compared against what is typical for the same occupation across all firms, and for each occupation the rates of advancement or retention are compared on the same scale. This occupational adjustment highlights the role of firms, not differences in occupational mix, in shaping opportunity.

The Index captures five broad dimensions—measured through 12 underlying metrics—that cumulatively capture the full cycle of workforce engagement—how firms attract, grow, develop, and retain talent. They show:

- › From a worker's perspective, whether opportunities to enter, progress, and sustain careers are real and equitable.
- › From an employer's perspective, how their outcomes in progression, retention, and long-term success of their workers compare to peers, and what levers they can deploy to yield a long-term competitive advantage.

The dimensions and sub-metrics are:

1. **Pay** – Are workers earning competitive wages, and do their earnings grow over time?

- › **Relative Pay Competitiveness (Wage):** Compares a firm's pay to the market norm for the same occupation and aggregates this at the employer level. This shows whether workers are being compensated fairly given their job role, rather than reflecting differences in occupational mix.
- › **Wage Growth:** Tracks how an individual's wages change year-on-year and aggregates this at the employer level. Firms that consistently enable stronger wage progression provide clearer pathways for long-term career growth.

Why it matters: Pay is the most direct expression of opportunity. When wages stay flat or fall below market levels, it often means that workers are not finding clear paths to move up, or that their skills and contributions are not being fully recognized or rewarded.

2. **Progression** – Do firms provide real chances to advance?

- › **Advancement Probability:** Measures the likelihood that employees achieve a significant wage jump, indicating promotion to higher levels of responsibility.
- › **Leaders from Within:** Captures the share of top wage earners at a firm who rose through the ranks internally. This reveals whether leadership pipelines are being cultivated.
- › **Lateral Mobility:** Measures opportunities for employees to move across functions or occupations. Such moves broaden skills and expand long-term career options.
- › **Advancement Beyond:** Looks at whether employees who leave a firm go on to advance elsewhere, indicating whether the firm provides a strong foundation for future career growth.

Why it matters: Progression metrics capture not just whether workers stay in jobs, but whether careers are actually moving forward—either within the firm or beyond it.

HOW THE INDEX MEASURES OPPORTUNITY

3. **Gender Parity** – Are opportunities equitable across gender?

- › **Advancement Parity:** Compares advancement probabilities for men and women in the same occupations.
- › **Wage Parity:** Compares pay levels for men and women in the same occupations, adjusting for age/experience.

Why it matters: Equal opportunity means equal access to promotions and compensation. Persistent disparities indicate structural barriers rather than individual performance differences.

4. **Retention** – Do employers build stable, sustainable employment relationships?

- › **Entry Retention:** The share of new hires who remain after one year. High rates suggest good onboarding and job matching.
- › **Continuous Retention:** Year-on-year stability for existing workers. This reflects how well firms sustain long-term careers rather than relying on churn.

Why it matters: Stability is key for both worker security and employer performance. Employers that can retain workers reduce turnover costs and cultivate deeper organizational knowledge.

5. **Hiring** – How open are firms in offering opportunities?

- › **Degree Barriers:** The proportion of workers hired without a bachelor's degree. Firms with lower barriers provide wider access to opportunity.
- › **Career Entrants and Re-Entrants:** The proportion of hires with fewer than three years of prior experience, including those returning after a break. This reflects openness to emerging talent and non-linear career paths.

Why it matters: Hiring practices shape who gets in the door. Firms that broaden access—by valuing skills over degrees, taking chances on new entrants, or providing mid-career re-entry points—expand opportunity to groups otherwise shut out.

Together, these 12 measures reveal how employers translate jobs into meaningful careers: opening doors, enabling growth, nurturing fairness, and rewarding experience. By moving beyond promises to evidence, the SOI shows where opportunity is flourishing, where it lags, and where firms can do to improve.

In addition to the 12 measures used in the index, our analysis also includes the following three sub-metrics focused on the recruitment and retention of workers aged 50 and up:

- › **Entry Retention, 50+ :** The share of new hires aged 50 and over who remain after one year.
- › **Continuous Retention, 50+ :** Year-on-year stability for existing workers aged 50 and over.
- › **Hiring of Workers Aged 50+ :** The share of new hires aged 50 and older, indicating whether firms extend opportunities to late-career workers.

The result is a recognition map showcasing firms that lead on workforce opportunity, equipping employers and policymakers with a benchmarking lens to discern the most effective levers for building a workforce that outcompetes, outperforms, and outlasts.

SETTING THE CONTEXT: FOUNDATIONAL INSIGHTS

The Singapore Opportunity Index makes clear that competitiveness is not an accident. How workers rise is strongly shaped by employer choices—not just market forces. Two foundational insights set the stage.

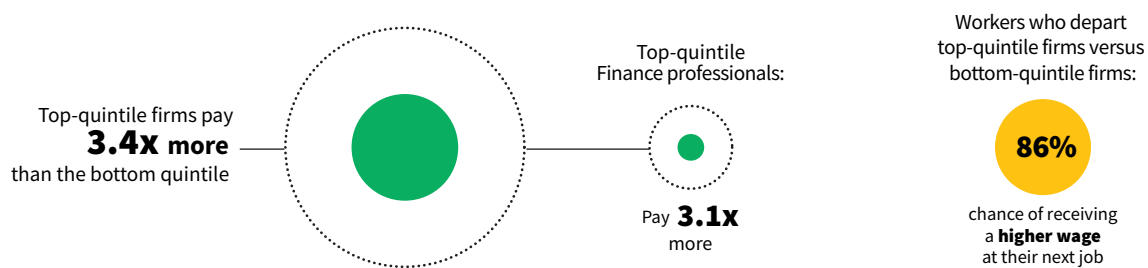


Key Finding 1: Employers shape outcomes.

