

Insights Brief
February 2018

DISCOVERING THE NEEDS OF SENIORS & CAREGIVERS IN WORK, LIFE & PLAY

*Create a Better Future Through the
Power of Social Entrepreneurship*

FOR LEAP
GOOD

An initiative by

raiSE
SINGAPORE
Centre for Social Enterprise



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INTRODUCTION

The LeapForGood (LFG) programme is back! We have been heartened by the outcomes, enthusiasm of the community and positive feedback from LFG 2016. It is our desire that this year's LFG will continue to build connections among the various communities and individuals who share our passion, and inspire more passionate individuals in taking the leap to create a better future through the power of social entrepreneurship.

The goals of the LFG programme are three-fold: Firstly, to raise awareness of emerging social needs in Singapore; secondly, to inspire the ideation of solutions through cross-sector collaborations to address these needs; and thirdly, to catalyse the emergence of social entrepreneurs - ordinary people who are extraordinarily curious, creative and courageous in championing social change - through supporting individuals in setting up social enterprises or developing new initiatives within their organisations to meet these needs.

This year, the focus will be on the needs of seniors and caregivers in the domains of work, life, and play.

In this programme, we want to put the people we are designing for (the WHO) and the needs that matter most to them (the WHAT) at the heart of our discovery. We believe this human-centred approach (the HOW) can inspire innovative solutions that are more desirable to their needs, feasible in becoming a reality sooner than later, and viable through sustainable business models.

We hope this Insights Brief will help to kickstart your discovery into these social needs and inspire you into action. We look forward to supporting and growing with you to create a better future for seniors and caregivers!

Yours Sincerely,

[The LeapForGood 2018 Team](#)
[Singapore Centre for Social Enterprise,](#)
[raiSE Ltd](#)

AN INITIATIVE BY



The Singapore Centre for Social Enterprise (raiSE) was set up to raise awareness on social entrepreneurship and raise support for social enterprises in Singapore. raiSE hopes to strengthen the social enterprise sector in Singapore and encourage the growth of social enterprises as a sustainable way to address social needs.

raiSE provides a range of support to help social enterprises from start to mature stages, such as funding, advisory services, training, relevant resources and networks. raiSE also looks to encourage collaboration and sharing of information between social enterprises and voluntary welfare organisations. raiSE welcomes the support of corporations and individuals who would like to contribute or play a role in the social enterprise sector.

LEAPFORGOOD PROGRAMME DESIGN

These design challenges are derived using a human-centred design approach that allows practitioners to gain empathy and insights into the latent needs and motivations of users. The programme's multi-phase process encourages collaborations among different stakeholders (users, service providers, designers, business owners) to create concepts and test prototypes rapidly. Instead of having users change and accommodate their behaviours, products and services can be tailored to solve their needs. Below is an outline of the 4 phases of our programme:

PHASE 1: DISCOVERY

Gain insights on emerging social needs

Through the sharing of thoughtful ethnographic research and engagements with industry experts, you are encouraged to set aside preconceptions and step into the shoes of those in need. By sharing knowledge and human-centred insights on emerging social needs in Singapore, we help you appreciate existing challenges and uncover opportunities for a better tomorrow.

PHASE 2: IDEATE

Generate innovative concepts and sustainable social enterprise models

Drawing on human-centred insights and macro-environment trends, you will find inspiration to develop innovative concepts and plant the seeds for solutions that last through sustainable business models. By the end of this stage, individual participants and organisations may put forth applications detailing the concept of their proposed social enterprises to be in the running to receive support and funds to make them a reality.

PHASE 3: PROTOTYPE

Validate your concepts through market testing

Shortlisted applicants will enter the prototyping phase with an "Idea Fund" of \$1,000 each. You may choose to recruit team members or work with your pre-existing teams to prototype solutions, test and validate your concepts. You will receive support to equip you with tools to further develop your solutions and business models. There will also be facilitated learning and consultation sessions with relevant technical experts, potential partners and key stakeholders. These will culminate in a "Demo Day", where you will make your pitch to secure funding for your social enterprise.

PHASE 4: PILOT

Develop and implement your social enterprise

Selected social enterprises that emerge from the process will each receive a LeapForGood grant of up to \$100,000 and incubation support from raISE to catalyse the implementation of their solutions and social enterprise ventures. These will give you a solid foundation for piloting your prototyped ideas and sustaining social impact.

METHODOLOGY

DESK RESEARCH

A review of all relevant secondary literature, including news articles, academic papers, national surveys, country statistics, reports and white papers, such as the National Survey of Senior Citizens, the Survey on Informal Caregiving and the Labour Force report, was conducted. This review helped in understanding the context, trends and existing solutions both in Singapore and globally. It also helped to determine the representative personas to be interviewed.



Conducting an interview with a senior

FIELD RESEARCH IN-DEPTH INTERVIEWS

Semi-structured, open-ended interviews were conducted with 14 caregivers and seniors to understand the root causes of their specific behaviours and derive the values and drivers of their actions. Building rapport with these users was the key to understanding their emotions, stories, underlying perceptions and fears. Questions revolved around their employment situation, their personal struggles and their aspirations for the future.



Observing a caregiver at his place

ETHNOGRAPHIC OBSERVATIONS

Ethnographic observations of the 14 participants* were conducted in their homes, workplaces and activity centres to get a comprehensive understanding of their experience in terms of attitudes, behaviours and contexts. By following participants in their daily life and recording their activities, emotions, unique behaviours, and decisions, observations of non-verbal cues such as attitudinal changes and emotional shifts could be made.

*All names have been changed to protect the privacy of individuals.

DEMOGRAPHICS

Of the 14 participants interviewed the caregivers were between 25 and 58 years old and seniors interviewed were between 52 and 75 years old. Half of them were unemployed, while others were either working with a flexible arrangement (29%), full-time (14%), or doing voluntary work (7%). 36% of the interviewees were providing care for their children. Others were

taking care either of a spouse, a grandparent, a grandchild (7% each), or an in-law (14%). The rest (29%) were not providing care to anyone at the moment. Their education level was well-distributed between primary, A-level, university (14% each), O-level (21%), and diploma (29%) with the rest (8%) having no formal education.



Expert interview with Carrie Tan, Executive Director of Daughters of Tomorrow

EXPERT INTERVIEWS

Experts from social enterprises, charities and government entities active in the employment, health and well-being of seniors and caregivers were interviewed to surface the key challenges and opportunities in these fields. Experts were selected based on their exposure to seniors and caregivers, the services they provide for these two groups, and the depth of their expertise on these particular topics.



Pop-Up Stories Market at MacPherson

POP-UP STORIES MARKETS

During two pop-up engagements, 217 members of the public were engaged in conversation as they shared insights on their personal experiences. This led to a broader understanding of the daily needs and challenges of our target beneficiaries, and the general impression of caregivers and seniors returning to work. These findings provided support for the in-depth interviews with research participants.

SYNTHESIS AND INSIGHTS

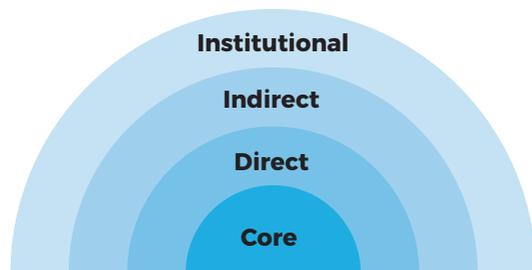
The insights uncovered during the in-depth interviews and ethnographic observations were evaluated in terms of their relative incidence rate and impact on the beneficiaries. Through this prioritisation process, 12 were identified as offering the greatest opportunity for social impact. This selection was corroborated by evidence from the literature review, expert interviews and the general public opinion. The insights and solution spaces are framed in a way that facilitates ideation.

FRAMEWORKS

Frameworks are useful tools to ensure that an issue is approached and understood in a holistic manner. They help to identify and consider all the components of a specific problem and provide a reliable way to structure and classify issues logically.

STAKEHOLDER MAPPING

This framework helps to visualise and identify key individuals and organisations that are present in any range of situations and analyse their importance. During our research on the lives of seniors and caregivers, this framework was used to map the major stakeholders in the person's life.

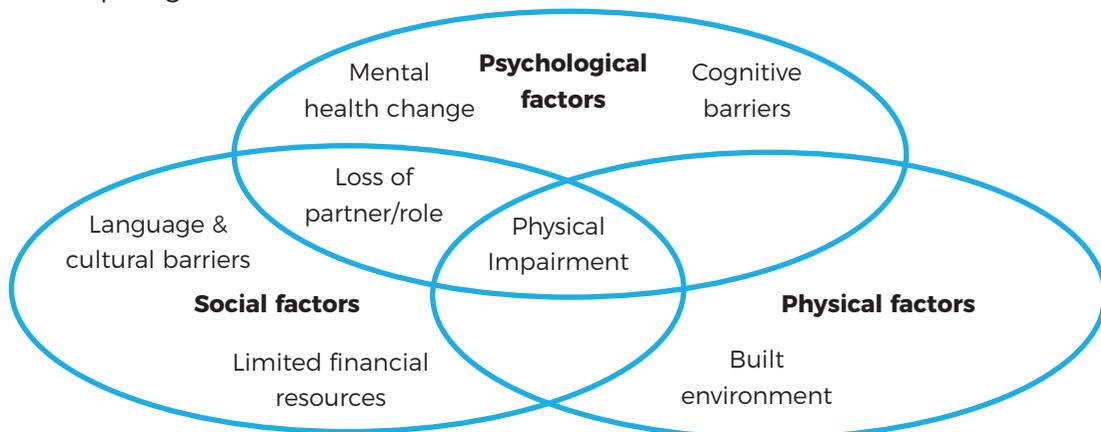


Source: Eden Strategy Institute

- Core stakeholders:** The target audience, the people at the core of the issue.
- Direct stakeholders:** The family and friends the core stakeholders have regular interactions with.
- Indirect stakeholders:** The neighbours, local community and general public that have an indirect influence on the core stakeholder's situation.
- Institutional stakeholders:** The players from the public, private and social sectors that populate the space in which the core stakeholder lives.

SOURCES OF ISOLATION

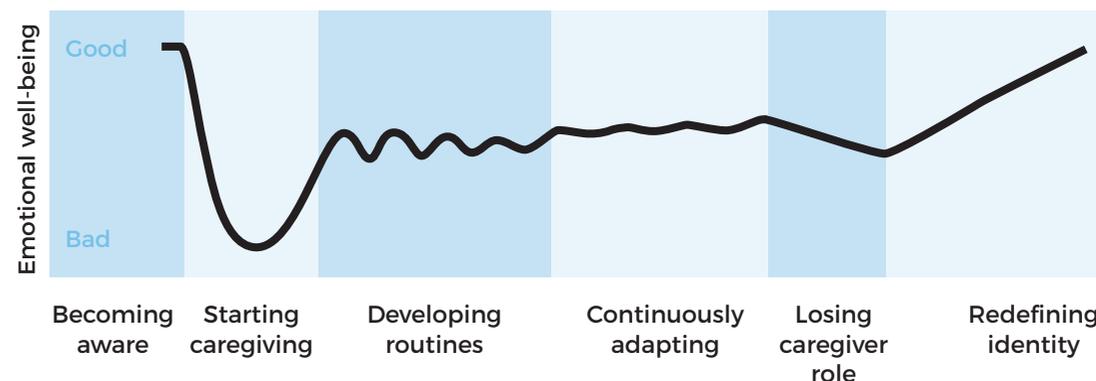
This framework categorises the causes of isolation into physical, psychological and social factors. The framework identifies potential triggers of isolation such as major life transitions, atypical events, and social circumstances, and helps to develop targeted solutions.



Source: Adapted from "Frameworks for Isolation in Adults over 50" by AARP Foundation, 2012.

THE CAREGIVER'S JOURNEY

This framework is used to empathise with the overall experience of caregiving, as a series of emotional highs and lows. It helps to understand the challenges faced by the caregivers, how they progressively adapt to their new role until they lose it and return to their initial state.

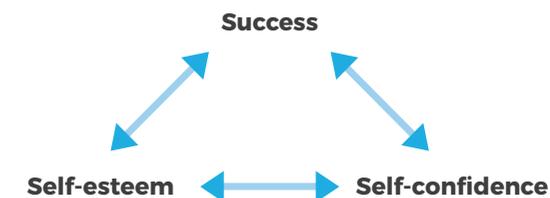


Source: Adapted from "Who Cares?" by National Council of Social Service, 2016.

- Becoming aware:** When caregivers realise they have to take up care responsibilities.
- Starting caregiving:** After receiving the bad news, the caregiving starts, often not allowing for any preparation.
- Developing routines:** Caregivers start to develop habits as they integrate caregiving into their daily lives.
- Continuously adapting:** A calmer period of caregiving, where caregivers experience less ups and downs.
- Losing caregiver role:** The caregiving stops due to a positive or negative change in the care recipient's condition.
- Redefining identity:** The loss and subsequent redefining of the caregiver's identity.

THE CONFIDENCE TRIANGLE

This framework is used to break down the confidence building process into smaller parts, to see the links between success, self-esteem, and self-confidence, and to impact the process on any of these three dimensions.



Source: Adapted from "The Self Esteem Triangle" by Dr. Will Aguila, 2012.

- Success:** The attainment of milestones that have been set on the path of a particular goal.
- Self-esteem:** How much a person likes who he is and how much he accepts/respects himself.
- Confidence:** The feeling a person has that she is smart or strong enough to take something on.

