



PROGRESSIVE
WORKPLACES.
HARMONIOUS
WORK RELATIONS.

Annual Report FY18/19







CONTENTS

02 Corporate Information

03 Board of Directors & Senior Management Personnel

04 Vision & Mission

06 A Message from the Chairman

09 Financial Performance

10 Tripartite Alliance for Dispute Management

22 Tripartite Alliance for Fair & Progressive Employment Practices

48 Tripartite Alliance for Workplace Safety and Health

CORPORATE INFORMATION

Corporate Status

Type of Entity: Public Company Limited by Guarantee

Date of Incorporation: 15 March 2016

Unique Entity Number (UEN): 201606688Z

Registered Address

80 Jurong East Street 21, #05-05/06

Devan Nair Institute for Employment and Employability

Singapore 609607

External Auditor

BDO LLP

Company Secretary

Ms Lydia Liew Su Sin

AG Corporate Pte. Ltd.

105 Cecil Street, #15-02 The Octagon, Singapore 069534

BOARD OF DIRECTORS & SENIOR MANAGEMENT PERSONNEL



Tripartite Alliance

Chairman

Mr Stephen Lee

Senior Management

Mr Then Yee Thoong (Executive Director)

Er. Ho Siong Hin (Executive Director)

Mrs Sheila Wong (Director, Corporate Services)

Board Members

Ms Ameera Ashraf

Mr Aubeck Kam

Mr Augustin Lee

Mr Douglas Foo

Mr Han Kwee Juan

Mr Heng Chee How

Er. Ho Siong Hin

Mr Neo Sing Hwee

Mr Tan Hock Soon

Mr Then Yee Thoong

Finance Committee

Mr Han Kwee Juan (Chairperson)

Ms Ameera Ashraf

Ms Catherine Hu

Ms Goh Geok Cheng

Mrs Sheila Wong

Mr Then Yee Thoong

Audit and Risk Management Committee

Mr Neo Sing Hwee (Chairperson)

AP Foo See Liang

Ms Joy Tan

Ms Tan Suan Ee

Human Resources Committee

Mr Stephen Lee (Chairperson)

Mr Aubeck Kam

Mr Tan Hock Soon



Tripartite Alliance
for Dispute Management

Senior Management

Mr Felix Ong (General Manager)

Ms Cham Hui Fong (General Manager)

TADM Committee

Mr Augustin Lee (Chairperson)

Ms Cham Hui Fong

Mr Koh Juan Kiat

Mr Then Yee Thoong



Tripartite Alliance for
Fair & Progressive Employment Practices

Senior Management

Mrs Roslyn Ten (General Manager)

TAFEP Committee

Mr Douglas Foo (Co-Chair)

Mr Heng Chee How (Co-Chair)

Mr Abdullah Shafie bin Mohamed Sidik

Mr Augustin Lee

Ms Cham Hui Fong

Mr Edwin Ng

Mr Koh Juan Kiat

Mrs Roslyn Ten

Mr Then Yee Thoong



Tripartite Alliance for
Workplace Safety and Health

Senior Management

Mr Patrick Han (General Manager)

Mr Thiagarajan Subramaniam (General Manager)

OUR VISION

Progressive Workplaces.
Harmonious Work Relations.

OUR MISSION

Trusted tripartite organisation,
effective mediator, committed
partner and advocate for great
work practices.





A MESSAGE FROM THE CHAIRMAN

Tripartism: The cornerstone of our employment landscape

Tripartism in Singapore did not occur by chance. It is a deliberate, considered and purposeful effort, forged through decades of hard work by the employers, unions, and the government.

Today, tripartism is still an ongoing effort made possible only with the collective consensus of Ministry of Manpower (MOM), Singapore National Employers Federation (SNEF), and National Trades Union Congress (NTUC). Rather than dwell on their individual short-term interests, all three parties have demonstrated the willingness to work together, make compromises, and agree on a common vision for the long term.

Formed in March 2016, the Tripartite Alliance Limited (TAL) exemplifies

Singapore's tripartite framework by being a physical manifestation of the aspirations of the tripartite partners. TAL brings the tripartite partners together to resolve common challenges. At the same time, TAL provides a common platform for them to implement policies and provide services that benefit workers and employers.

In trying to achieve the vision set out by the tripartite partners, the business units under TAL adopt a similar spirit of cooperation and partnership. The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), the Tripartite Alliance for Dispute Management (TADM), and the Workplace Safety and Health (WSH) Council are specialists in their own areas. TAFEP advocates for fair and progressive employment practices, TADM helps to resolve workplace disputes, and WSH Council raises safety and health standards at work.



Mr Stephen Lee
Chairman, Tripartite Alliance Limited

The work of each TAL business unit is important on its own, but together, they form a holistic and comprehensive approach to help build sustainable and productive workplaces.

That is why, from this year onwards, we have decided to compile all of the TAL business units' achievements in the past year in one publication — the TAL Annual Report. The theme of this year's Annual Report and also TAL's vision, is *Progressive Workplaces, Harmonious Work Relations*.