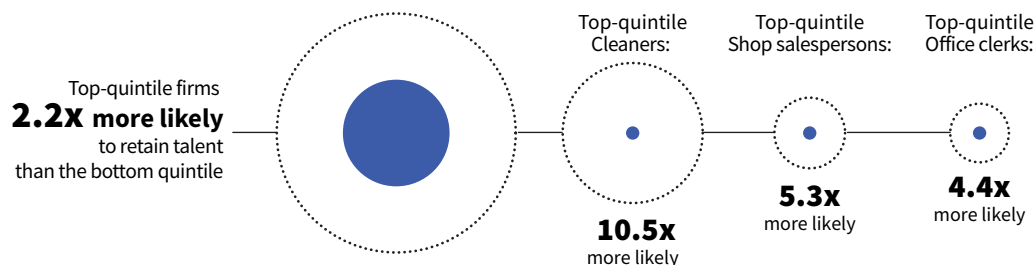
Employees of higher performing companies on the Index have remarkably different career trajectories, measured in terms of progression, pay, and retention, amongst other key metrics. At top-quintile companies, you're 2.2 times more likely to stay past the first year¹, are paid 3.4 times as much, and, on average, have an 86% chance of receiving a significantly higher wage at your next job, compared with the bottom quintile of employers—even when comparing the same occupations, like for like.

Figure 1. How Worker Outcomes Differ in Top- vs. Bottom-Quintile Firms

By Pay



By New Hire Retention



¹ Disparities between firms are particularly evident in front-line jobs such as cleaners, shop salespersons, and office clerks, where top-quintile firms are 10.5x, 5.3x, and 4.4x more likely than bottom-quintile firms to retain new hires past the first year.

SETTING THE CONTEXT: FOUNDATIONAL INSIGHTS

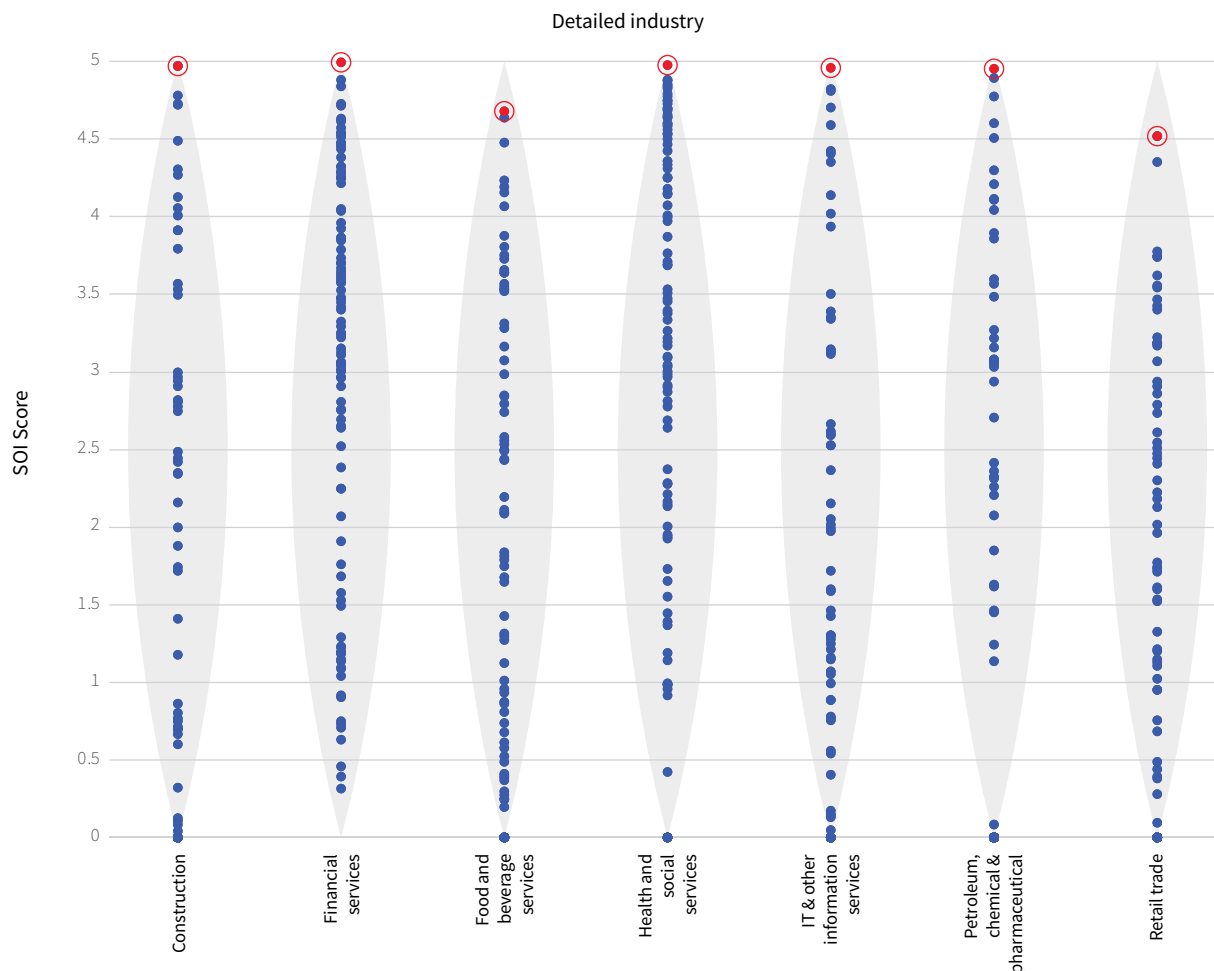


Key Finding 2: Neither industry nor size is destiny.

Leaders appear in nearly every industry, highlighting the importance of culture, onboarding, and the accessibility and visibility of opportunities for progression. In short, context matters, but employer choices still drive wide differences in workforce value and employee outcomes.