KEY INSIGHTS

After months of research and interviews with experts and beneficiaries, 12 key insights were identified as being the most serious issues that seniors and caregivers suffer from, and/or the focus areas with the greatest opportunities for positive impact. Of the 12 insights, six are for seniors and six are for caregivers. They are categorised into the three themes of the LeapForGood 2018 programme:

Work to improve their employability in the job market;

Life to empower them to learn and lead fulfilling lives;

Play to enable them to enjoy life better.

	Work	Life	Play
<p>SENIORS (50 years old and above)</p>	<p>1 Leveraging seniors' skills</p> <p>How can seniors find more interesting work opportunities that fit their interests and abilities?</p> <p>2 Fighting ageism and changing negative perceptions</p> <p>How can we improve inter-generational understanding and fight stereotypes?</p>	<p>3 Encouraging lifelong learning</p> <p>How can seniors be motivated to embrace lifelong learning?</p> <p>4 Building self-confidence</p> <p>How can seniors gain the self-confidence to learn new things and apply for jobs?</p>	<p>5 Breaking social isolation</p> <p>How can seniors have better and more fulfilling social lives?</p> <p>6 Understanding mobility</p> <p>How can seniors with mobility issues regain their independence to travel about freely?</p>
<p>CAREGIVERS (To children, elderly, etc.)</p>	<p>7 Balancing caregiving and work</p> <p>How can caregivers have more flexibility in their professional lives to accommodate their caregiving duties?</p> <p>8 Restoring self-confidence</p> <p>How can caregivers have higher confidence to return to the work force?</p>	<p>9 Providing caregiving knowledge</p> <p>How can caregivers be better equipped with relevant and timely caregiving knowledge?</p> <p>10 Giving caregivers relief</p> <p>How can caregivers have new respite solutions that reduce caregiving stress?</p>	<p>11 Offering emotional support</p> <p>How can caregivers receive the emotional support that they need?</p> <p>12 Resolving trade-offs of childminding</p> <p>How can caregivers find attractive childminding services to use while they return to the workforce?</p>

INSIGHTS ON SENIORS

INTRODUCTION

THE CONTEXT

Singapore has a current total population of 5.6 million people. One million people (18%) were over 60 years old in 2015. The senior population is expected to reach 2 million people (31%) by 2030. Ageing has become an increasingly important issue over the past decade, which has sparked a multitude of government and non-profit initiatives. Nevertheless, Singapore still faces a wide range of unmet and growing needs.¹

“There are different types of seniors. There are those who need a job because they have a lot of expenses, and others who are “asset-rich, cash-poor”, who are not sure what to do because they can’t just downgrade so fast. And then, there are those with enough savings. They still would like to feel valuable. It’s important to look at the different needs of people. It’s not one size fits all. If we can have a more open discussion and understand their needs early, then we can help them more.”²

Ms. Helen Lim, Founding Partner and CEO, Silver Spring

HIGHLIGHTS

1.4 million seniors aged 50 and above live in Singapore⁵

27,000 seniors aged 50 and above are looking for a job⁶

6,800 seniors were discouraged and gave up searching for a job⁷

More than **60,000** seniors have often been treated badly last year, because of their age⁸

Over **50,000** seniors used their SkillsFuture credit in 2016⁹

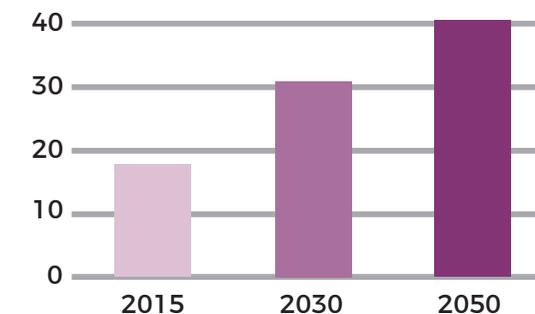
Over **50,000** seniors feel sometimes or mostly lonely¹⁰

60,000 seniors aged 65 and above have mobility issues¹¹

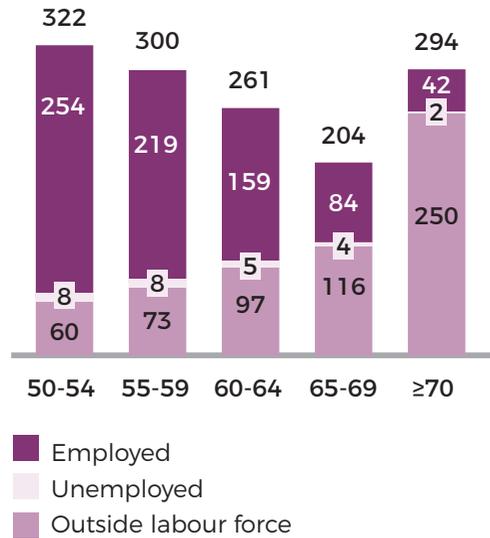
THE SILVER TSUNAMI

The increasing proportion of the senior population will have important consequences on the society. The ratio of working-age citizen to senior is projected to fall from 5.1 today,³ to 2.1 in 2030.⁴

Percentage of population over 60

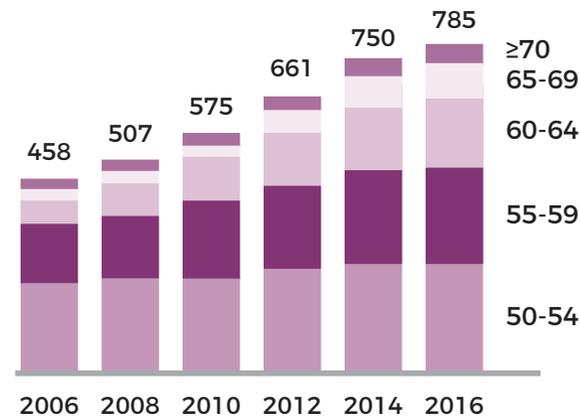


STATE OF THE SENIOR WORKFORCE
(2016, in thousands)



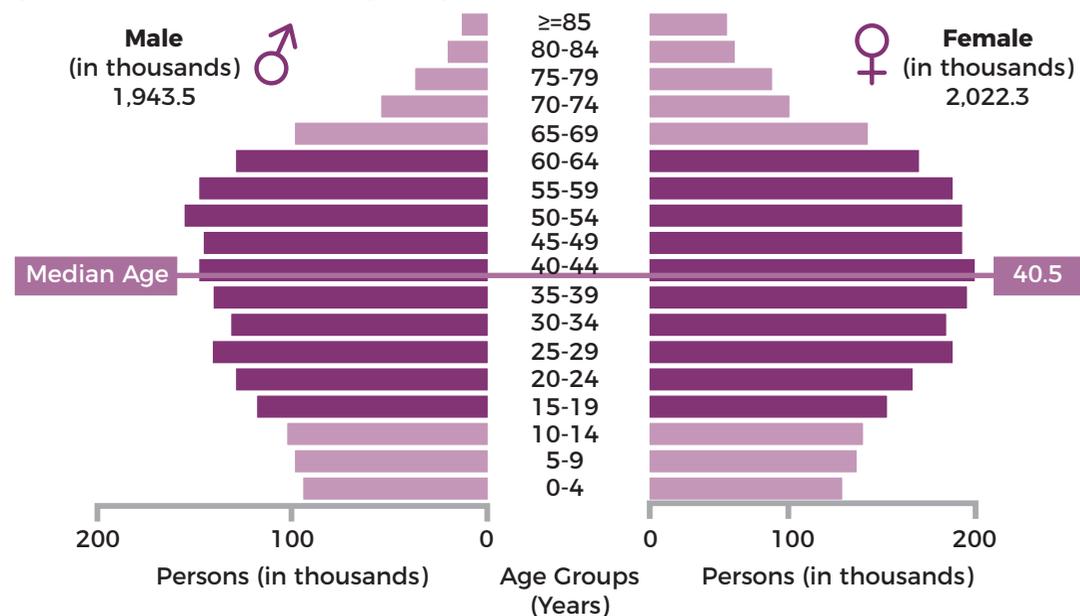
EVOLUTION OF THE SENIOR WORKFORCE (in thousands)

Over the last ten years, the number of senior workers has grown by over 70%, while the rest of the workforce grew by 3.5%.¹² Given the ageing population trend, even more growth is expected.



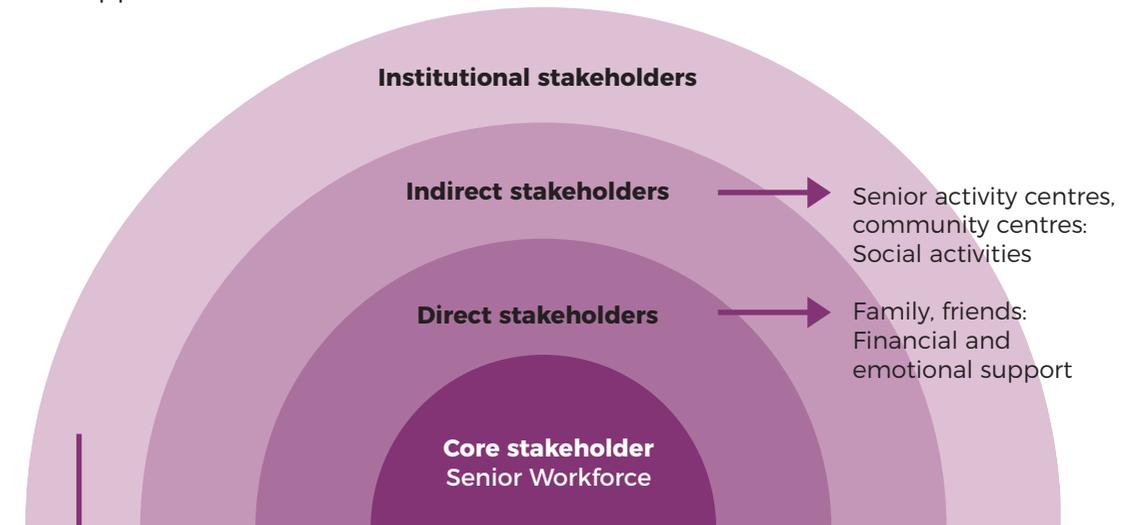
AGE PYRAMID OF THE RESIDENT POPULATION (2017)

Singapore's median age increased from 34 years in 2000 to 40.5 years in 2017.¹³ As the older age groups reach retirement age, the pressure on the younger generations will increase greatly.



WHO IS DOING WHAT

There are many government initiatives and non-profit organisations who are catering to the needs of seniors. Many companies also ensure that their workplace is senior-friendly. Seniors can also count on their community, friends and family for support.



Source: Eden Strategy Institute

Public sector

- Agency for Integrated Care (AIC): Promote active ageing in Singapore
- Council for Third Age (C3A): Promote active ageing, offer accessible lifelong learning
- SkillsFuture Singapore: Enable individuals to learn for life
- Workforce Singapore (WSG): Enable individuals to adapt and employers to transform

Private sector

- Organisations that provide senior-friendly work environment

Social sector

- Social enterprises, charities, voluntary welfare organisations

Others

- Centre for Ageing Research and Education (CARE): Achieve health, social inclusion and a high quality of life for the ageing population
- National Geriatric Education and Research Institute (GERI): Conduct research on age-related health issues and promote healthy ageing
- Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP): Promote fair and progressive employment practices

PUBLIC ENGAGEMENT

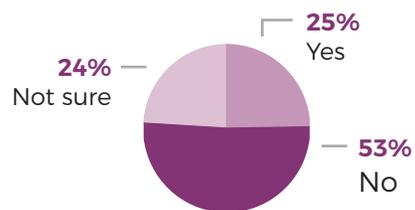


Volunteers engage passers-by in conversation in Macpherson

SUMMARY

During the Pop-Up Stories Markets, **133 people were engaged** on the topic of seniors. Passers-by were asked, **“Do you think there is enough support for seniors at work?”**

RESPONSES



INSIGHTS & QUOTES HIGHLIGHTS

A majority of seniors (engaged during both pop-ups) have experienced discrimination while applying for jobs. The two most common perceptions seen by potential employers, the public, and seniors themselves, are that seniors are a “burden” and “slow” at work.

“Most employers who **find out about our age do not want to employ elderly**. I’m lucky I have my own shop to work in.” -Female, 54

“When people see my resume, **they see my age and reject me**. I needed connections at my workplace in order to get a job. If they saw me in person and see that I am healthy, they might have hired me.” -Female, 65

“Seniors have a different mindset, one that does not necessarily align to the technical environment and pace of life that is the norm today. There needs to be **more empathy and more positions that look at seniors’ capabilities and interests**. Sometimes I feel they are viewed like a burden.” -Female, 34



Volunteers engage seniors in conversation in Macpherson

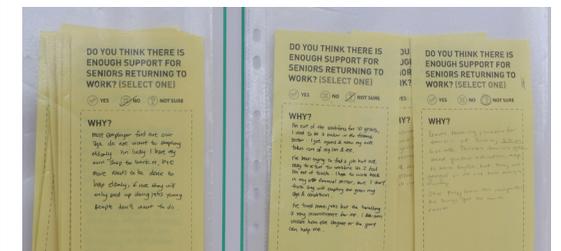
Most seniors shared that there are sufficient low-skill and low-wage jobs, so it is not the availability of jobs that is the major challenge to seniors. Rather, it is finding a job which meets their financial needs and physical abilities.