TAFEP has been shaping mindsets of employers to help them advance on their journey to become an employer of choice. The journey entails progressing from a responsible employer who complies with labour laws, to one who aligns workplace practices with their organisational values by utilising TAFEP's resources and tools. Notably, TAFEP organised

a Conference on Fair and Progressive Employment Practices in April 2018 which drew 500 participants, comprising business leaders, HR practitioners, tripartite and industry partners. TAFEP also held the inaugural Tripartite Alliance Award presentation ceremony in November 2018, where a total of 24 organisations and 8 individuals received recognition for having effectively implemented fair, responsible and progressive employment practices, while keeping employees at the heart of their progress.

TADM has been taking an active role in facilitating the amicable settlement of claims for both local and foreign workers. As of March 2018, TADM extended its voluntary mediation services to self-employed persons (SEPs) who encounter payment disputes with buyers of their services. This allows SEPs to have an additional channel to resolve their payment-

related disputes. With the Employment (Amendment) Bill passed on 20 November 2018, TADM's scope of mediation services has also expanded to include wrongful dismissal claims.

The WSH Council has been elevating the standards for workplace safety and health through their campaigns and outreach efforts. The WSH 2028 Tripartite Strategies Committee (TSC) held their inaugural meeting in April 2018 to recommend strategies for charting WSH directions for the next 10 years. They released WSH 2028 – a set of 10-year recommended national strategies to raise Singapore's WSH performance to be among the best in the world – a year later. The WSH Awards, held on 31 July 2018, also recognised 158 companies and individuals for achieving excellence in workplace safety and health.

We are keenly aware that none of our achievements would have been possible without support from our stakeholders and partners. Thank you for believing in our vision. I want to specially acknowledge and recognise the staff of TAL. Hard work is the secret to achieving TAL's vision. It is only through their hard work that employers and employees in Singapore can enjoy "Harmonious Work Relations" in "Progressive Workplaces".

The coming years in Singapore's employment landscape will be characterised by change. TAL will evolve and transform our services and processes so that we can continue to stay relevant and meet the needs of employers and employees. What is in the pipeline includes setting up an alumni society to foster trust and sustain relationships among past, present and future leaders. Through open dialogue and regular interaction, we hope to continue the practice of consensus building that will lend strength to our tripartite unity.

With tripartism being the cornerstone of Singapore's employment landscape, TAL will continue to play an active role in tripartism and contribute towards the development of Singapore's workplaces.

Thank you.



FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2019

		2019	2018
		\$	\$
ASSETS	Non-current assets		
	Plant and equipment	4,349,114	5,369,900
	Current assets		
	Trade and other receivables	2,100,480	576,904
	Grant receivables	547,528	684,585
	Prepaid operating expenses	537,152	1,206,668
	Cash and cash equivalents	6,400,872	2,441,157
		9,586,032	4,909,314
	Total assets	13,935,146	10,279,214
LIABILITIES	Non-current liabilities		
	Trade and other payables	-	23,778
	Deferred capital grants	3,908,115	4,818,651
	Provision for reinstatement cost	513,258	487,517
		4,421,373	5,329,946
	Current liabilities		
	Trade and other payables	7,683,273	3,327,358
	Current income tax payable	71,000	-
		7,754,273	3,327,358
	Total liabilities	12,175,646	8,657,304
	Net assets	1,759,500	1,621,910
FUNDS	Accumulated deficit	(189)	(137,779)
	Fund contribution from a member	1,759,689	1,759,689
	Total funds	1,759,500	1,621,910

STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

	2019	2018
	\$	\$
Income	721,340	256,261
Other item of income		
Other income	69,437	14,926
Other items of expenses		
Consultancy fees	(2,058,345)	(2,179,918)
Depreciation of plant and equipment	(1,131,067)	(1,095,351)
Employee benefits expenses	(37,329,662)	(25,937,180)
IT and software expenses	(3,526,314)	(2,573,956)
Marketing and distribution costs	(9,469,020)	(6,538,866)
Operating lease expense	(1,941,856)	(1,627,877)
Other operating expenses	(2,612,818)	(2,806,786)
Excess of expenditure over income before tax and grants	(57,278,305)	(42,488,747)
Grant income	57,488,710	42,342,167
Excess of income over expenditure/(expenditure over income) after grant before tax	210,405	(146,580)
Income tax expense	(72,815)	-
Surplus /(Deficit) for the financial year, representing total comprehensive income for the financial year	137,590	(146,580)





TRIPARTITE ALLIANCE FOR DISPUTE MANAGEMENT

The Tripartite Alliance for Dispute Management (TADM) was formed by the tripartite partners (Ministry of Manpower, National Trades Union Congress, and Singapore National Employers Federation) in April 2017. TADM offers advisory services for employees and self-employed persons to help them manage their employment or payment-related disputes. We also provide mediation for employees and employers for salary-related claims and wrongful dismissal claims under the Employment Act and Child Development Co-Savings Act, and appeals under the Retirement and Re-employment Act referred by the Ministry of Manpower. For other types of employment disputes, or payment-related disputes for self-employed persons, we may offer mediation where appropriate.