Figure 2. High-Performing Employers Are Found Across All Industries

SCORE DISTRIBUTION BY INDUSTRY

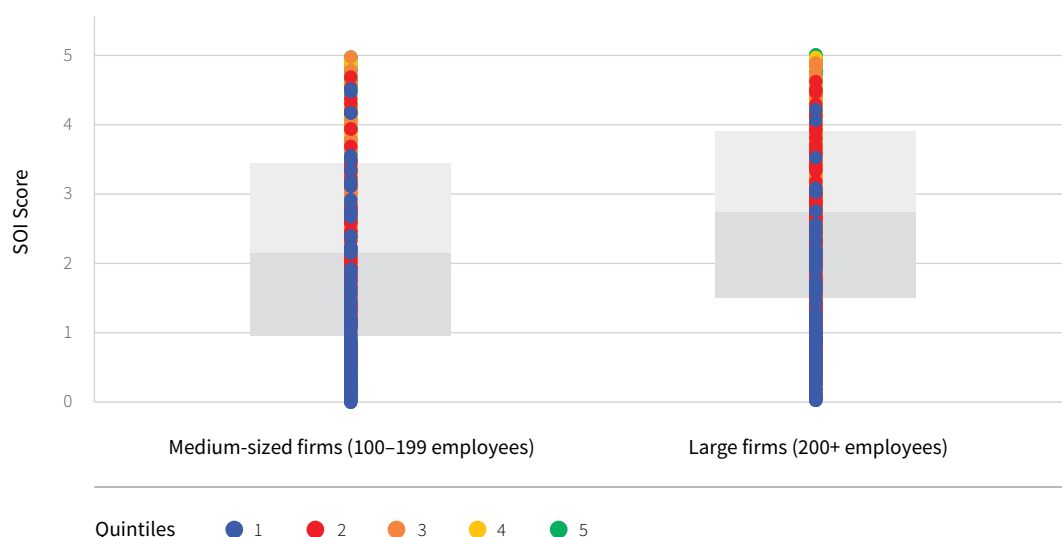


SETTING THE CONTEXT: FOUNDATIONAL INSIGHTS

Employer size does not appear to be a key factor either. Both medium/large companies show a wide range of SOI scores. This suggests that the ability to create opportunity is not simply a function of scale: while one would expect larger firms to have greater capacity and resources to invest in talent development and management systems, this advantage does not automatically translate into better career outcomes. Smaller firms can perform just as strongly as the largest employers through effective strategy and practices. For employers, the takeaway is that how resources are deployed and managed matters more than the absolute scale of those resources in shaping career opportunity.

Figure 3. Creating Opportunity Is Not a Matter of Scale

SCORE DISTRIBUTION BY FIRM SIZE



Colour shows firm SOI quintile (1 = lowest, 5 = highest); data includes resident employees only.

Different Ways to Win: Three Models of Excellence

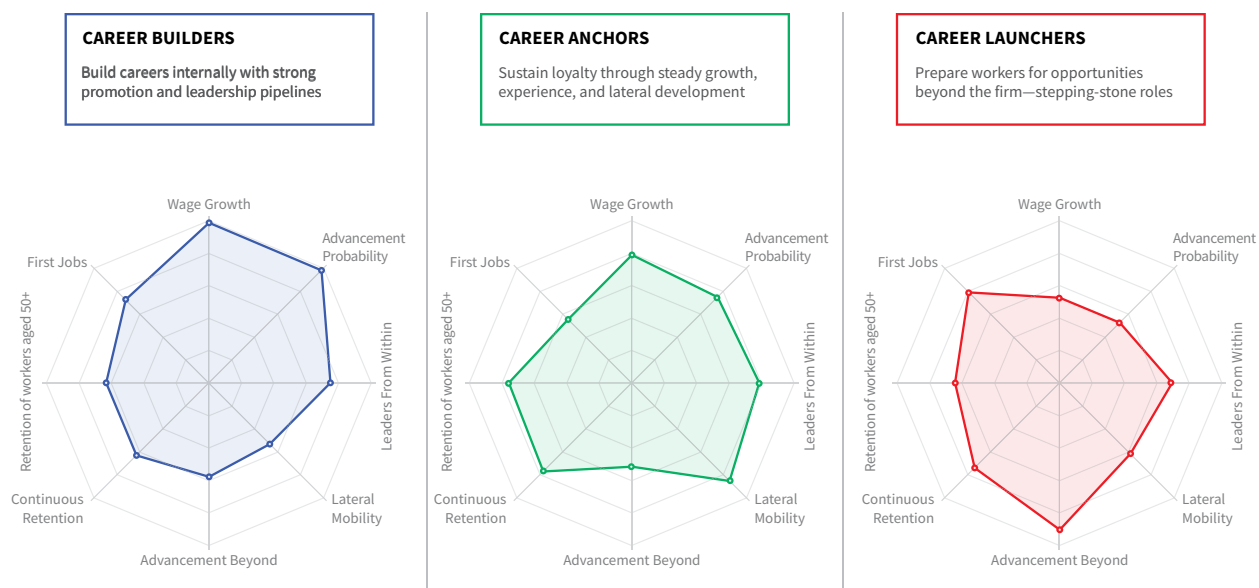
Beyond the ground truths of the Index, the Index shows that different firms excel in different ways. Among the highest-scoring 20% of companies, three Models of Excellence emerge—distinct clusters of outcomes that consistently move together. No firm shines equally across every measure, but leaders reliably distinguish themselves in one of these three patterns, with top performers about evenly split among them.

These models reflect how talent strategies actually play out among proven performers, and the trade-offs that come with them. Radar charts help make those trade-offs visible, showing which metrics move together and where strategies diverge. The implication is that opportunity is rarely accidental. Different pathways can work, but every successful model is the product of deliberate design.

Figure 4. Visualizing Success: The Distinct Strategies of Top-Performing Firms

MODELS OF EXCELLENCE

High-performing companies



The three profiles highlight the different ways top-performing firms achieve strong results. But not every company will—or should—organize itself around only one of these models.