“I work at Changi Airport as a package handler, and they provide good support. **They assign me less strenuous jobs**, for instance controlling the computers instead of carrying the heavy luggage.” -Male, 70

“Seniors now are usually engaged in **cleaning jobs** which are **not suitable for them due to the risk of falling down** and it's **very tiring physically**. It's better to employ them in jobs like in the library where they can sit and work comfortably.” -Female, 70

With Singapore’s changing landscape, seniors acknowledge that they do not have the relevant skill sets to find jobs that match their experience. There are training programmes currently in place for seniors to update their skills, but the structure of the programmes are often not suited for them. Challenges include: long duration and late timing of training, lack of grants, long distances from home to training venue, and quick pace of training.

“I tried finding a job for almost a year, but am often told I’m too old. I can work any jobs. They told me to attend courses to upgrade myself, but the subsidy is only 50%. **How do I even fork out money without a job?** I’m very disheartened.” -Male, 63



A volunteer engages a senior in conversation in Macpherson (top) and responses are collected from passers-by (bottom)

Other important quotes

“I’m becoming more senior myself and I think I will need some help in the ever-developing technology side of things. **I look to my children to learn these skills.**” -Male, 64

“There seems to be opportunities but maybe seniors need jobs with higher-level thinking. This will **give them a little more dignity.**” -Female, 29

1 Leveraging seniors' skills

How can seniors find more interesting work opportunities that fit their interests and abilities?

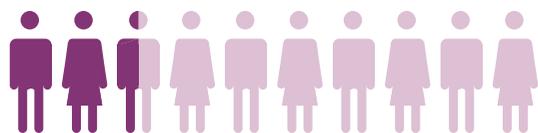
THE CONTEXT

Many seniors get restless and bored once they stop working. They often prefer to stay active and keep working to stay financially independent, socially connected, and retain a sense of self-worth¹.

In 2016, 40% of people aged 65-69 were still working:



Compared to 24% in 2006²:



Even though some are working, 48% of seniors deplored the lack of suitable jobs to match their qualifications, experience, or desired working arrangement.³ There are around 27,000 seniors looking for a job⁴. Having worked hard for a few decades, they desire job opportunities that fit their interests and tap their abilities.



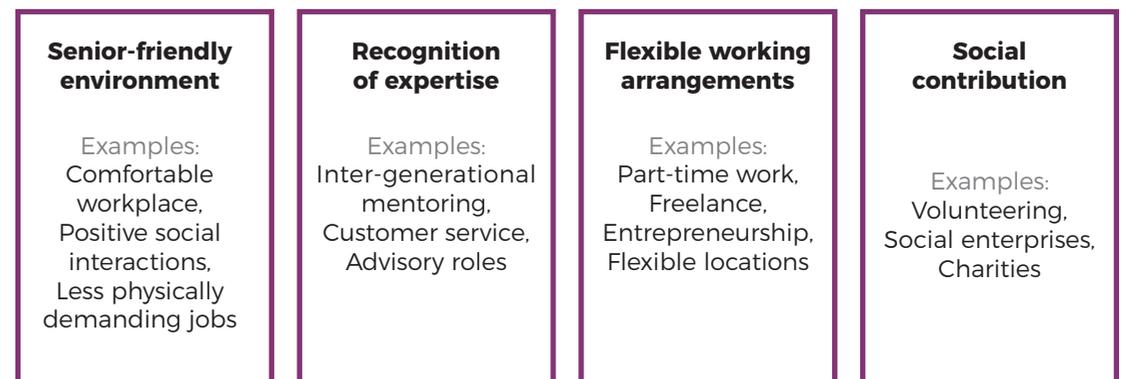
Ms. Helen Lim, Founding Partner and CEO, Silver Spring

“There are a lot of jobs available in delivery, cleaning and so on. The challenge is that many seniors don't want to work in eating outlets, because of the long hours until 10-11pm. It's quite a hard job, standing around, being a cleaner. But seniors can also do other things. For instance, they can be free agents, earn some commission, and grow a product or service they believe in, without investing too much. They can also be senior entrepreneurs.”⁵

Ms. Helen Lim
Founder and CEO, Silver Spring

FRAMING THE INSIGHT

What Seniors Want can be grouped into four broad categories: They want a supportive workplace; recognition of their skills and experience; work flexibility; and a purposeful occupation. How can we offer more opportunities that satisfy these needs?



Source: Eden Strategy Institute

CURRENT HAPPENINGS

The non-profit organisation, **RSVP Singapore** trains seniors to become volunteers. After attending a mandatory half-day workshop, seniors are deployed as befrienders, trainers, fundraisers and guides, working half a day per week. With over 1,000

members, they serve more than 200,000 beneficiaries each year, including those with mental health issues, low-income families and socially isolated seniors, through what they call purpose-driven volunteerism.⁶

1

SENIORS SPEAK OUT

Read about the dreams of seniors who still want to be active and contribute to the society.



AUNTIE TAN, 52, SENIOR VOLUNTEER AT CHANGI AIRPORT

“Teaching was my passion, but after my mother-in-law passed away I didn’t want to go back to giving tuition. It was very stressful and made me feel depressed. The hours are too long, and my body is ageing. Now I am a volunteer airport ambassador at Changi. There’s no stress and I am happy. It’s a happy environment.”

FACTS

43% of seniors are interested to participate in volunteer work because it gives them a sense of self-worth and allows them to stay socially connected with society.⁷

TAKING ACTION

She took up volunteering courses and works once a week in Changi Airport, helping passengers find their way at the gates.

OPPORTUNITY

How might we leverage on seniors’ interest in volunteering to gain experience for future work?

“I want to do travel and tourism, maybe I can become a tour guide in Singapore. I am not sure if I can get hired, I would rather do it freelance. I also considered launching a nanny confinement business to take care of newborn babies. It will be something new, totally different from what I have been doing.”

FACTS

18% of seniors want to start a new career in the future. This represents over 180,000 seniors eager to join the workforce in a new capacity!⁸

TAKING ACTION

She took up courses in tourism and organizes tours for Society for WINGS, a charity for senior women, to gain experience.

OPPORTUNITY

How might we support seniors who want to engage in entrepreneurship and freelancing?



UNCLE LEE, 72, FORMER CLEANER IN A LANGUAGE SCHOOL

“When I worked as a cleaner, I woke up at 5am and reached home at 7pm, that’s too late. I did 3 hours of transport a day. I’m too old to wake up so early again. I worked in a hawker centre for 6 months but it’s tough. You work non-stop, it’s too stressful. My health cannot take long hours anymore. The perfect job would be from 9am to 3pm.”

FACTS

64% of seniors want a slower pace of life. 40% want to find part-time and flexible hours work. However, these opportunities are rare in the job market.⁹

TAKING ACTION

He lived off his savings until he found a job that fit his desired working arrangement.

OPPORTUNITY

How might we offer more part-time and flexible hours work opportunities that are also less physically-demanding for seniors?



REFLECTION SPACE

What surprised you?

Why does it matter?

What are some of the opportunities you see?

2 Fighting ageism and changing negative perceptions

Ageism is the stereotyping and discrimination of people on the basis of their age. How can we improve inter-generational understanding and fight stereotypes?

THE CONTEXT

In 2016, there were over 400 workplace discrimination complaints:



Of these age related complaints, 80% arose from discriminatory criteria in job advertisements.

Some jobseekers also complained about inappropriate questions or comments about their age being made during interviews.¹ Ageism can be very discouraging for senior jobseekers.

Of the 10,000 discouraged workers in 2016:

68% were aged 50 & above²

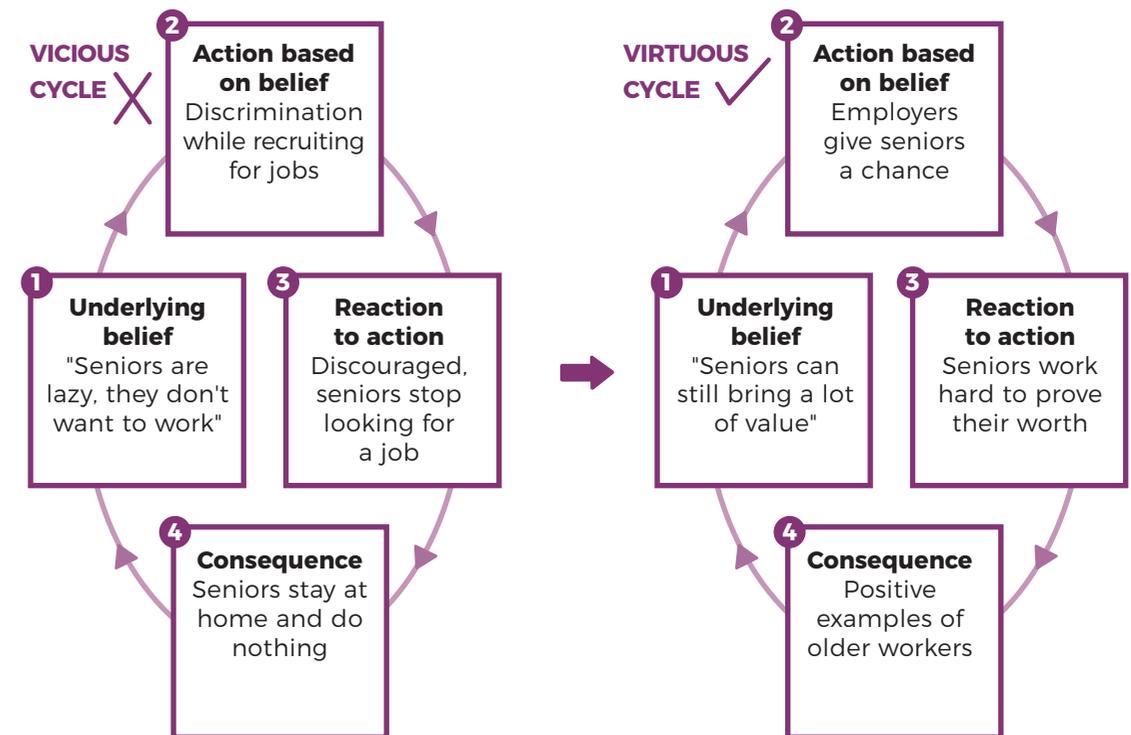
This will increase in the coming years when a significant portion of the workforce will be aged 50 years and older.³

There is always this challenge of overcoming ageism. Whether big or small, organisations tend to have a lack of will to hire senior workers. There are some rules about discrimination, but they are not so strong. Employers often ask employment agencies for people not above 40 years old. If the supervisors are young, it happens that they have a bias against working with an older person.⁴

Ms. Helen Lim
Founder and CEO, Silver Spring

FRAMING THE INSIGHT

The vicious cycle of ageism prevents many older workers from returning to the workforce. Ageism is the generational bias that seniors do not perform well at work because of their age. How can we reframe people's mindsets to start a virtuous cycle where seniors are being able to bring value?



Source: Eden Strategy Institute

CURRENT HAPPENINGS

The **Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP)** launched a marketing campaign called "Ability is Ageless" to highlight the importance of seniors in the workforce, and the experience and knowledge that they bring with them. It encourages people to put aside stereotypes and focus on skills and competence.⁵

The **Intergenerational Learning Programme (ILP)** matches youths and seniors in a group learning environment, where seniors acquire new knowledge from the youths' sharing. 97% of the youths and 94% of the seniors surveyed later said it improved their perception of the other generation.⁶

2

SENIORS SPEAK OUT

Read about the dreams of seniors who still want to be active and contribute to society.

AUNTIE CHAN, 72, MANAGER OF A CAFÉ IN A COLLEGE

“Young bosses think seniors cannot perform, don't know how to serve customers well, cannot speak well and give only yes or no answers because they don't understand the question. The young trust the young more when they haven't even worked with seniors before. They think they don't have the strength and energy and will get injured easily.”

FACTS

63% of seniors complained that organisations prefer to hire younger workers.⁷ But according to some employers, seniors bring better mentoring, leading, and coaching, and strong business knowledge.⁸

TAKING ACTION

She showed her boss that she was hard-working and is now the manager of a café that employs seniors.

OPPORTUNITY

How might we rethink job opportunities for seniors to tap into their strengths and abilities, instead of focusing on their weaknesses?



UNCLE LEE, 72, FORMER CLEANER IN A LANGUAGE SCHOOL

“I am looking for a cleaner job, but I am afraid that they don't take old people. It has never happened to me but it did to many of my friends. They call and when the employer asks for their age, they say the position is filled.”

FACTS

21% of seniors have often heard about other seniors being discriminated because of their age, and 6% have often experienced unfair treatment because of their age.⁹

TAKING ACTION

He asked his friends if they are aware of any job openings, or just walked in and asked for a job.

OPPORTUNITY

How might we fight the discrimination that senior jobseekers face when it comes to hiring?



AUNTIE LIM, 67, PERSONAL IMAGE COACH FOR SENIORS

“To work with young people can be a challenge. They have a different style of working. Often the personal touch is no longer there. Perhaps with the level of stress at work they have become rather individualistic and competitive. They only want to be the best, they don't have the same values as we do.”

FACTS

28% of seniors have shared negative sentiments towards people in their twenties and 20% are uncomfortable holding a conversation with millennials.¹⁰ This can lead some seniors to avoid jobs in companies with young employees.

TAKING ACTION

She organised workshops for fellow senior women because she feels it is more satisfying to work with seniors.

OPPORTUNITY

How might we foster better inter-generational bonding and understanding?



REFLECTION SPACE

What surprised you?

Why does it matter?

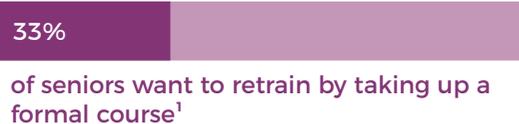
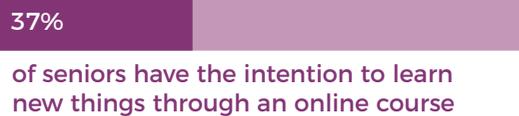
What are some of the opportunities you see?