TADM also works with our partners to help employees and self-employed persons more holistically based on their needs. This includes job search and training, social and emotional support, financial assistance and free basic legal advice through the relevant agencies. Our partner agencies include the Employment and Employability Institute (e2i), Workforce Singapore (WSG), Family Services Centres, Voluntary Welfare Organisations, Social Service Offices, and the Law Society Pro Bono Services Office.

OUR SERVICES

1. ADVISORY SERVICES

TADM offers advisory services for employees and self-employed persons. They can make an appointment online to speak to a TADM Advisory Officer who will advise them on their options in managing the employment or payment-related dispute. Depending on the case, TADM may also recommend other partners whom the employees and self-employed persons can approach for help.

If the dispute is related to salary and covered by the law (e.g. overtime pay, paid leave, annual leave, maternity leave etc) or related to employment contract (e.g. bonuses or commission), employees may submit an online request for mediation.



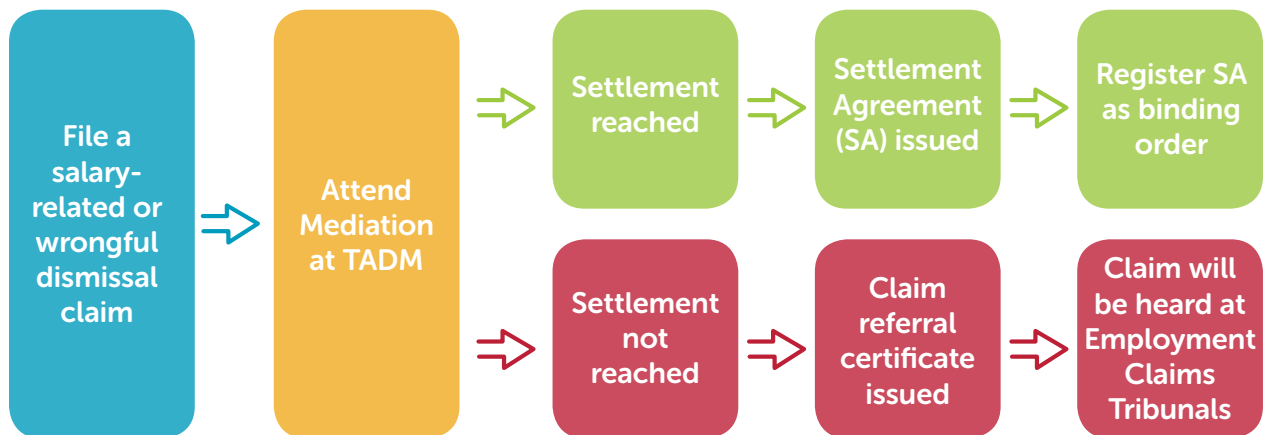
2. MEDIATION FOR SALARY-RELATED AND WRONGFUL DISMISSAL CLAIMS

Mediation helps employees and employers resolve employment disputes amicably.

Mediation is conducted by our professional mediators, who will assist parties to explore options and arrive at fair outcomes. The following chart shows a summary of the mediation process at TADM.

If parties are able to resolve the claims at the mediation session, a Settlement Agreement detailing the agreed amount and payment tenure will be issued. If parties are unable to resolve the dispute at mediation, the claimant will be issued a Claim Referral Certificate which the claimant needs to file online for the claim to be heard at the Employment Claims Tribunals.

Beyond helping parties to resolve the employment dispute, TADM also works closely with MOM to ensure that employers who breached the law correct their employment practices. TADM will refer employers with breaches of the Employment Act to MOM, so that the appropriate follow-up action can be taken. This includes enforcement action such as prosecution and composition fines for serious breaches of the Employment Act and advisory/education for minor breaches. MOM may also require some of these employers to attend a corrective clinic and rectify their practices, failing which their work pass privileges may be suspended.



3. MEDIATION FOR OTHER EMPLOYMENT OR PAYMENT-RELATED DISPUTES

TADM may offer voluntary mediation to facilitate the resolution of workplace disputes that are not covered by employment laws. Voluntary mediation may also be offered to self-employed persons to manage their payment-related disputes with service buyers.

YEAR IN REVIEW

at 31 March 2019



16,759

customers assisted through TADM's mediation and advisory services



88% of
8,506

salary claims under the Employment Claims Act resolved at TADM



\$15 MILLION

of salary arrears recovered on behalf of employees*



89% of
5,773

employees fully recovered their salaries*

*These includes cases resolved at the Employment Claims Tribunals

CALENDAR OF MAJOR EVENTS IN 2018/2019



5 March

- Expansion of mediation services to cover self-employed persons
- 6 March
- Elevating awareness through outreach campaigns



6 September

- Outreach activity at The Future of Work 2018 seminar



October - December

- Outreach efforts via Workright campaign roadshows



7 January

- Facilitating online filing of employment claims and settlement agreements at the Employment Claims Tribunals



1 April

- Enhancement of dispute resolution framework to include the extended coverage of PME under Employment Act and wrongful dismissal claims

KEY EVENTS IN THE YEAR THAT STRENGTHENED DISPUTE RESOLUTION SERVICES ON EMPLOYMENT MATTERS



EXPANSION OF MEDIATION SERVICES TO COVER SELF-EMPLOYED PERSONS

5 March 2018

In 2017, the Tripartite Workgroup on Self-Employed Persons (SEPs) was formed to identify common challenges faced by SEPs in Singapore. To facilitate the amicable settlement of payment disputes with the buyers of their services, the Workgroup recommended that TADM's voluntary mediation services be extended to SEPs.