CAREER LAUNCHERS

Career Launchers are engines of access. They lower traditional entry barriers through skills-first hiring (low Degree Barriers) and serve as on-ramps for Career Entrants and Re-entrants, giving new and returning workers a foothold in the labour market.

Hiring on the basis of skills rather than credentials expands the talent pool and significantly shortens time-to-fill. Research has shown that firms using AI- or skills-based matching systems can be 50–94% more likely to fill roles in under 20 days, demonstrating that skills-first and early-career hiring accelerate recruitment by connecting hidden, capable talent faster.

But access alone is not enough. These firms often struggle with early retention: without clear pathways for integration and growth, the same workers they successfully bring in the door are also the most likely to leave.



Key Finding 3: Open doors can become revolving doors.

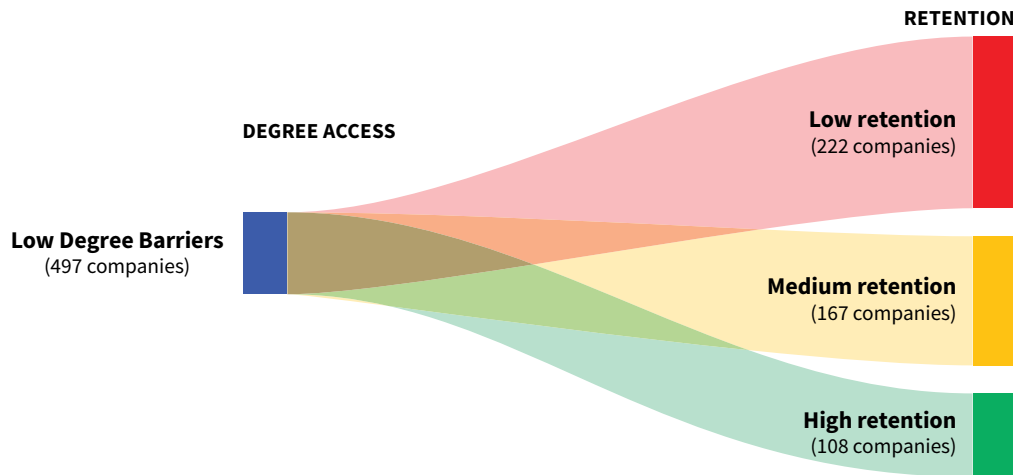
Hiring for skills over degrees is a powerful way to access new talent, but it is not a silver bullet for retention. An analysis of firms with low degree barriers revealed a stark divide:

- › Only 22% succeed in achieving high early retention.
- › In contrast, 45% struggle with low retention, creating a “revolving door” where new hires quickly depart.

This finding suggests that while removing degree barriers gets talent in the door, it takes a more robust framework for onboarding and development to compel employees to stay and flourish.

CAREER LAUNCHERS

Figure 5. Retention Outcomes for Firms with Low Degree Barriers



Key Finding 4: First jobs must lead to second steps.

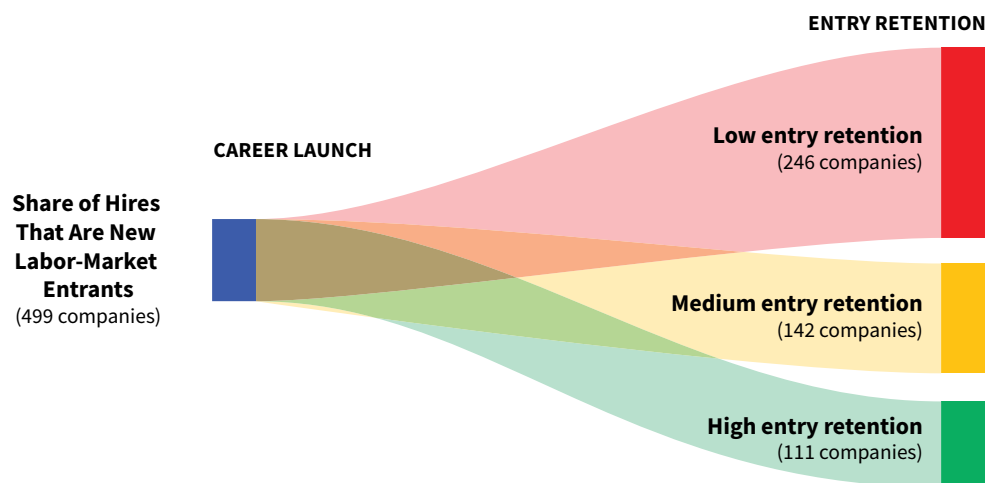
The retention challenge becomes even more acute when hiring first-time workers. Of the companies with a strong record of bringing in new entrants, nearly half (48%) fail to retain them past the first year. This raises questions about preparedness:

- › Are new entrants unprepared for workplace demands?
- › Or are employers unprepared to manage and develop raw talent?

Our analysis highlights a critical insight: a first job is almost always a stepping stone. Unless a company provides a clear “second step”—through visible opportunities for learning, growth, and advancement—that stepping stone will simply lead to a role at another firm.

CAREER LAUNCHERS

Figure 6. Many Firms That Hire New Entrants Fail to Retain Them



Career Launchers

- › **Who They Are:** Firms that help people make a strong start or a successful return by removing unnecessary entry hurdles.
- › **What We Measure:** Degree Barriers, Career Entrants and Re-entrants.
- › **What It Means:** These employers focus on skills and potential over credentials. They enable smooth entry and re-entry into the workforce, helping new talent gain traction and grow.



CAREER BUILDERS

Career Builders demonstrate that careers are built through design, not left to chance. They are defined by their investment in talent growth—giving employees the tools to advance vertically, move laterally into new roles, and succeed even when they exit for opportunities elsewhere.



Key Finding 5: There's no single formula for growing talent.