3 Encouraging lifelong learning

Singapore aims to develop a lifelong learning culture through the SkillsFuture initiative, but the take-up rate has been low. Seniors may require different outreach channels, new teaching methods, flexible learning schedules, and content that is more relevant to them. How can we make it easier for seniors to embrace lifelong learning?

THE CONTEXT

In general, seniors have positive attitudes towards the benefits that lifelong learning brings.



SkillsFuture is being used by seniors aged 50 and above. However, 47% of people find it a challenge to make the time, 30% do not receive support from their employers, and 20% simply lack the individual motivation to participate.² Other barriers make learning more difficult, such as the teaching method and promotion channels used. Many seniors still do not know how to use a computer or a smartphone, let alone access the Internet.³ Yet a majority of these courses are advertised online.



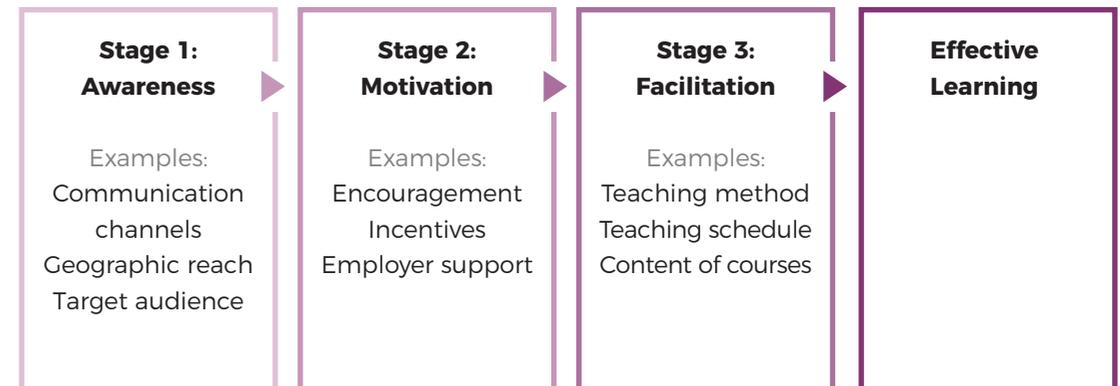
Ms. Brenda Ang and Ms. Syafiqah Najian of NTUC U Live

Seniors are keen to learn more things and upgrade themselves. We encourage seniors to have at least the basic knowledge in technology to not become obsolete. We don't want employers to use this as an excuse not to take them. We want to equip seniors with the skills to use software, smartphones and computers.⁴

Ms. Brenda Ang Zhi Ying
Senior Specialist, NTUC U Live

FRAMING THE INSIGHT

Effective Learning is achieved in three stages. Seniors must first become aware of the availability of learning opportunities and of their knowledge gap. Then they must have the motivation to participate in the act of learning. This can be facilitated through the courses' design to ensure that the learning takes place.



Source: Eden Strategy Institute

CURRENT HAPPENINGS

The **Silver Industry Standards Roadmap and Guidelines on user-interface design for older adults** provides guidance on the design of age-friendly digital devices and online services. Through greater ease of use and learning, seniors are encouraged to adopt technology and use it confidently to continue learning and stay connected to society.⁵

The **Infocomm Media Development Authority (IMDA)** launched an online portal providing guides, ebooks, videos, and seminars to teach seniors how to use new technologies such as mobile devices and chat applications. The website has a clean design, large fonts and simple instructions, and complementary classroom sessions are available.⁶

3

SENIORS SPEAK OUT

See below to learn about three seniors' experiences with learning and what helped them acquire new skills.

AUNTIE TAN, 52, SENIOR VOLUNTEER AT CHANGI AIRPORT

“When I started my volunteering job at Changi Airport I realised everything was Information Technology (IT) there. I thought to myself: ‘Us seniors we have to upgrade ourselves. We have to keep up’. Over time, I also had to learn how to google and how to do e-banking. I decided to take IT courses but there are too many courses. It is overwhelming.”

FACTS

52% of seniors learned computer and IT skills from family members, 46% were self-taught through experimentation, and only 23% learned from courses and workshops.⁷

TAKING ACTION

She played games on her smartphone to learn how to use it.

OPPORTUNITY

How might we help seniors learn new things through better-suited training methods?



AUNTIE CHAN, 72, MANAGER OF A CAFÉ IN A COLLEGE

“Courses are good, but I have no time because I work. There is only a limited offer of schedule, so I never try because I don't have time. And in the holiday, I have to do housekeeping. But more than courses, the best way to learn is to ask people, go on the phone and try. Trial and error is the best technique.”

FACTS

The barriers to seniors learning were listed as being busy with housework (49%); still working (49%); and available courses not relevant to everyday life (48%). Seniors feel they are too busy to partake in workshops and courses.⁸

TAKING ACTION

She learned how to use a smartphone and apps by herself, using her husband as a “guinea pig” to find out how to send photos and videos on WhatsApp.

OPPORTUNITY

How might we make it easier for busy seniors to engage in learning at their own pace?



UNCLE LEE, 72, FORMER CLEANER IN A LANGUAGE SCHOOL

“I once went to a job training class to learn about computers. I only heard about it because some young people came to the neighbourhood to promote the course. I like this approach. Otherwise I don't know where to find courses.”

FACTS

Only 13% of seniors located courses that are near to where they live.⁹ Computer and Internet usage rate by seniors aged 60 and above is 25% and 30%, respectively.¹⁰ This makes it hard to reach seniors through digital channels.

TAKING ACTION

He went to a course out of curiosity but left when he realised everything was taught in English.

OPPORTUNITY

How might we better reach seniors to raise their awareness of learning opportunities?



REFLECTION SPACE

What surprised you?

Why does it matter?

What are some of the opportunities you see?

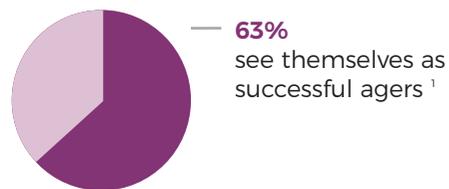
4 Building self-confidence

Some seniors feel like they are too old, others are possibly illiterate or simply too shy. How can seniors gain the self-confidence to learn new things and apply for jobs?

THE CONTEXT

Seniors can become demoralised and pessimistic as they grow older. They feel that they are too old to acquire new skills or start a new job. Some seniors believe that their “best days are over” and are simply “waiting to die”. Giving these seniors hope for the future will go a long way towards having a higher quality of life.

Of course, this is not representative of all seniors:



These seniors can have outlets for them to share their experiences and become role models to their peers.

“Sometimes seniors just need an example, someone to look up to. We try to push success stories and get people inspired, so hopefully they can have a change of mindset. They need to know that there are better horizons if they are proactive and looking for it. Hopefully with the stories and profiles we showcase, it encourages them to seek more beyond what they are already comfortable with and change their mindset.”²

Ms. Syafiqah Najian
Executive, Community Engagement & Membership, NTUC U Live

FRAMING THE INSIGHT

The Confidence Triangle. Self-esteem, self-confidence, and success are intimately-related. One cannot exist without the others. A lack of self-esteem hinders self-confidence, and a lack of self-confidence makes it difficult to achieve success. The key is to act on all three dimensions simultaneously and incrementally.³



Source: Adapted from “The Self Esteem Triangle” by Dr. Will Aguila, 2012.

CURRENT HAPPENINGS

A 70-year-old Singaporean lady works for a **food delivery company** as a “walker”, delivering food in the CBD area on foot. She says that age does not determine what you can or cannot do and that she feels younger and more alert.⁴

Volunteers from the group **Window of Colours** organise free makeover and photo shoots sessions for seniors, to boost their confidence and help them be more positive about life.⁵

4

SENIORS SPEAK OUT

Loss of confidence is common when one reaches old age. Read below to find out how seniors have experienced it or seen it around them.

AUNTIE LIM, 67, PERSONAL IMAGE COACH FOR SENIORS

“I want to help ladies. Most of the ones I meet don't know what to do with their life. We can help them embrace ageing with confidence by empowering them to take responsibility of their own health, happiness and security. After 60, many think they are over and down the hill! They think 'I don't need to do anything, no need to waste time, why bother?'”

FACTS

28% of seniors said that they are too old to learn new things.⁶ For seniors with poorer memory, can they be taught in a way where information is easier to grasp and remember?

TAKING ACTION

She gave grooming classes to senior women to boost their self-esteem and confidence.

OPPORTUNITY

How might we inspire and motivate seniors to believe in their intellectual capabilities?



AUNTIE TEO, 76, WIDOW CAREGIVING TO HER GRANDCHILDREN

“I would consider working because I need money, but I am not educated because my family was poor. I cannot speak English, cannot calculate, cannot read or write Mandarin. I asked hawker stalls for a job, but they never call back. There is no point trying. It's too difficult to start from scratch.”

FACTS

Only 2% and 3% of seniors aged 55 to 65 have high-level literacy and numeracy skills, respectively. Nearly 80% did not learn English in their childhood.⁷

TAKING ACTION

She asked her friends for referrals, but her illiteracy is a big obstacle.

OPPORTUNITY

How might we equip seniors with basic tools that can have a great impact on their self-confidence?



AUNTIE CHAN, 72, MANAGER OF A CAFÉ IN A COLLEGE

“Seniors are scared to work. They have the wrong mindset, they must go back with pride. Just because you are old does not mean you are useless. Seniors are bad in interviews, they give only yes or no answers, they don't talk enough, they are too timid. They have to change their mindset.”

FACTS

36% of seniors feel they do not possess the right job hunting skills. This is a problem for less-educated seniors. 51% of them see it as a barrier to continued employment.⁸

TAKING ACTION

She was supportive and open to seniors returning to work. She shows them how to do the job and gave them time to re-adapt.

OPPORTUNITY

How might we equip seniors with skills that increase their self-confidence to compete in the job market?



REFLECTION SPACE

What surprised you?

Why does it matter?

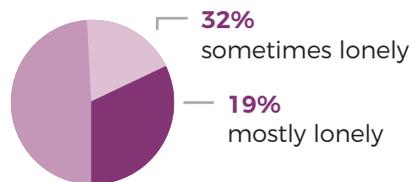
What are some of the opportunities you see?

5 Breaking social isolation

Loneliness and social isolation put seniors at risk of depression and suicide. How can seniors have better and more fulfilling lives?

THE CONTEXT

Singaporeans aged 60 and older reported that they felt:



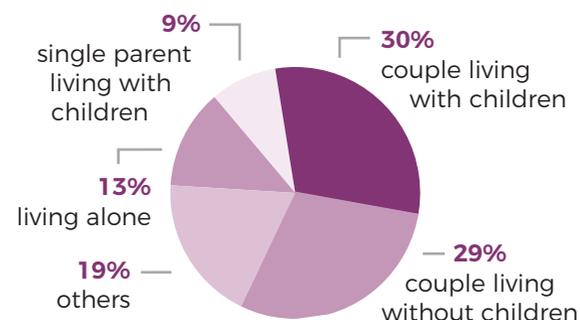
Social isolation can lead to adverse consequences. The number of suicides among people aged 60 and above has risen from accounting for 23% of all suicides in 2000, to 30% in 2014.¹

Among other things, improving relationships with children and grandchildren, or having someone to rely on, can make a significant difference in alleviating social isolation.² More than the number of friends and family, it is the quality of those relationships that matter.³

“An activity with overwhelming response on our platform is travel. Seniors enjoy travelling with a group of peers. They see the importance of social bonding, of making new friends. Individual travellers join our group and end up being friends. Our travels are customized to meet their needs and physical capabilities. Seniors also go for fitness activities, they do it to stay active but also to meet their peers.”⁴

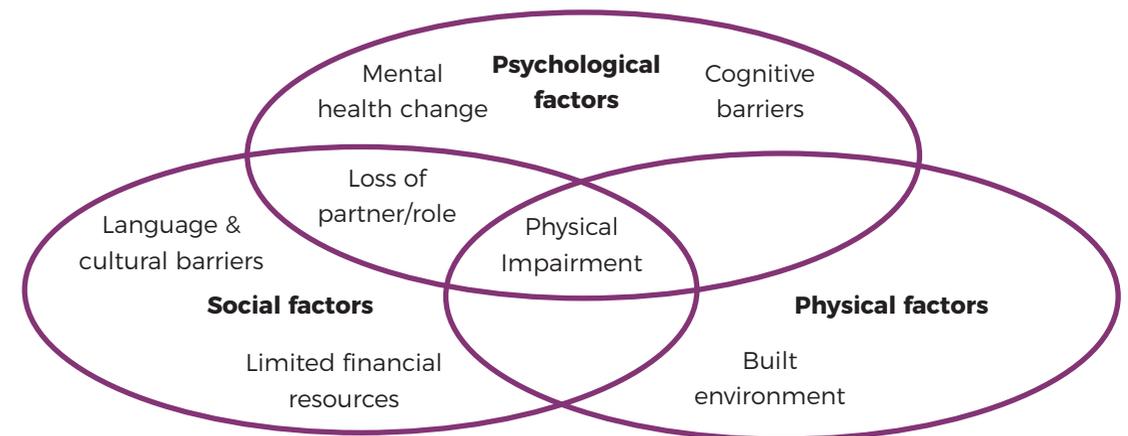
Ms. Syafiqah Najian
Executive, Community Engagement & Membership, NTUC U Live

SENIOR HOUSEHOLDS (AGED 65 & OVER)⁵



FRAMING THE INSIGHT

How isolation happens among seniors is a result of three different categories of factors. These categories include **triggers of social isolation** such as the death of a spouse or a close friend, the loss of employment, moving to a new place, or a health decline.⁶



Source: Adapted from "Frameworks for Isolation in Adults over 50" by AARP Foundation, 2012.