This recommendation was accepted by MOM and TADM and implemented on 5 March 2018. For sectors that are regulated or overseen by sector agencies, SEPs have the additional option of approaching their sector agencies to resolve any disputes with the service buyers.

ELEVATING AWARENESS THROUGH OUTREACH CAMPAIGNS

6 March 2018

In their ongoing efforts to raise awareness of its employment dispute resolution services, TADM participated in several outreach programmes organised by MOM and NTUC.

As part of its outreach efforts, TADM also briefed its community partners such as the Clementi and Queenstown Social Services Offices on the new expanded scope of TADM. By raising awareness among Social Service Offices, workers with employment disputes who sought help there could be referred to TADM.

TADM's work piqued the interest of delegates from other countries such as Japan and Hong Kong. TADM played host to them through a keen sharing of their experiences in handling employment disputes.



OUTREACH ACTIVITY AT THE FUTURE OF WORK 2018 SEMINAR

6 September 2018

At The Future of Work 2018 seminar on 6 September 2018 held in Marina Bay Sands, TADM shared with the public its voluntary mediation services and the recourse available to self-employed persons should they encounter a payment-related dispute. The event was attended by over 300 self-employed persons and service buyers.



OUTREACH EFFORTS VIA WORKRIGHT CAMPAIGN ROADSHOWS

October-December 2018

In 2018, the Ministry of Manpower and the CPF Board continued to reach out to low-wage Singaporeans to heighten their awareness of their employment rights and obligations under the CPF Act and the Employment Act. In collaboration with the Community Development Councils (CDCs), five Workright roadshows were held at various locations across Singapore between October and December 2018. At the first roadshow, Minister of State for Manpower and National Development, Mr Zaqy Mohamad, launched the next phase of the Workright movement by introducing the movement's new tagline – "Know it. Share it. Let's WorkRight!" which was aimed at building on the awareness that has been generated over the past six years.

As one of the partners of this initiative, TADM supported the roadshow by having its officers on site to share information on TADM's dispute resolution services, as well as offer advice on employment-related issues.



FACILITATING ONLINE FILING OF EMPLOYMENT CLAIMS AND SETTLEMENT AGREEMENTS AT THE EMPLOYMENT CLAIMS TRIBUNALS

7 January 2019

With the launch of an online filing module for claims by the State Courts, workers could now file their employment dispute claims online without having to go down to the State Courts. This meant that workers could file their claims anytime and anywhere.

In addition, settlement agreements recorded at TADM could also be registered online.

TADM not only worked hand in hand with the State Courts to implement this, it made every effort to ensure the general public was able to navigate the new online system with ease. As an example of such an effort to help the general public, TADM offered translations of key court documents and forms to non-English speaking workers in languages such as Chinese, Malay, Tamil and Bengali to help them file their claims at the Employment Claims Tribunals. Through its efforts, TADM made the transition from a manual system to the new online system smooth and seamless for the public.

Online filing was an important step forward for a more just Singapore employment landscape, it enhanced access to justice by making the employment dispute resolution process efficient and convenient.

ENHANCEMENT OF DISPUTE RESOLUTION FRAMEWORK TO INCLUDE THE EXTENDED COVERAGE OF PMES UNDER EMPLOYMENT ACT AND WRONGFUL DISMISSAL CLAIMS

1 April 2019

Prior to 1 April 2019, salary-related claims were mediated at TADM and adjudicated at the Employment Claims Tribunals (ECT), while wrongful dismissal claims were adjudicated by the Ministry of Manpower. These disputes, however, were often interlinked.

With the enactment of the Employment (Amendment) Bill and changes to the Employment Act and the Employment Claims Act from 1 April 2019, TADM is now able to help employees – inclusive of professional, managers and executives (PMEs) earning more than \$4,500 – with wrongful dismissal claims as well as salary-related claims.

This means that the ECT now hear wrongful dismissal claims instead of the Ministry. The coverage of the Tripartite Mediation Framework was also expanded to include wrongful dismissal claims.

Also, all employees – including senior managers and executives who were previously not protected under the Employment Act – who wish to file a claim against their employers for wrongful dismissal are able to seek advice from TADM and avail themselves of mediation services at TADM from 1 April onwards. Should the dispute remain unresolved after mediation, they could opt to file a claim at the ECT.