Some companies excel at enabling workers to make a good start to their careers. Others offer the attractive bundle of high wages and stability. Still others provide a strong growth trajectory. And some companies offer opportunity for older workers. Few employers seek to be good at all of these, nor would that make sense. Successful companies adopt practices that advance outcomes unique to their industry or specific strategies. However, the Index highlights specific patterns by which top companies build human capital and grow the value of their workforces and thereby improve their competitive position.

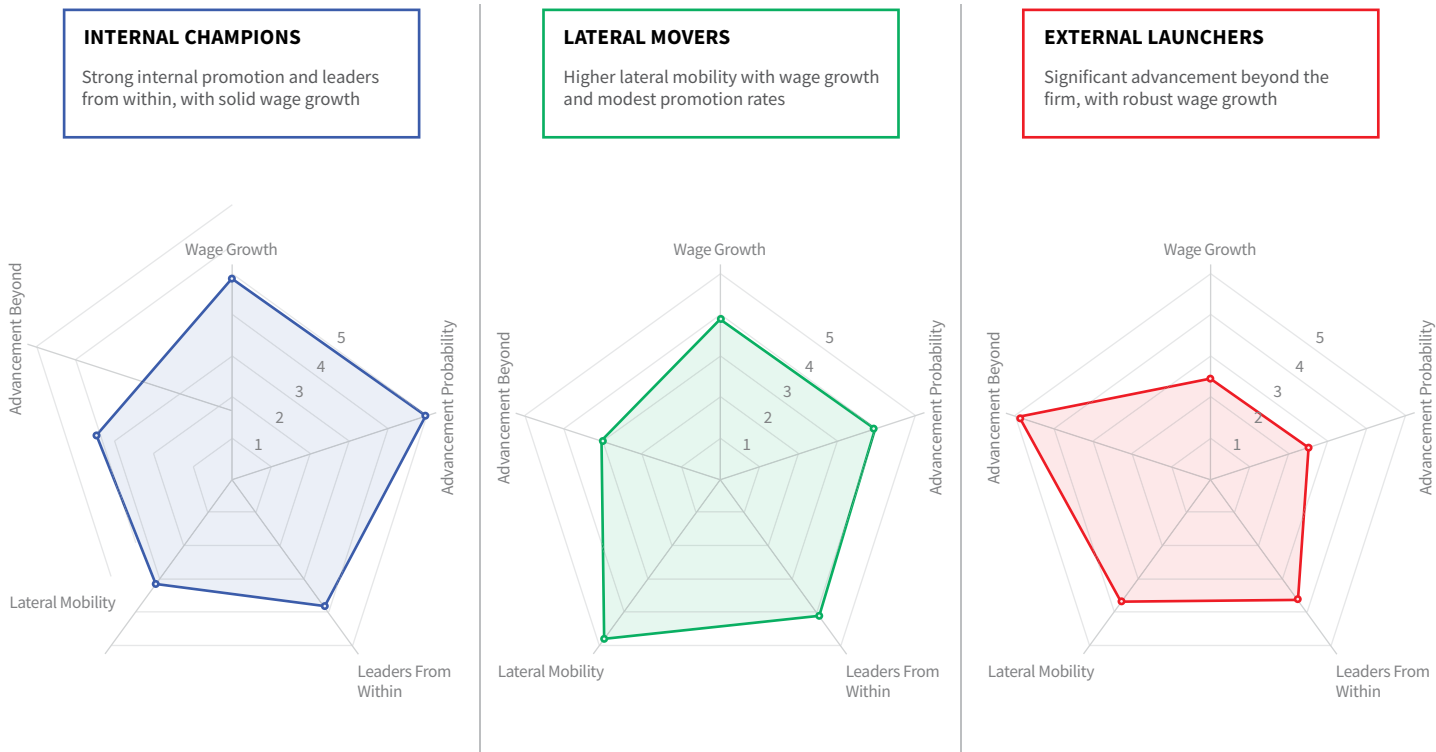
While there isn't a single profile that explains talent growth among high-performing employers, we observe common combinations of attributes that correlate with superior performance:

- › **Internal Champions:** Strength in traditional promotion pathways, with high advancement probability, leaders from within, and solid wage growth.
- › **Lateral Movers:** Firms leveraging lateral moves to broaden employee skillsets, pairing rotation with moderate promotion rates and steady wage gains.
- › **External Launchers:** Companies whose alumni advance rapidly in the broader labour market, showing that investment in training pays dividends even when talent departs.

These profiles appear across sectors and sizes, and progression sub-metrics are positively related. Taken together, the patterns suggest multiple talent strategies can deliver strong results, but implementing a strategy that advances workforce development is essential.

CAREER BUILDERS

Figure 7. Three Pathways to Talent Growth: Internal Champions, Lateral Movers, and External Launchers





Key Finding 6: Career trajectories can be vertical, lateral—or external.

Progression is the single strongest driver of overall SOI performance, with a 62% correlation (a strong positive relationship, meaning that higher growth generally aligns with stronger performance) that outpaces every other metric. Within this dimension, companies pursue three main strategies: vertical promotion, lateral progression, and external launch.

The Internal Champions model is focused on vertical advancement—and indeed, its two cornerstones, Wage Growth and Advancement Probability, show clear positive links with overall performance (46% and 39%). In other words, the more employees gain experience and move up internally, the better their organizations tend to perform. This suggests that investing in domain expertise is a solid strategy. Building on that, Internal Champions also deliver above-average continuous retention, reducing hiring churn and costs while boosting productivity as people stay and grow into leadership roles. In addition, they promote from within at higher rates, lowering reliance on costly external hires—even at the executive level. For employers facing talent shortages or rapid AI disruption, this model is a strong hedge against fast-moving skill shifts.

Lateral mobility offers a different path. It has almost no relationship with wage growth but shows a modest positive link to retention. Lateral moves that build breadth allow employees to build new skills after plateauing in a role, strengthening long-term career durability.