CURRENT HAPPENINGS

In the residential estate of Whampoa near downtown Singapore, a fifth of the residents are over 60 years old. This estate is an experiment by the **Tsao Foundation** to provide a place where seniors can grow old in their own homes. Tsao Foundation works with grassroot groups to organize activities for seniors, so they can keep busy and socialize. Healthy seniors are encouraged to visit those who are less mobile.⁷

Silver Horizon uses travel, for seniors by seniors, as a platform to build new friendships. They host bonding lunches where the seniors can get to know other seniors with similar interests with whom they feel like travelling. They then organise the trip together.⁸

5

SENIORS SPEAK OUT

Three seniors shared with us why and how they have experienced social isolation in their daily lives.

AUNTIE LIM, 67, PERSONAL IMAGE COACH FOR SENIORS

“My social life has slowed down. My friends go out less for chats. They are tired and go to bed early. Social enterprises should visit seniors and talk to them! Seniors should get out of their home and socialize, have a more meaningful life. Having a social group to chat and speak out, for instance with neighbours, is very therapeutic.”

FACTS

68% of seniors intend to find new friendships in the future, but only 42% plan to join a social organisation for older persons.⁹ Why are some seniors not more proactive?

TAKING ACTION

She attended courses to interact with the other participants, mainly housewives and retirees.

OPPORTUNITY

How might we facilitate the building of friendships among seniors?



AUNTIE ANG, 66, WIDOW & FORMER CLEANER IN HAWKER CENTRES

“I don't have many social interactions, just some quick conversations. After 3 or 4pm I stay at home and sleep. There's nothing else to do when you live alone in a room, it's boring. I take sleeping pills to help me sleep. I need to work somewhere with many people and noise, so as not to think about my husband's passing.”

FACTS

Close to 58,000 seniors between 50-64 and 47,000 seniors aged 65 and above lived alone in 2016. Together, this represents 67% of all one-person households.¹⁰

TAKING ACTION

She started going to church to meet new friends and goes to the park on Saturdays with friends from the senior centre.

OPPORTUNITY

How might we help seniors living alone to feel less lonely and have more social interactions?



UNCLE LEE, 72, FORMER CLEANER IN A LANGUAGE SCHOOL

“I used to stay in Toa Payoh. I had more friends there. I was staying with my wife, but after my divorce I moved to a senior activity centre in Ang Mo Kio. I have less friends here. I hardly meet my daughters. They stay very far and are working. I don't want to bother them. I also hardly talk with my roommate because he sleeps very early.”

FACTS

6% of HDB elderly residents reported never keeping in touch with other family members, and 13% only a few times a year.¹¹ What can explain these weak family ties?

TAKING ACTION

He goes to the community centre to sing karaoke with his friends, and to the local coffee shop to watch TV.

OPPORTUNITY

How might we strengthen the relationships between seniors and their family members?



REFLECTION SPACE

What surprised you?

Why does it matter?

What are some of the opportunities you see?

6 Understanding mobility

Many seniors have mobility issues due to joint problems, muscle weakness, and back pain. How can seniors with mobility issues regain their independence to travel about freely?

THE CONTEXT

Since 2011, about 16,000 seniors received subsidies for mobility devices such as wheelchairs and walking aids.¹ There are around 60,000 people, aged 65 and above, who are either semi-ambulant or non-ambulant.² Many of these seniors cannot explore Singapore beyond the comfort of their homes, preventing them from engaging in social activities, going to church or temple, volunteering, or finding a job. Providing assistance for older adults with mobility challenges also contributes to their mental well-being and reduces social isolation.³

“Job redesigns for seniors help to make the job easier, smarter, and safer. ‘Easier’ in the sense that it is less physically demanding for the worker, not to have to move around extensively to get the job done. ‘Smarter’ so you use technology to track and improve the processes within. And ‘safer’ because you are concerned about the mobility of older workers as well. These are the three guiding principles for job redesign.”⁵

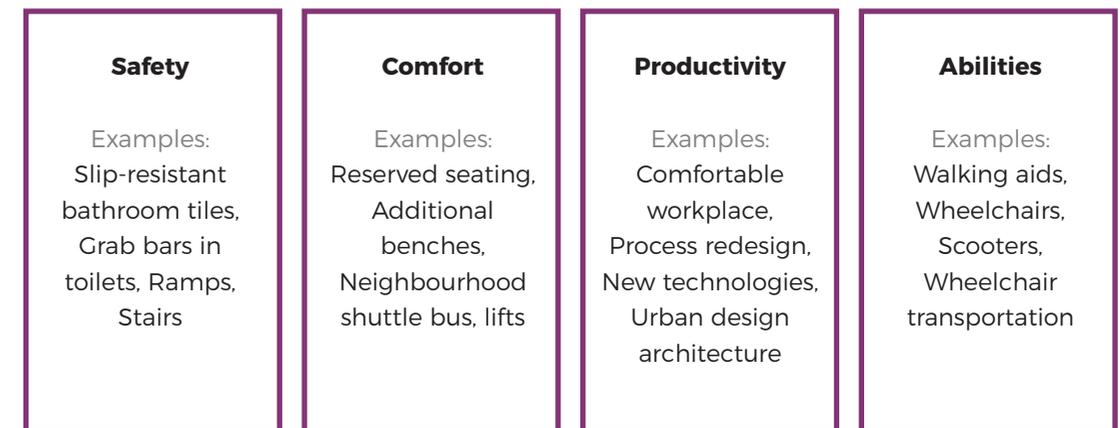
Ms. Jessica Loo
Manager, Workplace Policy & Strategy Division, Ministry of Manpower

Ambulatory status of seniors aged 75 and above:⁴

Population	Requirement
11,600 (6%)	Walking aids
≥9,700 (5%)	Some physical assistance
3,900 (2%)	Total physical assistance

FRAMING THE INSIGHT

For seniors, mobility enablers have the objective of increasing their safety, comfort, productivity and abilities. These solutions must be readily accessible and affordable.



Source: Eden Strategy Institute

CURRENT HAPPENINGS

Sorgen, a rehabilitative company founded by Serene Tan, a young Singaporean entrepreneur, created an innovative walking aid to cater to the needs of the elderly and less-mobile patients. By completely eliminating the need for lifting, their product, called GlydeSafe, helps seniors live a better life through enhanced mobility.⁶

The **Green Man+** initiative by the Land Transport Authority (LTA) allows elderly pedestrians more time to cross the road by tapping their senior citizen card on the reader mounted on traffic light poles.⁷

6

SENIORS SPEAK OUT

Here are some examples on how mobility issues are affecting the lives of these three seniors.



AUNTIE TEO, 76, WIDOW CAREGIVING TO HER GRANDCHILDREN

“Because of my health I cannot squat down. Standing is ok but only for a short time, but if I sit it gives a bad image. I don't want to be seen as lazy. I just want a simple job I can do, not too difficult, not too physical, with no responsibility. It should not be too far also, because when the bus swings I am afraid to fall.”

FACTS

21% of older women and 8% of men reported limitations in performing activities of daily living such as taking public transport or preparing meals.⁸

TAKING ACTION

She worked in a senior activity centre close by. She could take breaks whenever she needed and talk with her friends.

OPPORTUNITY

How might we provide more work opportunities that fit seniors' reduced mobility?

AUNTIE WONG, 64, SINGLE SENIOR, WORKED IN A COFFEE SHOP

“Because of my leg problem, I have to be careful. If I take the bus it's okay, but I cannot walk for long. I go every week to St. Andrew's Community Chapel. I walk slowly but inside is not hot because I am passing through the hospital with aircon. If I'm tired, they've the chair for resting. I just stop for five minutes and then continue to walk.”

FACTS

11% of seniors rated their mobility as poor, below average or average.⁹ 13% of seniors aged 65 and above are semi- or non-ambulant¹⁰

TAKING ACTION

She works at the senior activity centre near her home. She plans to work at the food court when she gets better.

OPPORTUNITY

How might we create more senior-friendly infrastructure and transportation options?



AUNTIE ANG, 66, WIDOW & FORMER CLEANER IN HAWKER CENTRES

“Every afternoon after my nap, I like to walk around the neighbourhood, but I cannot walk for long because of my leg and my back pains. It's also why I don't travel much. I wait until it gets better.”

FACTS

25% of seniors over 60 suffer from joint pain.¹¹ This can impair their ability to participate in external activities, and gives the feeling of being stuck in the neighbourhood.

TAKING ACTION

The senior activity centre nearby has a bus and takes her out on Saturdays to church, the park or even the zoo.

OPPORTUNITY

How might we enable seniors with mobility issues to engage in more social activities?



REFLECTION SPACE

What surprised you?

Why does it matter?

What are some of the opportunities you see?

INSIGHTS ON CAREGIVERS

INTRODUCTION

THE CONTEXT

Caregivers are those who provide care to a person requiring support due to disability, illness or special needs. Caregivers are usually family members of the care recipient. As the first line of support, they play a critical role in the society.

Mothers are also considered to be caregivers. In Singapore, 72% of women take a break at some point in their career.¹ This break is synonymous with difficulties to re-enter the workforce down the road. Currently in Singapore, there are over 35,000 women looking to return to work in the next two years.²

For all types of caregivers, the experience is a difficult one. When looking at disabilities that require caregiving, one can understand how the role of caregivers in Singapore will massively gain in importance.

Depending on where they stand in their caregiving journey, they have a variety of needs to make this experience easier. These needs include being offered flexible work, building self-confidence, accessing caregiving knowledge, enjoying respite, getting necessary emotional support, and having adequate childminding options at their disposal.

HIGHLIGHTS

210,000 caregivers are aged between 18 and 69⁴

Nearly **100,000** caregivers are working full-time⁵

60,000 working caregivers do not have flexible working arrangements⁶

45,000 people who suffer from dementia⁷

Around **20,000** caregivers suffer from significant stress⁸

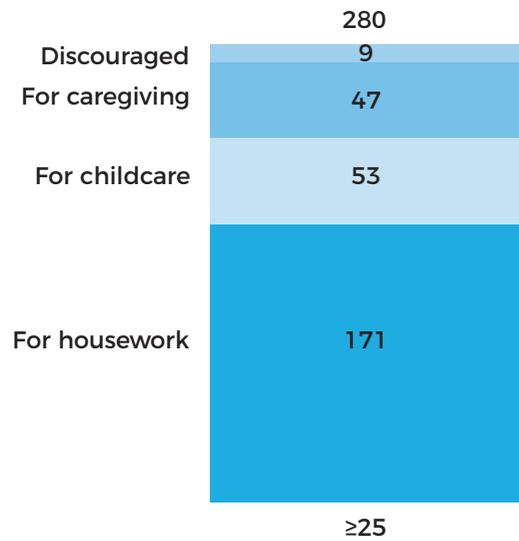
Less than **10,000** caregivers use individual support services⁹

Caregivers are a very, very important component that has not been really attended to, attention hasn't been paid to it. Until recently, there was very little support in terms of mindshare and physical resources. No one realised that caregivers needed support.

Now there is a growing awareness of need, as a result there are sprouting services. I hope that in the time to come, this support for caregivers will be a very mainstreamed idea, and that there will be mainstream programmes, but at the moment there aren't any.³

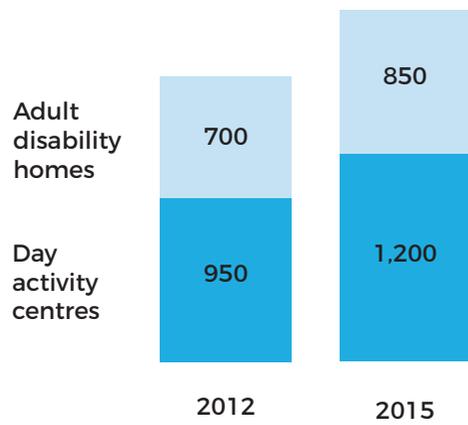
Ms. Anita Fam
Vice-President, Board of Directors,
National Council of Social Service

KEY REASONS OF PEOPLE OUTSIDE OF WORKFORCE (2016, in thousands)¹⁰



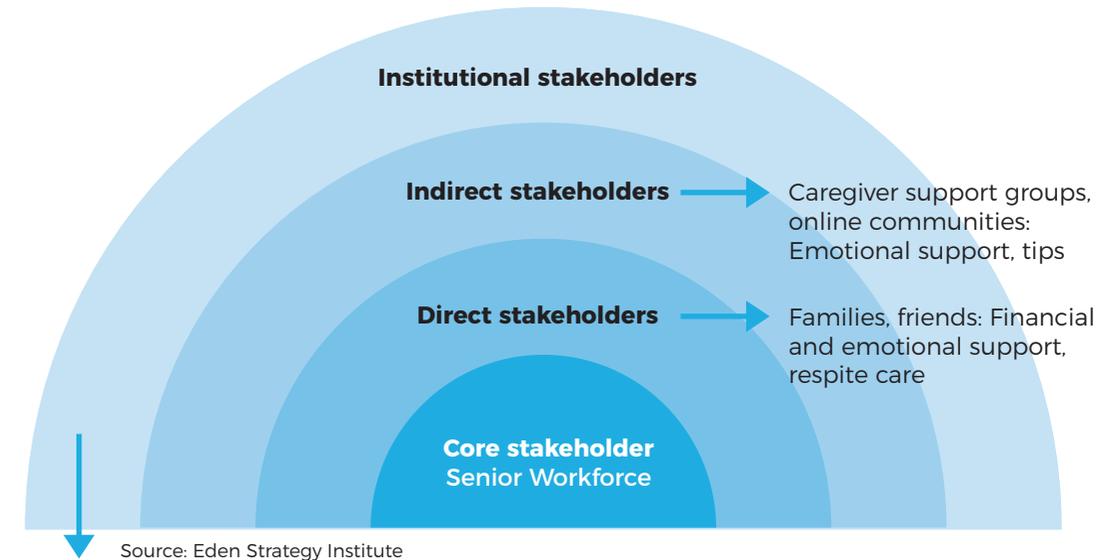
CAPACITY OF DISABILITY SERVICES¹¹

In the past years, the capacity of services has been expanded to serve more seniors with disabilities. But with the explosion expected, the next decades will be challenging.