CASE STUDIES AND PROFILE STORIES

CASE 1: RECOVERING SALARIES THROUGH TIMELY INTERVENTION

It all started when a global market research company was acquired by another company.

Shortly after, some workers were dismayed to find that their salaries were often held back. Nevertheless, they continued to work when the firm promised that they would receive their salaries.

After three months of having their salaries withheld, the workers had finally run out of patience. Six local workers and three foreign workers then decided to collectively approach TADM for help and file their claims.

TADM contacted the director, who was based overseas, and told him to present himself in Singapore for a mediation session. Given the urgency of the situation, TADM arranged for all nine cases to be heard within the same day of the director's arrival in Singapore.

TADM's mediator helped the workers to review their situation and verify the amounts owed based on the documents provided by both parties during mediation.

During mediation, the director revealed that due to the loss of an important contract, the company faced

financial difficulties and lacked funds to pay salaries to their staff. The director also revealed that the company's bank account has been frozen.

Given the employer's admission that salaries were not paid for three months, TADM alerted the Ministry of Manpower which sent a team to investigate the situation. The director's passport was impounded as a condition of bail while investigations took place.

Outcome:

The Ministry's investigations confirmed that the company had indeed not paid salaries under the Employment Act and issued a warning against the company. Through TADM's mediation, the director agreed to make full repayment of the owed salaries to all workers. TADM monitored the payment status closely to ensure that the company delivered on its promise.

TADM's quick intervention ensured that all workers received their full salaries. In addition, TADM's close collaboration with MOM ensured that appropriate enforcement action was taken against the company.





CASE 2: HOLISTIC ASSISTANCE BEYOND RECOVERING SALARIES

In March 2019, nine foreign workers lodged claims at TADM over salary arrears. During mediation, the employer admitted to the salary arrears, explaining that the company faced financial difficulty but they had made partial repayment to the workers upon receiving TADM's mediation notification letter.

As the employer revealed that they were unable to fulfil their obligation to provide upkeep for the foreign workers, TADM's mediator quickly stepped in to help the workers. Working together with the Migrant Workers Centre (MWC), TADM arranged for food and lodging to be provided to the workers while their claims were being resolved.

Outcome:

Through mediation, both parties arrived at a settlement agreement and all nine workers received full restitution of the owed salaries.

Beyond helping the workers with their salary claims, TADM also helped to provide food and lodging for the workers. In addition, TADM assisted the workers who had valid claims time to look for a new employer, and all of them managed to find new employment within a month.

CASE 3: HELPING WORKER TO ENFORCE COURT ORDER

A local dishwasher who had been owed one month's salary was awarded an Employment Claims Tribunals (ECT) order in his favour after his employer repeatedly did not attend mediation at TADM, as well as the hearing at the ECT. The employer could not be contacted despite multiple attempts by TADM.

When the employer defaulted on the ECT order, TADM advised the worker on the next action he could take – pursuing a Writ of Seizure and Sale (WSS). With his consent, he was then referred to NTUC's U Care Centre (UCC) to assist with the filing of writ against his employer. TADM continued to liaise with UCC and kept each other updated on the WSS developments, to ensure it went smoothly.

UCC guided the worker through the various steps needed to file the writ, while TADM provided advice to the worker to approach Workforce Singapore for job facilitation as the worker was unemployed during that period.

Before the writ could be executed, the employer contacted TADM and offered to make partial payment on the ECT order. TADM advised the employer to pay up the ECT order in full, otherwise the worker would continue to execute the writ against her.

Outcome:

TADM explained the repercussions of not complying with the ECT order. As a result, the employer agreed to pay the full salary owed in three instalments – a favourable arrangement that was accepted by the worker.

TADM closely monitored the payments over the next three months and ensured that the worker received full restitution of his owed salary. Notwithstanding, as the employer had breached the Employment Act by not paying the worker's salary when it was due, TADM referred the case to MOM for enforcement action. MOM curtailed the work pass privileges of the employer.





TRIPARTITE ALLIANCE FOR FAIR & PROGRESSIVE EMPLOYMENT PRACTICES

The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) was first set up in 2006 by the tripartite partners (Ministry of Manpower, National Trades Union Congress, and Singapore National Employers Federation), to promote the adoption of fair, responsible and progressive employment practices.

When TAL was established in March 2016, TAFEP came under it, together with the newly formed Tripartite Alliance for Dispute Management and this was followed by the Workplace Safety and Health Council, to achieve the vision of "Progressive Workplaces, Harmonious Work Relations".

TAFEP helps employers build workplaces where employees are respected, valued and able to achieve their fullest potential, for the success of the organisation.

Employers can approach TAFEP for tools, resource materials and assistance to implement fair and progressive practices at their workplaces.

Employees or individuals who encounter workplace discrimination or harassment can seek assistance and advice from TAFEP.

YEAR IN REVIEW

at 31 March 2019



7,089

employers have signed TAFEP's Employers' Pledge of Fair Employment Practices, benefitting 1,192,914 employees.



10,261

HR practitioners, line managers, senior managers have participated in TAFEP workshops.