Finally, some firms thrive as External Launchers. These companies seem to lose talent, scoring the highest among the three models on Advancement Beyond—though they also register the highest average SOI scores. This suggests a positive spillover effect: when companies train employees well enough to succeed elsewhere, it enhances the organization's reputation and market value, drawing both new talent and fresh opportunities back to the company. (Indeed, Advancement Beyond shows a slight positive correlation with Career Entrants and Re-Entrants, suggesting a virtuous cycle: develop people well, their success reinforces the firm's reputation as a great place for growth, this in turn improving talent acquisition for the firm) The common denominator here is coherence: progression must be purposeful, not random. The best Career Builders design systems where promotion, lateral moves, and external outcomes reinforce one another. And while any company can succeed with any model, our analysis shows that certain industries tend to favor particular approaches to growth.



Key Finding 7: Growth without fairness undermines retention.

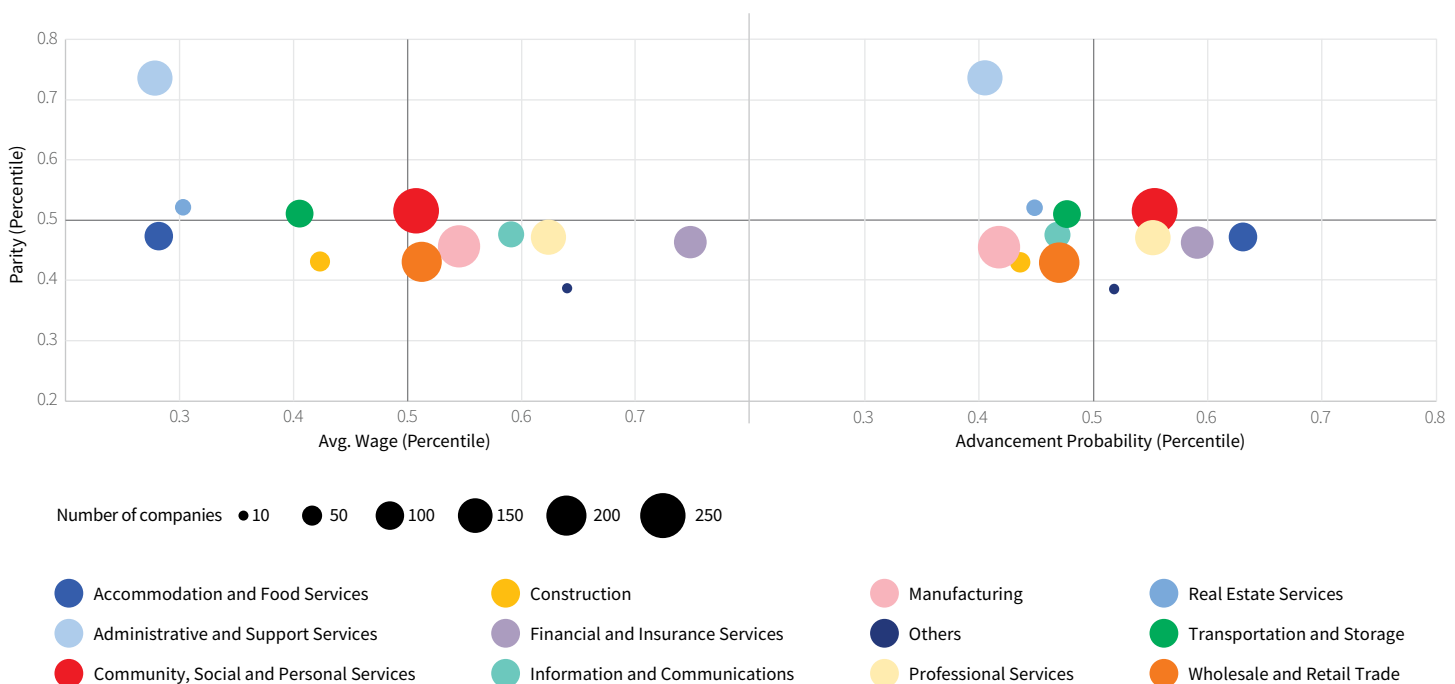
Gender parity and strong talent outcomes often move together. The industry scatterplots show parity coexisting—and at times reinforcing—positive wage and advancement dynamics. Community, Social, and Personal Services stands out: it pairs above-median parity with solid wage and advancement positioning, indicating that more balanced pathways can align with better mobility and retention dynamics. A few borderline-but-encouraging cases point in the same direction. Professional Services sits close to the parity midline while maintaining competitive advancement potential and wages, suggesting that career ladders in knowledge work can be widened without sacrificing progression. Information and Communications is near the parity midline with slightly below-median advancement and above-median wages—indicating balanced representation relative to peers, with room to improve on advancement while maintaining competitive pay.

Across the plot, sectors that approach or exceed median parity also show room for wage growth and internal advancement—evidence that closing gaps can complement performance levers rather than constrain them.

The takeaway: parity is not a natural byproduct of success; it is a strategic choice. Employers that pair growth with fair, merit-based systems build stronger loyalty and deeper talent pipelines. Those that don't risk training employees only to see them leave.

Figure 8. Gender Parity vs. Wages and Advancement by Industry

PARITY VS ADVANCEMENT AND WAGE



CAREER BUILDERS



Career Builders

- › **Who They Are:** Firms that create clear pathways for advancement, promoting employees and developing leaders from within.
- › **What We Measure:** Internal Advancement, Leaders from Within, Wage Growth, Advancement Beyond, Lateral Mobility.
- › **What It Means:** These firms reward performance and progression, nurture leadership pipelines, and equip even departing employees to move into stronger roles elsewhere.

CAREER ANCHORS

Career Anchors show that stability is not a passive outcome but an earned advantage. Defined by exceptionally high retention, they foster cultures where employees feel valued, supported, and engaged.