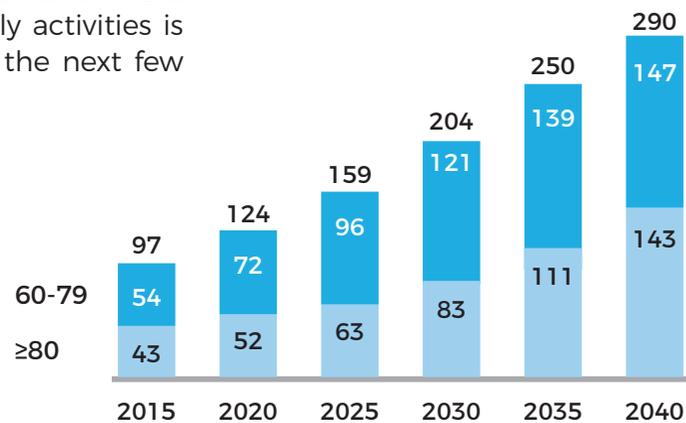
WHO IS DOING WHAT

There are many stakeholders helping caregivers in their difficult journey. From the public to the private and social sectors, caregivers have access to support groups, charities and social enterprises. Many of them can also count on their friends and families.



PROJECTION OF SENIORS WITH FUNCTIONAL DISABILITY¹²

(in thousands)
The number of seniors who have difficulty performing daily activities is expected to increase in the next few decades.



Public sector

- Agency for Integrated Care (AIC): Offer care services and information
- Ministry of Social and Family Development (MSF): Promote a caring society
- National Council of Social Service (NCSS): Ensure an effective social service ecosystem
- Singapore Silver Pages (SSP): Empower seniors and caregivers in making informed care decisions
- Employment and Employability Institute (e2i): Create solutions for better employment and employability

Private sector:

Organisations that provide flexible work arrangements and re-entry programmes

Social sector:

Social enterprises, charities, voluntary welfare organisations

Others:

- TAFEP: Promote fair and progressive employment practices
- Hospitals: Provide care and organize support groups reunions

PUBLIC ENGAGEMENT

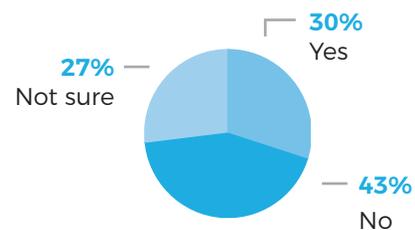


Passers-by are engaged in conversation in Bedok

SUMMARY

During the Pop-Up Stories Markets, **84 people were engaged** on the topic of caregivers. Passers-by were asked, **“Do you think there is enough support for mums and individuals taking care of parents, who are working or planning to return to work?”**

RESPONSES



QUOTES & INSIGHTS HIGHLIGHTS

Employers lack understanding and empathy in addressing the needs of their employees who are caregivers. Overall, there is an absence of flexibility when it comes to work hours, child and parent leave, and work arrangements

“Many jobs **do not offer flexible working hours**. It’s hard to take time off work as many bosses are not that understanding. They will think you are slacking off!” -Male, 28

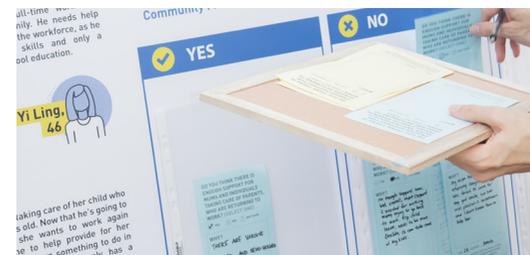
“More support is needed for working mums trying to go back to work. **Especially childcare leave**, it needs to be more flexible, so they can take care of their kids.” -Female, 35

“To find jobs is one thing, but the companies need to be open minded to allow for **flexible working hours** and be open to be compassionate about us” -Female, 52



Passers-by are engaged in conversation in Macpherson

For mothers and female caregivers, in particular those who are lowly skilled and lowly educated, a barrier to returning to work is the fear of incompetency and issues readapting.



A volunteer engages a caregiver in conversation in Macpherson (top) and responses are sorted into yes, no, and maybe (bottom)

“I haven’t worked in a while. I feel that **employers are bound to undervalue me** because of that. It’s very difficult to get back the salary and appreciation that I had before I stopped. It takes a lot of effort and time. It’s not worth it.” -Female, 45

“A lot of my friends **feel fearful of being incompetent** at jobs after being out of touch for so long.” -Female, 46

For caregivers and mums to be mentally, physically, and emotionally stable, they need four key support systems: (1) family, (2) employer, (3) social, and (4) community.

“I used to be in this situation, and I know that we have **a lot of financial and emotional burden**. I know people who committed suicide because of that. One thing that will help will be having a support group to know that there is someone who can listen.” -Female, 52

“**I am maxed out, I have no support**. I have been caring for my mom for 5 years and before that for my grandfather and aunt. My sister is helping, but she has her own family.” -Female, 26

Other important quotes

“**Mums nowadays are very resourceful**, they can easily start their own online business. So I think it’s not an issue, even if they can’t find a job.” -Female, 65

7 Balancing caregiving and work

Many employers still have mindsets that favour traditional, full-time positions in the office, when caregivers may need to take time off from work occasionally due to caregiving commitments. How can caregivers have more flexibility in their professional lives to accommodate their caregiving duties?

THE CONTEXT

Flexibility is essential to caregivers. If they cannot have it, they are likely to give up work to focus on their caregiving role. 74% of non-working caregivers quit their job because of caregiving, and 74% of them would have reconsidered if the company had offered flexible work arrangement.¹ The Tripartite Standard on Flexible Work Arrangements was recently launched to promote such arrangements. It was adopted by over 250 companies of all sizes.² But there is still much to be done, 57% of Singapore employees feel they do not have a relevant flexible policy in place at their workplace.³



Ms. Carrie Tan, Daughters of Tomorrow

“Rotating shift work scheduling and lack of workplace support for contingencies is one of the main challenges for returning mothers. As they have limited academic qualifications, the types of jobs they can go for are rank & file or require shift work. Women had to resign from their jobs when their children fell sick because they had no one to fall back on to pick up and look after their kids. Constantly changing shifts puts a toll on women who have to scramble to find childcare arrangements to cater to their shifts.”

Ms. Carrie Tan
Founder and Executive Director,
Daughters of Tomorrow

HOW CAREGIVING IMPACTS WORK

(% of caregivers, in last 6 months)⁶

- 29%** Left work for medical appointments
- 10%** Came late to work
- 9%** Interrupted by phone calls
- 6%** Decreased their hours
- 5%** Missed work
- 4%** Changed shift
- 3%** Changed jobs or employers

*Percentages may not add up to 100% due to overlaps.

FRAMING THE INSIGHT

Holistic Work Design can help to provide flexibility to caregivers, beyond existing measures to improve job flexibility.

Job Flexibility	Technology	Workplace Economics	Training	Culture Change
Examples: Flexible hours, Flexible training, Job Sharing	Examples: Video conferencing, Cloud services, Job matching platforms	Examples: Freelancing, Entrepreneurship, Gig economy	Examples: IT skills, Skills upgrading, Ongoing training	Examples: Focus on outcomes not activity, monetizing, caregiving skills

Source: Eden Strategy Institute

CURRENT HAPPENINGS

SP Services was one of the first to set up home-based work for its call centres, leveraging technology and redesigning jobs for greater flexibility. Employees can choose to work remotely and return to the office only once a week. SP Services saw its productivity increase by 20% and achieved a record 85% customer satisfaction rating.⁵

7

CAREGIVERS SPEAK OUT

These are the three examples of how flexibility in work arrangement translated into a change in the lives of caregivers.

DANIEL, 58, FORMER CAREGIVER TO HIS SPOUSE WITH DEPRESSION

Official lunchtime is one hour. I would leave the office at 12 o'clock and reach back at 2 plus, latest about 2.30, because of the travelling time. The boss just leaves it to me, he's taking the responsibility for me. It's not the organisation, it's his individual effort. It lasted 6 months until my wife stabilized.

FACTS

60% of working caregivers struggled with time management, and 62% don't have flexible work arrangements.⁷ They often rely on informal agreements with their manager.

TAKING ACTION

He had to drive back during lunchtime every day to check in on his spouse with depression.

OPPORTUNITY

How might we give caregivers the peace of mind while at work?



JOANNE, 39, MOTHER HOMESCHOOLING HER FOUR KIDS

I need to work to supplement my husband's income but it's difficult to find work. They only want full-time, and I can only do part-time when my kids are in school. Most full-time jobs are in restaurants, but it's very physical. I see admin jobs where I can work from home, but I have no expertise in accounting or human resources.

FACTS

27% of the 150,000 potential entrants have no work experience. 40% of them prefer part-time, and the number goes up to 59% for women aged 40-49.⁸

TAKING ACTION

She would like to work as a relief teacher because she thinks it does not require further training on her part.

OPPORTUNITY

How might we help caregivers return to the workforce through skills upgrading and flexible options?



XIN HUI, 41, MOTHER OF A 17-MONTH OLD BABY

My baby will go to a childcare centre soon, but what if he falls sick? Six days of sick leave per year is not enough. I know mothers who have exhausted all their leaves, and then the boss and colleagues are not happy. I also need to finish on time to be there for my son, but my company has a culture of finishing late.

FACTS

45% of bosses would be open to flexible location and hours, but 75% of workers feel they are expected to be in the office during working hours.⁹

TAKING ACTION

She considered starting a home business so that she is able to work from home.

OPPORTUNITY

How might we increase productivity through flexibility of work?



REFLECTION SPACE

What surprised you?

Why does it matter?

What are some of the opportunities you see?

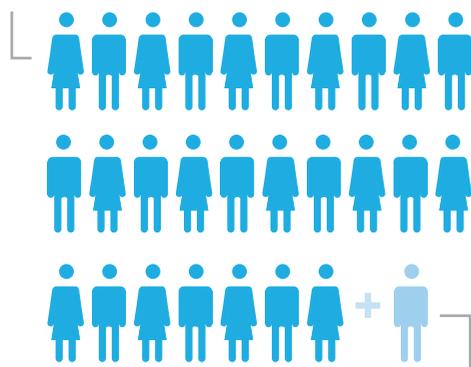
8 Restoring self-confidence

Caregivers may lose confidence after a long time spent away from the workforce. How can caregivers have higher confidence to return to the workforce?

THE CONTEXT

Those out of the workforce in 2016 because of family responsibilities such as housework, childcare, and caregiving:

270,000 OUT OF WORKFORCE



Another 10,000 were so discouraged that they stopped looking for a job.

The reasons for discouragement were the absence of suitable work, discrimination from employers, and the lack of necessary qualifications.¹ After many years with few social interactions outside the family, outdated work-related skills, and a distant work experience to show for, many caregivers lack the confidence to return to the workforce. They consider the job search process to be daunting and hopeless.

“Our confidence curriculum is the foundational programme through which women gain encouragement and strength from a peer community. Many of them open up to share about their difficulties, and acquire coping skills to face their personal challenges, as well as set goals and aspirations for themselves which they have forgotten how to do. It’s a critical first step.”

Ms. Carrie Tan
 Founder and Executive Director,
 Daughters of Tomorrow

FRAMING THE INSIGHT

The Confidence Triangle. Self-esteem, self-confidence, and success are intimately-related. One cannot exist without the others. A lack of self-esteem hinders self-confidence, and a lack of self-confidence makes it difficult to achieve success. The key is to act on all three dimensions.³



Source: Adapted from "The Self Esteem Triangle" by Dr. Will Aguila, 2012.

CURRENT HAPPENINGS

The charities **Daughters of Tomorrow**⁴ and **YWCA**⁵ support returning mothers through confidence curriculums that include befriending, mentoring, skills training, IT literacy, personal grooming,

employer engagement and referrals. They offer childminding services to ensure that all mothers can participate. To date, they have helped over 100 women regain self-confidence through their empowerment programme.

8

CAREGIVERS SPEAK OUT

These caregivers have struggled with low self-esteem, but managed to regain their confidence through various ways.

XIN HUI, 41, MOTHER OF A 17-MONTH OLD BABY

“It is challenging to go back. I am old, married with one kid. Employers prefer younger people, they are better and more pretty. Mothers need to be encouraged. They are over-tired, they have self-doubts, fears. If they are used to do a deskbound job before, they already have low confidence.”

FACTS

52% of people who engaged in work-related training felt more confident. Unfortunately, the number of training days per unemployed person has fallen from 12.3 days in 2015 to 8.7 in 2016.⁶

TAKING ACTION

She took online courses on a free platform, but many of her friends claim that they do not have the time to do so.