17,044

people have made their Fair@Work Promise, a personal commitment to be fair and inclusive at the workplace.



2,327

companies have adopted the various Tripartite Standards (TS), benefitting 627,000 employees.



571

firms have been admitted into the Human Capital Partnership (HCP) Programme, employing over 200,000 locals, with a total workforce of about 250,000.

CALENDAR OF MAJOR EVENTS IN 2018/2019



1 March

- Introduction of Tripartite Standard on Unpaid Leave for Unexpected Care Needs

5 March

- Introduction of Tripartite Standard on Contracting with Self-employed Persons



3 April

- Community of Practice on Workplace Infectious Diseases

27 April

- Conference for Fair and Progressive Employment Practices featuring presentation of certificates to new HCPartners

27 April

- Introduction of Tripartite Standard on Age-friendly Workplace Practices



28 August

- Community of Practice on Workplace Harassment



6 September

- Quantifying the Benefits of Work-Life Programmes Appreciation Session

25 September

- Age-Inclusive Symposium: Creating Meaningful Careers for the Future



18 October

- HCP Conversations Event: The Cultural Evolution: Creating a Culture That Performs



14 November

- Tripartite Alliance Award Presentation Ceremony

18 November

- Tripartite Alliance Contingent at The New Paper Big Walk



21 January

- Human Capital Partnership – Singapore Press Holdings Forum



15 February

- HCP Conversations Event: Digitalising HR to improve the Employee Experience

16 February

- Tripartite Standards Event: Company visit to CreativesAtWork

21 February

- TAFEP Pledge Signers' Event: Start Right, Do it Right



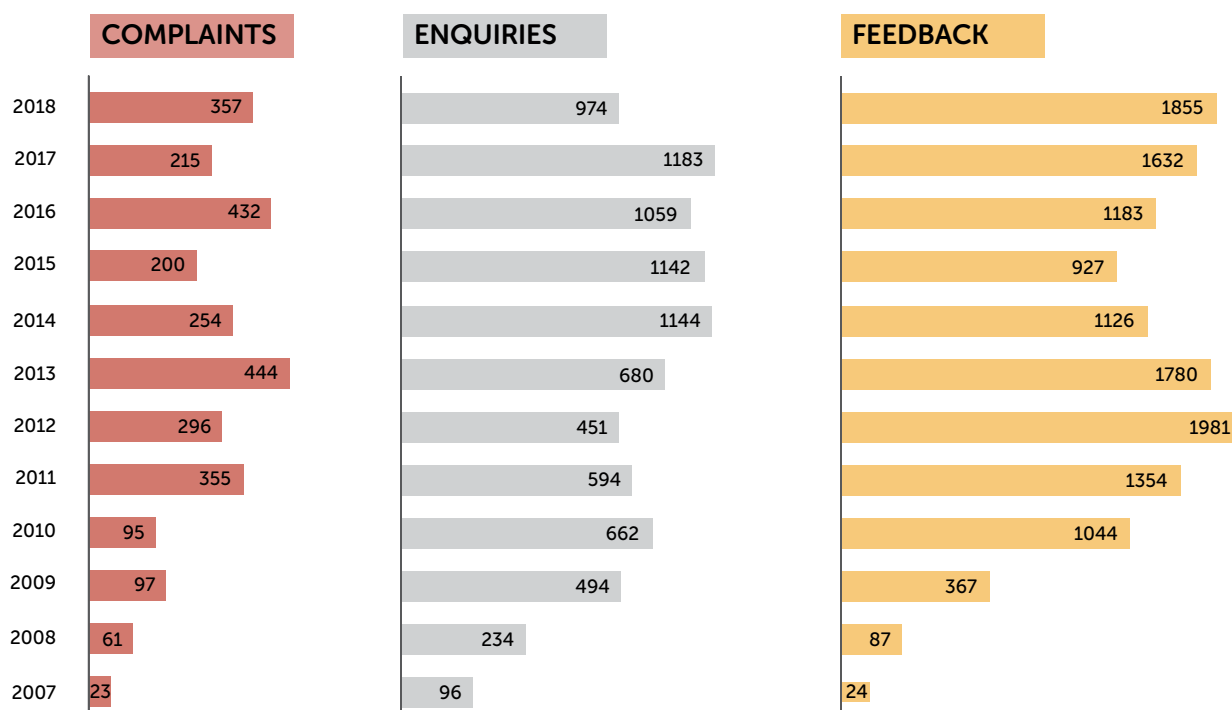
13 March

- Post-Tripartite Alliance Award 2018 Learning Forum and Coaching Clinic

15 March

- HCP Conversations Event: Post Committee of Supply 2019 Dialogue

UNDERSTANDING PUBLIC SENTIMENTS



TAFEP has been championing fair and progressive employment practices on several workplace issues to raise the employment standards of employers in Singapore.

Through TAFEP's tools, resource materials and assistance, employers are supported in implementing these workplace practices, and in their journey to become a progressive and exemplary employer. Apart from employers, employees or individuals who encountered workplace discrimination or harassment could also seek assistance and advice from TAFEP.