These firms look beyond pay as the sole driver of loyalty, deliberately designing environments where people choose to stay, invest their skills, and build deep domain expertise. The result is a committed workforce that anchors the organization and enables sustainable growth.



Key Finding 8: Pay is important—but it doesn't always buy stability.

Compensation and retention are positively linked, but the effect is uneven. Firms offering competitive pay levels see a stronger likelihood that employees stay—especially in the critical first year (42% correlation, meaning that higher starting pay tends to coincide with higher early-stage retention). This makes fair starting pay table stakes for any company hoping to reduce attrition.

Yet the influence of pay quickly weakens over time. Increases in pay alone show only a weak connection to long-term retention, far less than the impact of strong onboarding, clear internal career paths, or cultures that reward expertise. Put simply: competitive money sets the stage for stability, but lasting loyalty comes from design—not paychecks.

Figure 9. The Link Between Compensation and Employee Stability

PAY AND RETENTION



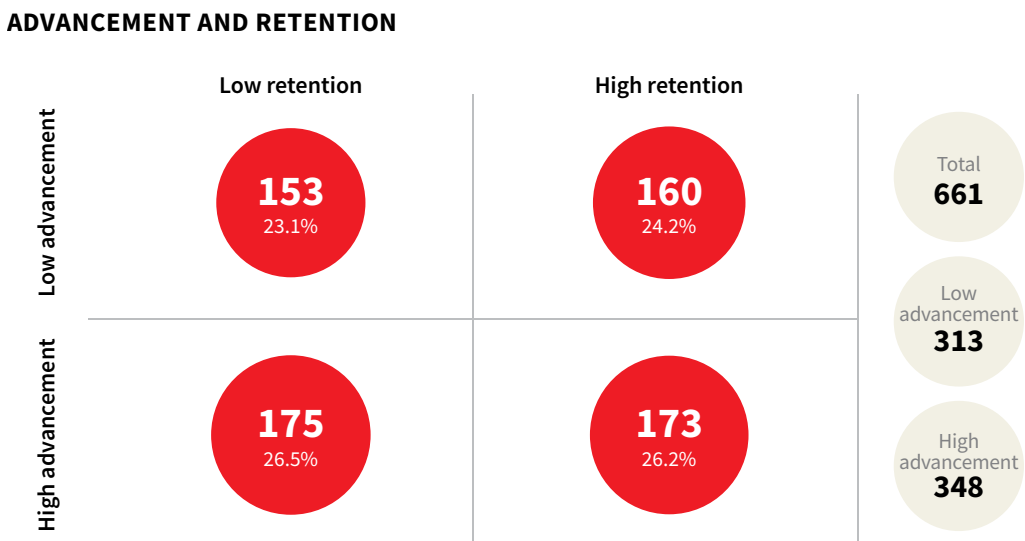


Key Finding 9: Stability requires design—and advancement with merit.

Contrary to expectation, a high probability of advancement shows little connection to early retention and actually weakens longer-term retention. In other words, advancement by itself does not hold workers—especially if employees perceive the process as unearned or inequitable. Cultures that promote people quickly without transparent standards can create “up-or-out” systems: workers rise quickly but also move on just as fast.

By contrast, firms with strong retention do more than pay competitively. They anchor loyalty through coherent systems: transparent and fair career paths, leaders consistently groomed from within, and a culture where employees observe peers advancing and staying. In these environments, advancement is not just frequent, but credible.

Figure 10. The Link Between Advancement and Employee Stability Is Weak



Put differently: growth opportunities can launch careers—but only advancement perceived as fair and merit-based, reinforced by culture and continuity, can truly anchor them.

CAREER ANCHORS

How workers start in a new role influences how long they stay. Worker attrition isn't linear. A strong link between Entry Retention and Continuous Retention reinforces that onboarding, manager capability, job design, and good fit are all critical. Firms that invest in employee experience from the start are more likely to retain their workers over time.



Key Finding 10: Experience anchors stability—and creates ripple effects.

The data show a powerful multiplier effect: firms that retain employees aged 50+ achieve stronger outcomes across the board. In fact, companies excelling at both older-worker retention and developing leaders from within are 55 percentage-points more likely to achieve high overall retention than firms weak in both areas.

This stability appears to cascade. When experienced employees stay, juniors see career stability, mid-career talent invests more deeply, and leadership pipelines grow organically. The result is a self-reinforcing ecosystem of loyalty and capability.