OPPORTUNITY

How might we encourage more caregivers to attend training courses to boost their confidence and competency?



JOANNE, 39, MOTHER HOMESCHOOLING HER FOUR KIDS

“Many women are scared to stay out of work because it is difficult to come back. It's a mindset problem. There is a misconception that mothers are uneducated, that they have no office skills. But we mothers have the advantage of being responsible, mature and stable.”

FACTS

49% of hiring managers in Singapore have not hired any returning woman in the past year.⁷ The skills acquired during the caregiving period may not be valued enough.

TAKING ACTION

She did not take formal IT courses but took online courses and read books to increase her employability.

OPPORTUNITY

How might we encourage employers to value caregiving skills in the professional world?



NICOLE, 46, MOTHER OF FOUR WITH TWO PART-TIME JOBS

“Many of my friends have low confidence. They fear going back to work, they think they are incompetent without computer and other IT skills. But confidence never comes overnight. We need to show them that they are not alone, it can be done!”

FACTS

Volunteerism rates jumped from 18% in 2014 to 35% in 2016, partly due to people volunteering without going through an organisation and starting their own initiatives.⁸

TAKING ACTION

Volunteering helped her build confidence progressively. It showed her that she can help and contribute to society.

OPPORTUNITY

How might we use alternative forms of work to give caregivers a renewed sense of self-confidence?



REFLECTION SPACE

What surprised you?

Why does it matter?

What are some of the opportunities you see?

9 Providing caregiving knowledge

Most caregiving journeys start abruptly, and new caregivers lack the requisite skills to provide care. How can caregivers be better equipped with relevant and timely caregiving knowledge?

THE CONTEXT

Many caregivers are caught off-guard by the suddenness of the caregiving duty and the specialized knowledge they need to acquire quickly. Without any preparation, they need to be instant nurses. They often lack the required caregiving knowledge and find themselves struggling to understand the care recipient's disease and needs. Finding the necessary information is challenging, especially for the less tech-savvy ones. In addition, many caregivers do not realise the need to take care of themselves as well, making the caregiving experience even more difficult.

PREFERRED SOURCES OF INFORMATION FOR CAREGIVING KNOWLEDGE*

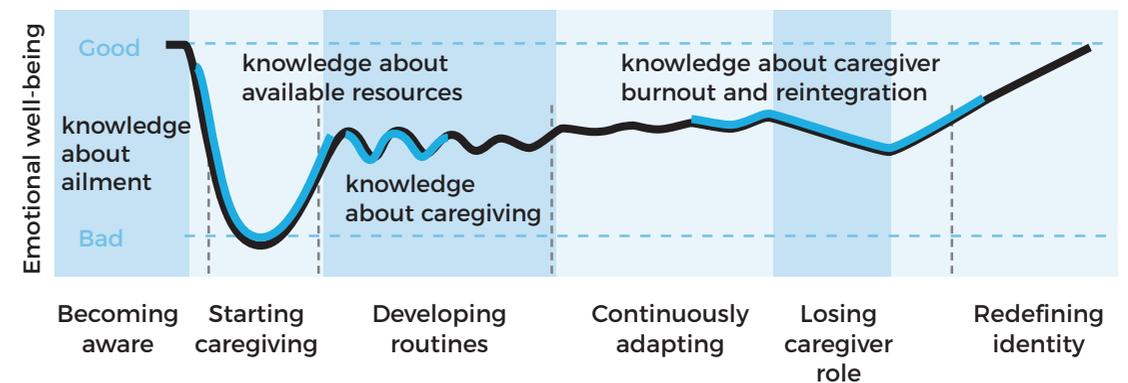
- 67%** Family members, friends
- 49%** Private clinic or doctor
- 33%** Polyclinic
- 17%** Internet
- 11%** Mass media

*Percentages may not add up to 100% due to overlaps

“Put yourself in the shoes of a person whose parent is being discharged from the hospital after a stroke. You don't know where to go, where to get the bed, the commode. Maybe you don't even know that you need a commode. You don't know where to go to modify the environment for her, who to call to get a physiotherapist for her therapy, where to get the rehabilitation equipment to help her. And you need a maid to help because you work full-time, and one that is trained. So where do you go for all this information?”

Ms. Anita Fam
Vice-President, Board of Directors,
National Council of Social Service

FRAMING THE INSIGHT The Caregiver's Journey²



Source: Adapted from "Who Cares?" by National Council of Social Service, 2016.

CURRENT HAPPENINGS

Caregivers Alliance has an outreach team located in the lobby of the Institute of Mental Health. Their services include counselling, referral and support. They also have a 12-week training course for caregivers of persons with mental health issues to acquire knowledge on mental illnesses and helps caregivers understand their own emotional journey towards recovery. The caregivers are also supported through phone calls and linkage to appropriate support groups.³

9

CAREGIVERS SPEAK OUT

This is how the need for caregiving knowledge relates to different caregivers' situations.

RIZWAN, 25, FORMER CAREGIVER TO HIS GRANDFATHER WITH DEMENTIA

When I was caregiving for my grandfather, I wish I had known about the different types of dementia and coping methods. Dementia is a sickness that targets individual people differently. Some people they forget where they live, some they have fits, some they get violent. It is a whole spectrum, it's not just one thing.

FACTS

18% of caregivers want to learn more about the care recipient's condition. Seniors can suffer from over 15 diseases, each requiring specific knowledge⁵

TAKING ACTION

He relied on the Internet and support from hospitals and specialists to understand his grandfather's disease.

OPPORTUNITY

How might we provide caregiving information tailored to each caregiver's particular situation and needs?



LAY KHIM, 57, FORMER CAREGIVER TO HER PARENTS WITH MULTIPLE MEDICAL CONDITIONS

One of my friends arranged a special course for me, for all the caregivers. I learned how to bathe, how to change diapers, because one time I tried to get my mother to wear diapers and it took me one hour. It was very useful you know, but it came too late for me. I had already gone through all the difficulties.

FACTS

27% of potential caregivers believe that caregivers do not need any help or training to care properly for an elderly person.⁶

TAKING ACTION

She had trouble understanding the doctors talking about her mother's diabetes. She bought books to learn the medical terms.

OPPORTUNITY

How might we ensure that new caregivers rapidly acquire the necessary caregiving knowledge?



DANIEL, 58, FORMER CAREGIVER TO HIS SPOUSE WITH DEPRESSION

Helping a person without knowing how to help is worse. My mother-in-law tried to care for my wife with suicidal tendencies. She left her alone, and they live on the 19th floor. I panicked and brought her back home. People know how to take care of someone with a flu, but not a mental illness. If it was taught properly to the population, more people would be saved.

FACTS

31% of caregivers did not have help from someone else in the past month.⁷ Hence, many caregivers are left alone to take care of their loved one.

TAKING ACTION

He read books about depression to know how to behave and attended courses to learn from other caregivers' experience.

OPPORTUNITY

How might we help relatives of caregivers gain the essential knowledge to take on some caregiving responsibilities?



REFLECTION SPACE

What surprised you?

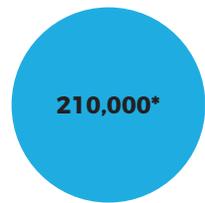
Why does it matter?

What are some of the opportunities you see?

10 Giving caregivers relief

Respite is defined as a short period of rest or relief from something difficult, in this case caregiving. How can caregivers have new respite solutions that reduce caregiving stress?

THE CONTEXT



210,000*
People aged 18-69 who provide regular care in Singapore (*estimated)



105,000
Around half of these caregivers work full-time.¹



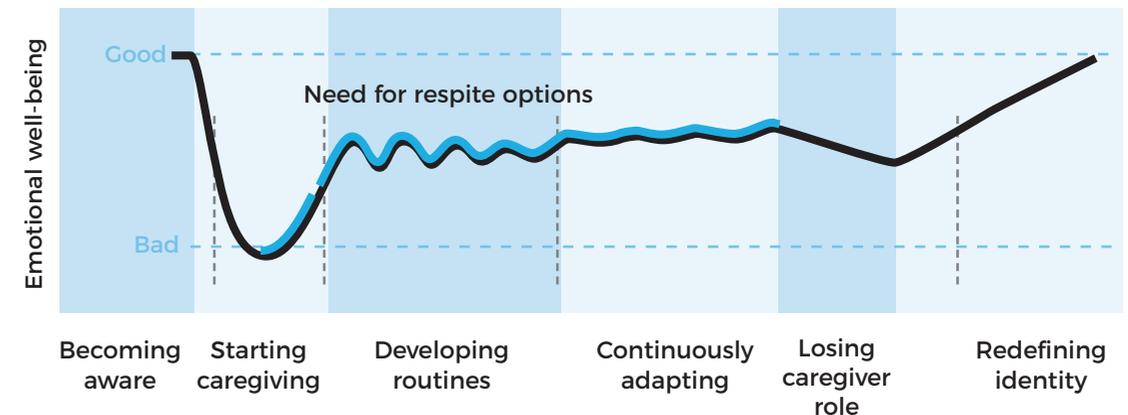
Ms. Anita Fam, National Council of Social Service

“When you have a person with a permanent disability, it means that long-term care is the pathway going forward. The risk of caregiver burnout is far greater. That is where we need to create more respite options. Some people cannot even leave the care recipient, at any time. Caregivers need a place to rest, they need respite, otherwise they will need to be cared for far earlier than they would normally be.”³

Ms. Anita Fam
Vice-President, Board of Directors,
National Council of Social Service

With an average of 38 hours per week spent caring for the care recipients, caregiving puts a considerable strain on a caregiver’s life. Respite care provides them with temporary rest, while the loved one receives care in a safe environment. Yet, only 3% of caregivers use this service.² If unattended to, this practice can be risky because the longer the caregiving duration, the higher the risk of burnout.

FRAMING THE INSIGHT The Caregiver's Journey⁴



Source: Adapted from "Who Cares?" by National Council of Social Service, 2016.

CURRENT HAPPENINGS

The social enterprise **Homage** offers in-home care services that help seniors with their Activities of Daily Living (ADL), which include everyday activities such as medication care and personal care. Thanks to their network of 300 carefully-screened professionals, they have provided over 30,000 hours of caregiving between their inception in 2016 and September 2017.⁵

10

CAREGIVERS SPEAK OUT

These are stories of three caregivers that experienced the need for respite at various stages of their caregiving journey.

DANIEL, 58, FORMER CAREGIVER TO HIS SPOUSE WITH DEPRESSION

“It’s not only the patients, it’s also the caregivers. We have an equally high stress level. We are not robots. When my wife started to take medication, I also go and pop sleeping pills, to numb myself. One time I took seven tablets. I was so lost. I was shouting for help. My friends took the pills away from me.”

FACTS

Spousal caregivers put in the most hours: 52 weekly. For 22% of them, caregiving had a negative impact on their physical well-being.⁶

TAKING ACTION

To relax, he went brisk walking, listened to music and slept whenever there was time to sleep.

OPPORTUNITY

How might we offer respite to sole caregivers when they have no one to take over temporarily?



LAY KHM, 57, FORMER CAREGIVER TO HER PARENTS WITH MULTIPLE MEDICAL CONDITIONS

“I felt if I give up my job, there will be more stress, because with work you have something to aim for and to go out for. You will see people, rather than every day you see patients. If you stop working, I think you go mad. They are worse than children. Sometimes I get angry, I just leave the house and hide myself, and the maid takes over.”

FACTS

14% of caregivers felt they need time for themselves, but only 3% use respite services. Another 3% were interested in the service but unwilling to pay for it.⁷

TAKING ACTION

She practiced meditation to calm herself down and overcome the difficult moments.

OPPORTUNITY

How might we rethink respite care services to make them more appealing to caregivers?



RIZWAN, 25, FORMER CAREGIVER TO HIS GRANDFATHER WITH DEMENTIA

“As my grandfather aged, and dementia took over, he needed me more and more. I had to sit next to him most of the time. It was difficult to leave his place. He would get very aggressive. After he passed on, I had caregiver burnout. Caregiving was so much responsibility and pressure, and suddenly it stopped. It was a feeling of emptiness.”

FACTS

Dementia patients are difficult to manage. 40% to 60% of their caregivers suffer from stress.⁸ 20% of caregivers report signs of depression.⁹

TAKING ACTION

He took up weekly acting classes, to destress.

OPPORTUNITY

How might we provide respite to caregivers when their loved one demands their personal presence at all times?



REFLECTION SPACE

What surprised you?

Why does it matter?

What are some of the opportunities you see?

11 Offering emotional support

Institutional support is readily available to caregivers in the forms of grants, initiatives, and services, but how can caregivers receive the emotional support that they need?