There was an increase in the number of complaints attributed to an expansion in the

scope of issues handled by TAFEP. It included issues like workplace harassment, unfair contractual terms such as liquidated damages, restraint of trade, and lack of grievance handling system.

The number of complaints related to discriminatory practices received from the public remained fairly constant over the past 5 years. The top three issues handled from 1 April 2018 to 31 March 2019 were fair consideration for Singaporeans (1 in 4), age (2 in 13) and gender (1 in 9). Similarly, the top issue for feedback and queries received was fair consideration for Singaporeans, with others related to age and language specifications in job advertisements.

PROVIDING OUR ASSISTANCE FOR EMPLOYERS

Since February 2016, TAFEP's phone advisory service known as the Employer Advisory Service (EAS@TAFEP) has engaged employers in their creation of fair, responsible and progressive workplaces. In FY2018, there was a total of 842 calls and 45 appointments. The top three issues were related to contract termination, salary and part-time employment.



REVIEWING KEY ACHIEVEMENTS AND BREAKTHROUGHS FOR THE YEAR

CONFERENCE FOR FAIR AND PROGRESSIVE EMPLOYMENT PRACTICES

27 April 2018



In today's world of persistent disruptive changes, how do companies ensure they succeed? The answer, as suggested at the Conference for Fair and Progressive Employment Practices 2018, is to invest in one's employees.

Organised by TAFEP, the Conference's theme of **Investing in our Human Capital to Co-create Business Success** brought together eminent local and international experts, top employers and academics who shared employment trends, practical tips and insights to help enterprises achieve business success.

The Conference drew 500 participants comprising business leaders, HR practitioners and tripartite and industry partners. The event was graced by then Second Minister for Manpower, Mrs Josephine Teo.

Some of the topics tackled by speakers and panellists were:

- the leadership skills required to lead organisations into the digital age
- creating a conscious culture of inclusion to drive business success in the digital workplace
- cultivating a fair, progressive trust-based workplace culture
- work-life programmes as a business imperative
- age-inclusive practices to enable older employees to contribute effectively in a new world of work



The event also celebrated the growth of the community of fair and progressive employers with Mrs Teo presenting certificates to the third batch of Human Capital Partners (HCPartners).

The 87 progressive employers from a wide variety of sectors – including financial services, food services, health, manufacturing and professional services – were lauded for their support of human capital development in their companies. Half of these companies were small and medium-sized enterprises (SMEs), the largest proportion and highest number of SMEs joining thus far. It was an encouraging sign that SMEs too have the potential and capabilities to be exemplary progressive employers.



AGE-INCLUSIVE SYMPOSIUM: CREATING MEANINGFUL CAREERS FOR THE FUTURE

25 September 2018

Singapore may have one of the world's highest employment rates for older workers but are older workers here enjoying meaningful careers?

The inaugural age-inclusive symposium held in partnership with SNEF, aimed to address this important issue. Titled **Creating Meaningful Careers for the Future**, the event drew over 100 employers.

This symposium was aimed at encouraging employers to take a fresh look at how to develop new pathways of growth for older workers through training and development, and job and role redesign, so as to recruit, retain and continually develop older talents.

Keynote speaker, Dr Helen Ko, Executive Director of Beyond Age, shared key insights from her research on training older workers, including how to engage older adult learners through the "Progressive Empowerment of Learners".

Speakers from PSA Group and Mandarin Oriental Singapore also spoke about their organisation's approach to creating an age-inclusive workplace. This involved understanding the needs of mature employees and providing the necessary support for them to thrive at the workplace and in their careers.

"Age inclusivity is not an option but a must," declared Mrs Cindy Teo, Director of Human Resources,

Mandarin Oriental Singapore. "We want to create a culture where everyone thrives, and let meritocracy take the front seat. We can tap on a ready source of in-house coaches and mentors to create value and enhance our employees' experience."

Mr Cheang Chee Kit, Managing Director of Singapore Terminals 1 from PSA Group shared that "By equipping them with the skills to improve the work processes, our older workers embraced the implementation of robotic process automation and took charge of the process changes."

TRIPARTITE ALLIANCE AWARD PRESENTATION CEREMONY

14 November 2018



At the inaugural Tripartite Alliance Award (TA Award) presentation ceremony, 24 organisations were recognised as being amongst the best companies in Singapore to work for. Eight individuals were also recognised for their strong leadership, commitment and advocacy of fair, responsible and progressive employment practices.

The TA Award managed by TAFEP on behalf of the tripartite partners (MOM, SNEF and NTUC), celebrates organisations who excel in building fair and progressive workplaces and keep employees at the heart of their progress.

More than your average employer recognition award, the TA Award represents a collective endorsement by the tripartite partners, who confer the award only after an intense scrutiny of the employers and their practices. Additionally, candidates for the award have to be nominated by their employees or union.

These categories correspond to key workplace issues facing employers due to changing demographics and needs of the workforce.