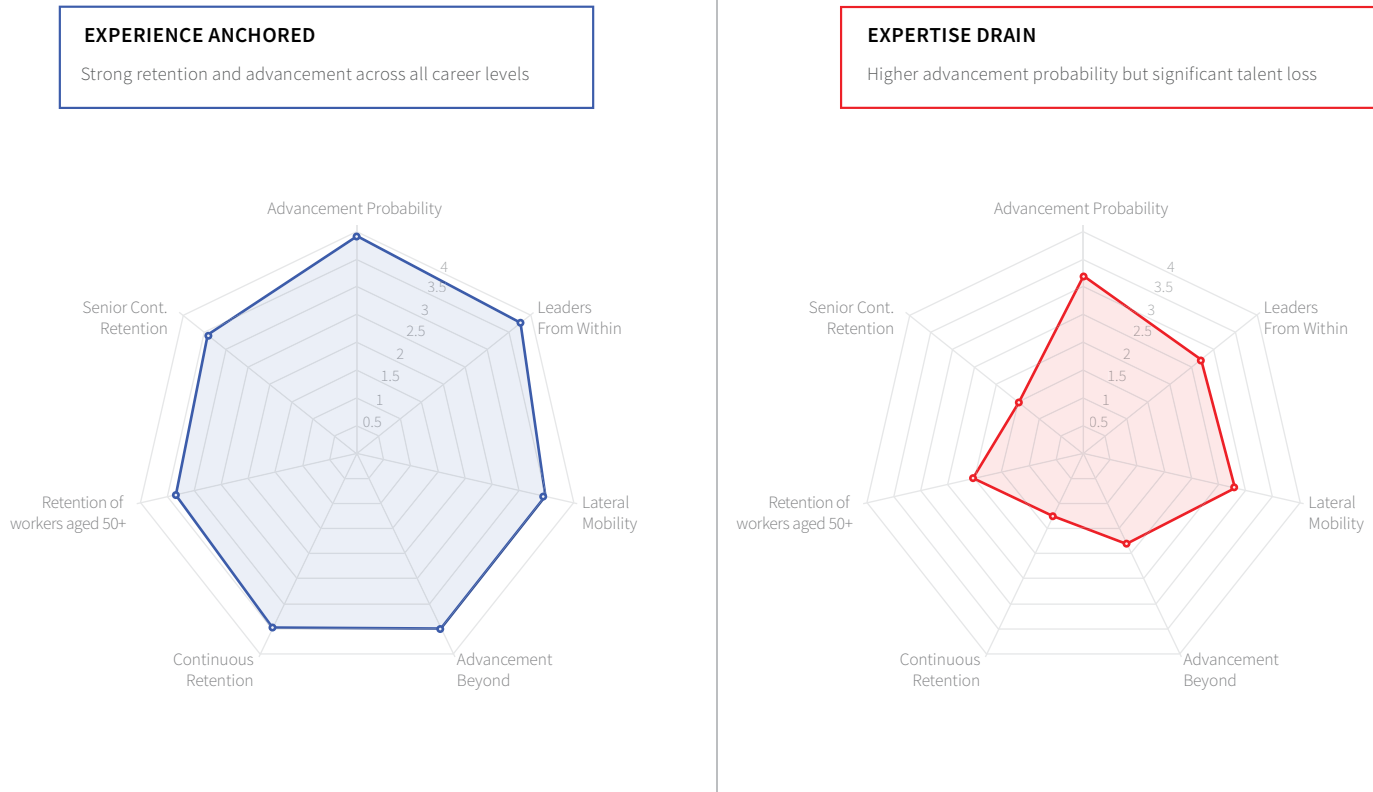
The chart below illustrates this dynamic: firms anchored in experience (purple line) dramatically outperform those suffering expertise drain (red line) across multiple measures of organizational stability, from early retention to leadership growth.

CAREER ANCHORS

Figure 11. Experience Anchors Stability: The Ripple Effect of Retaining Workers Aged 50+

THE EXPERTISE EFFECT

Contrasting patterns in talent retention and development



Career Anchors

- › **Who They Are:** Firms that strengthen their workforce through stable, long-term employment and a culture of trust.
- › **What We Measure:** Continuous Retention.
- › **What It Means:** High retention reflects an environment where employees stay engaged and committed. Loyalty reduces churn, deepens expertise, and reinforces organisational stability.



CONCLUSION

Singapore's competitiveness has always rested on talent: the capacity of employers to build skills, create growth, and retain experience—and, for workers, the ability to unlock their potential, transforming today's jobs into tomorrow's careers.

The Singapore Opportunity Index takes that ambition out of the realm of ideals and into that of execution. It measures actual outcomes, not stated practices. Like the American Opportunity Index and the British Opportunity Index, it shows there is no single formula for creating opportunity: top-performing employers succeed through different mixes of progression, stability, and access strategies. What matters is deliberate design across a portfolio: pay quality, progression, parity, early and continued retention, and access for first-job entrants and more experienced workers.

By linking outcomes to levers already in use, the SOI helps employers choose strategies that fit their business and workforce:

- › **Visible pathways**—vertical, lateral, and even external—that make advancement tangible and sustain momentum;
- › **Leaders developed from within**, reinforcing culture and continuity;
- › **Experience-friendly practices** that retain and elevate later-career workers, anchoring team stability;
- › **Onboarding, manager capability, and job design** that lock in early retention;
- › **Skills-first hiring** matched with structured progression, so expanded access becomes lasting careers; and
- › **Parity safeguards** that ensure opportunity is broadly shared and talent pipelines stay wide.

This is also a competitiveness agenda. Firms that turn jobs into careers reduce costly churn, strengthen teams and managers, and raise productivity. And when some workers move on, their advancement beyond the firm signals a healthy talent engine —proof that intentional workforce design builds capability and lifts Singapore's collective advantage.

Most organizations already excel at building talent in at least one way. The Index shows how they perform today, where gaps remain, and which practices pay off. The task now is engagement: understand your profile, compare with peers, and double down on the strategies that matter. By doing so, employers will keep Singapore's talent engine—and its competitive edge—strong for generations to come.

EXECUTIVE SUMMARY

The Index translates data into action by showing what success looks like for three models of excellence:

- › **Career Launchers:** Employers That Open Doors for New Talent
- › **Career Builders:** Firms That Invest in Employee Growth
- › **Career Anchors:** Employers That Build Loyalty and Lasting Strength

	Who They Are	What We Measure	What It Means
Career Launchers	Firms that help people make a strong start or a successful return by removing unnecessary entry hurdles.	Degree Barriers, Career Entrants and Re-entrants.	These employers focus on skills and potential over credentials. They enable smooth entry and re-entry into the workforce, helping new talent gain traction and grow.
Career Builders	Firms that create clear pathways for advancement, promoting employees and developing leaders from within.	Advancement Probability, Leaders from Within, Wage Growth, Advancement Beyond, Lateral Mobility.	These firms reward performance and progression, nurture leadership pipelines, and equip even departing employees to move into stronger roles elsewhere.
Career Anchors	Firms that strengthen their workforce through stable, long-term employment and a culture of trust.	Continuous Retention	High retention reflects an environment where employees stay engaged and committed. Loyalty reduces churn, deepens expertise, and reinforces organisational stability.

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