THE CONTEXT

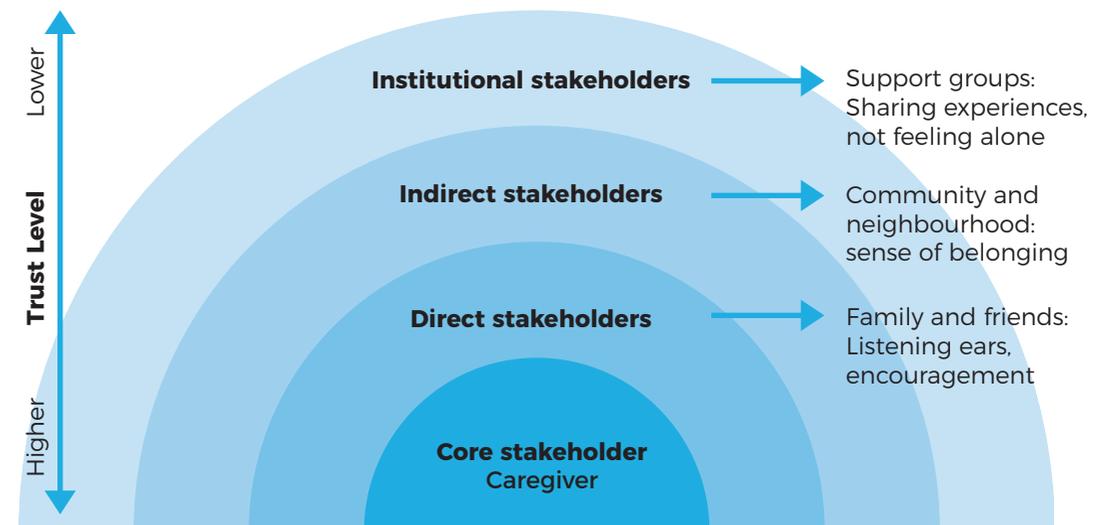
Greater emotional support from family and friends is associated with lower negative reaction to caregiving and less depressive symptoms, but they can be too busy or not know how to provide support.¹ Informal networks in the local community can fill that role, but it can be difficult for new caregivers to find an entry point. Caregivers need opportunities to meet other experienced caregivers to share tips and be inspired, but support groups are not commonly used.² One reason is that the further out one seeks support, the more difficult it is to trust, open up, and share.

“It is a natural progression that we look further than the actual beneficiaries themselves. For a long time, no one realised that caregivers needed support. We were always focused on the beneficiaries themselves, without realizing that if we support caregivers better, they can actually do the caregiving far better. We must galvanize the community to do this: we need the volunteers, the neighbours, the whole kampong to support these people.”³

Ms. Anita Fam
Vice-President, Board of Directors,
National Council of Social Service

FRAMING THE INSIGHT

Emotional support refers to the activities that people do that make one feel loved, understood and cared for, that boost one's sense of self-worth. This support can be found in various circles:



Source: Eden Strategy Institute

CURRENT HAPPENINGS

There are more than 20 caregiver support groups that are each targeted at one particular disease such as Alzheimer's disease, Parkinson's disease, osteoporosis, diabetes, colon cancer and prostate cancer.⁴ This focus helps caregivers feel closer

to each other and learn from each other's experiences. In 2016, the **TOUCH Caregivers Support's Care Line** attended to almost 3,000 calls, and their Facebook support group for caregivers counts over 400 members.⁵

11

CAREGIVERS SPEAK OUT

Find out how these three caregivers struggle to find emotional support.



NURUL, 27, STAY-AT-HOME MOM WITH TWO YOUNG CHILDREN

“I wish I could have friends with kids, to bond with other mothers, learn from their experience, and have emotional support to let out my feelings, because sometimes I feel so frustrated and sad. But I have no me-time. My kids need me more than anyone else.”

FACTS

58% of male respondents think women should take care of household chores and caregiving.⁶ A more equal household would give mothers more personal time.

TAKING ACTION

She tried finding friends on social media groups for new mothers.

OPPORTUNITY

How might we create opportunities for relatives and friends to support caregivers?

JOANNE, 39, MOTHER HOMESCHOOLING HER FOUR KIDS

“Stay-at-home moms need a lot of support. When you are a stay-at-home mum, you are cut off from the world. You are clueless, very lonely and depressed. I get support from my church friends.”

FACTS

31% of caregivers attend a place of worship weekly, but only 5% attend neighbourhood events.⁷ This spiritual support is a key source of social engagement.

TAKING ACTION

She joined a home-schooling community to find new friends and share about her problems

OPPORTUNITY

How might we improve and leverage on indirect sources of emotional support, for instance peer groups, religious groups, and charities?



LAY KHIM, 57, FORMER CAREGIVER TO HER PARENTS WITH MULTIPLE MEDICAL CONDITIONS

“The caregiver support group helped a lot, but other participants were not comfortable sharing their stories and problems with strangers. Although it would be beneficial to them, they kept it to themselves or shared only with their friends. In the end, they dropped out of the group and I couldn't learn from their experience.”

FACTS

Formal support groups are barely used. 94% of caregivers do not think they need them.⁸ What are the reasons for the low usage of such groups?

TAKING ACTION

She relied on her two best friends for support. They encouraged her and commended her for her caregiving efforts.

OPPORTUNITY

How might we improve the attractiveness and participation rates of caregiver support groups?



REFLECTION SPACE

What surprised you?

Why does it matter?

What are some of the opportunities you see?

12 Resolving trade-offs of childminding

Caregivers have difficulty finding suitable childcare services that give them peace of mind. How can caregivers find attractive childminding services to use while they return to the workforce?

THE CONTEXT

The number of children enrolled in childcare programmes rose significantly from 2013 to 2016, although the population remained stable¹:

2013

74,000

2016

111,000

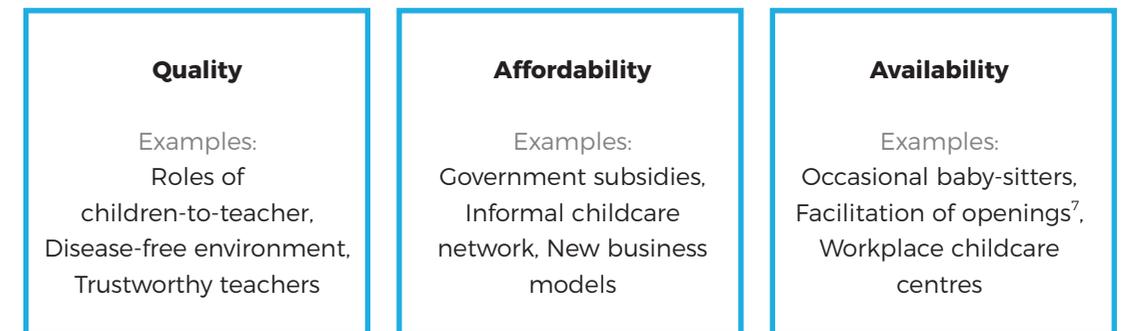
In addition, there are 470 workplace-based childcare centres, an 80% rise from five years ago.² This shows the importance of this service in society, to allow more mothers to return to work. But there are still problems with childcare centres, such as the prohibitive cost and the occasional health issues.³ The government recommends that more companies offer their employees the flexibility to react to these sudden caregiving responsibilities.⁴

“Childcare limitations and lack of support on childminding needs are a big barrier. There needs to be more childminding services, for instance private institutions, for kids to be taken care of so more moms can go back to school or to work. Babysitters are also useful, but it’s difficult to find one when mothers have work shifts that change too often. At our charity, all our workshops come with childminding support to ensure that all mothers can participate.”⁵

Ms. Carrie Tan
Founder and Executive Director,
Daughters of Tomorrow

FRAMING THE INSIGHT

The Childminding Trade-offs. Young children benefit most from the quality of one-on-one interactions with adults.⁶ On the other hand, having more children under the care of one person would allow more caregivers to place their children in a care centre and return to work. Is there a way to cut through these apparent trade-offs?



Source: Eden Strategy Institute

CURRENT HAPPENINGS

Daughters of Tomorrow is developing a community childminding network of women to help each other take care of children. They are currently enrolling partners and plan to recruit 50 women who will cumulatively clock 1,000 peer childminding hours

in the first year, with a final objective of 100 women in the network. The basis of their network is to build trusted relationships amongst mothers to enable one another through mutual support for contingency childcare.⁸

12

CAREGIVERS SPEAK OUT

These are what some mothers think of the offer of childminding services in Singapore.



NURUL, 27, STAY-AT-HOME MOM WITH TWO YOUNG CHILDREN

“I want to send my kids to school to socialize with other children. This way I can also go back to work because I miss interacting with people. Nursery is difficult to find because they are in high demand. Infant care is easy but expensive. You need to pay for registration fees and uniforms. Helpers are also expensive.”

FACTS

The average fees for infant care centres are SGD 1,505 per month.⁹ Subsidies are SGD 600, with additional ones for low-income families¹⁰

TAKING ACTION

She received subsidies to help pay for infant care and hopes to find a job where she would earn SGD 2,000.

OPPORTUNITY

How might we reinvent child and infant care services to offer lower price points to low-income families?

XIN HUI, 41, MOTHER OF A 17-MONTH OLD BABY

“Children have the risk of falling sick in childcare centres. There are often newborns without vaccination. People send their sick kids because they need to work. A friend’s kid fell sick every week for six months. Also, teachers are too busy, they don’t give attention to the kids because there are too many kids per teacher.”

FACTS

Over 22,000 cases of hand, foot, and mouth diseases were reported in 2016, partly fuelled by parents who send their sick children to childcare centres.¹¹

TAKING ACTION

She plans to send her baby for 2-hour classes in the next months because she can get subsidies.

OPPORTUNITY

How might we improve the quality of childcare so that caregivers are trusting enough to send their children there?



JOANNE, 39, MOTHER HOMESCHOOLING HER FOUR KIDS

“The government puts a lot of effort in childcare centres but it’s still expensive. There’s no point going back to work to spend everything I earn for childcare expenses. I heard that in Japan they have very good community service. Old ladies help to take care of the kids. I would definitely pay SGD 10-20 an hour for that.”

FACTS

The average fees for childcare centres are SGD 1,037 per month.¹² Subsidies are SGD 300, with additional ones for low-income families.¹³

TAKING ACTION

She will wait until her children are more independent to return to the workforce.

OPPORTUNITY

How might we leverage the presence of other stakeholders to create new business models for childminding?



REFLECTION SPACE

What surprised you?

Why does it matter?

What are some of the opportunities you see?

CONCLUSION

BE CURIOUS

Through this Insights Brief, we aim to raise awareness of the emerging needs within our communities, provide thought-provoking insights and identify potential opportunities for innovation and social entrepreneurship. We hope to have sparked the curiosity in you to ultimately question, "How might we make it better?"

The answer to this question can only surface after we are able to develop empathy towards the target users and customers. This can be done through immersing yourself fully in their environment and activities to experience what goes on in their daily lives. Find ways to have open conversations with them in order to understand more about their challenges, constraints, preferences, priorities, feelings and to gain new perspectives.

BE CREATIVE

The challenges of today are ever more complex than before and social entrepreneurs face additional challenges of fulfilling their double bottom-lines in generating revenue and creating social impact. Creativity and problem-solving skills are thus essential, to allow you to see opportunities in problems, capitalise on strengths instead of focusing on weaknesses, and overcome challenges despite limited resources. Allow yourself to be inspired by others and from within.

BE COURAGEOUS

For ideas to come to life, social entrepreneurs will need courage to take the next step - to see their vision materialise and operationalised. You will need courage to overcome obstacles, go through failures and to always keep true to the intention which motivated you to start this journey of social entrepreneurship. The journey will not be easy, but it will definitely be worth it.

Are you ready to take the LeapForGood?

PROGRAMME PARTNERS

ORGANISING PARTNERS



CAPACITY & CAPABILITY BUILDING PARTNER



OUTREACH PARTNERS



IMPLEMENTATION PARTNERS



RESEARCH PARTNERS



DAUGHTERS OF TOMORROW

A charity that supports and complements existing training and workforce-related agencies by connecting volunteers and community resources to enable women on an individual level. Their skills-training, job-bridging and support programmes cater to women from low-income families, to gain self-confidence and a social support network that helps them through their difficult times.



MINISTRY OF MANPOWER

The ministry responsible for the formulation and implementation of labour policies in Singapore. It enables job opportunities for all, sustains wage growth, and improves workplace conditions for the vulnerable. It also aspires to develop fair and progressive workplaces to ensure the well-being, health, and safety of all workers. The ministry's mission is for Singaporeans to have better jobs and a secure retirement.



NTUC U Live

A platform for active agers 55 years and above. This vibrant community is all about staying connected with family and friends through numerous activities and living an active lifestyle. Through various initiatives like re-employment schemes, cause-centric programmes, and age-specific interest groups and privileges, U Live encourages active agers to remain employed, enriched and engaged.



SILVER SPRING

A social enterprise that helps displaced senior workers return to the workforce, re-discover their value and find fulfilling career option. Silver Spring supports them with individual coaching, job placement and mentoring. Their aspiration is that senior workers experience a bounce back in their lives through finding employment or an alternative career.

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RESEARCHERS



EDEN STRATEGY INSTITUTE

Eden Strategy Institute is Asia's leader in social innovation consulting. Our mission is to help leading global corporations, governments, non-profit organisations, and social enterprises achieve sustainable advantage by designing fresh growth platforms, operations, products, and services, and aligning them with market forces and development opportunities. Eden has advised clients ranging from DBS and Samsung to UNESCO in the areas of healthcare, education, social financing innovation, and designs for the emerging middle class. In the social sector, Eden has helped formulate sector development plans and serves on various grant and award committees and boards. Learn more at edenstrategyinstitute.com



PARTICIPATE IN DESIGN

P!D is a registered non-profit design, planning and educational organisation that helps neighbourhoods and public institutions in Singapore design community-owned spaces and solutions. P!D is dedicated to engaging and enabling people in shaping their everyday environments and local communities. Founded on the firm belief that everyone has the right to participate in and influence the design and planning processes that affect them, P!D provides services in designing and facilitating the public participation and engagement process concerning the built environment. Learn more about how they design with people and not just for people at participateindesign.org

RESOURCES

Scan the QR code for more information on the help available to seniors and caregivers, the government's efforts for the ageing population, the fair and progressive employment practices used by employers, and for more statistics and resources on the population and labour force.



<https://goo.gl/8veuDR>

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