Awards are also conferred on individuals. The Leadership Award and the Workplace Advocate Award recognise organisations' leaders and advocates for their outstanding contributions towards creating a supportive culture and progressive workplace. This year, five awards were presented to individuals in recognition of their strong leadership, commitment and implementation efforts, as well as their passionate advocacy of fair, responsible and progressive employment practices.

Another award, the Special Mention Award, was conferred on organisations with exceptional practices or individuals who have had a transformational effect on their organisations. Three individuals received the Special Mention awards in 2018.

152
nominations

41
finalists

24
winners

There were four categories
in the award:



Age Inclusive Practices



Fair and Progressive
Employment Practices



Work-Life Excellence



Responsible Best Sourcing

A total of 152 organisations were nominated. Of these, 41 were shortlisted as finalists, and 24 emerged as winners. These winners represented a good mix of large enterprises and SMEs across different industries and the public sector. Notably, half of the winners were small and medium enterprises, showing that organisational size is no barrier to embracing fair and progressive employment practices.

Three organisations were crowned winners of the highest award, the Pinnacle Award. They are: DBS, The American Club and Maybank.

What do Tripartite Alliance Award winners have in common? They share the following attributes:

- They demonstrate people-centric leadership that is based on trust and empathy
- They observe fair recruitment and in-employment practices
- They build a listening and communication strategy at all levels
- They adopt technology to support their employees
- They have a continuous improvement mindset

This is a testament to all our people and the effort put in, in particular our people agenda development that we have in our organisation. We have a mission of humanising financial services, and what that means is that we humanise a lot of things that we do with respect to dealing with our people and our customers. In the case of our people agenda, we want to make sure that we are fair, inclusive, and we have the well-being of our people taken care of."

Dr John Lee

Country CEO and CEO
Maybank Singapore

Winner of the Pinnacle Award, Age Inclusive Practices, Fair and Progressive Employment Practices, and Work-Life Excellence award categories

We feel very honoured and proud to be one of the awardees. It's once again an affirmation of our people practices and we want to share this award with all our people at the club. As many of us know, the workforce demographics in Singapore are changing. More of our workforce are ageing but the older workers serve as really good mentors to the younger generation. Having the young and old working together creates the diversity and enriches the exchange of experience. The old brings the work experience, the new ones bring the digital experience. So, working together in this way helps to strengthen our workforce. TAFEP has been great in sharing progressive HR practices with practitioners like us. We take these best practices and implement it in our organisation, and these helped us to continue and progress."

Ms Tan Lee Lee

Senior Director of People Development
The American Club

Winner of the Pinnacle Award, and the Age Inclusive Practices award category

I'm humbled and honoured, and I have to share this with not just with my staff, but also the freelancers out there, our partners, our vendors. Everything that we've done, we did it together as one team. We've always wanted to treat our staff as family, as capital to be invested in, not so much as a resource. So, that was the main motivation for putting these processes in place. When we started out, every policy that we put in place was very cut and paste. We were doing it by trial and error. With TAFEP's help, such as clear guidelines and workshops, they helped us understand anything that was unclear. It has helped us hone our processes and become a much better employer."

Mr Esan Sivalingam

Chief Executive Officer and Co-Founder
Hoods Inc Productions Pte Ltd

Winner of the Special Mention Award (Advocate of Fairness in the Media industry)



THE NEW PAPER BIG WALK

18 November 2018

TAFEP proved that it did more than talk the talk - it also walked the walk.

Rallying its tripartite partners, employers and employees across Singapore, TAFEP formed a 1,300-strong contingent to walk in The New Paper Big Walk 2018 to raise greater awareness of workplace inclusiveness, and inspire other organisations to celebrate fair and inclusive workplaces. The contingent comprised Tripartite Alliance staff, tripartite partner representatives,

industry partners as well as the newly-minted Tripartite Alliance Award winners and their employees.

Besides participating in the event, TAFEP also supported the event as the main sponsor.

Though the walk outdoors was cancelled due to heavy rain and lightning risk, participants continued with the walk at the Singapore Sports Hub, and they were entertained with fun games and activities as well as light refreshments after the walk.

HUMAN CAPITAL PARTNERSHIP – SINGAPORE PRESS HOLDINGS FORUM

21 January 2019



To help companies navigate human capital challenges, the Human Capital Partnership (HCP)-Singapore Press Holdings (SPH) Forum was held on 21 January 2019. The event attracted close to 100 business leaders and human resources professionals.

Helmed by the Minister of State for Manpower and National Development, Mr Zaqy Mohamad, the panellists comprised industry leaders and representatives from HCP firms. On the panel were Ms Audrey Cheong, Managing Director, Federal Express Singapore; Ms Rebecca Chew, Deputy Managing Partner, Rajah & Tann; Mr Chia Yoong Hui, Chief Executive

Officer, Ascenz Solutions and Mr Sean Tan, Principal and Consulting Services Leader, Mercer Singapore.

The theme of the forum was **Employee Engagement in Today's Landscape: Strategies to Attract and Retain Talent**. The panellists shared their companies' employee engagement philosophy and strategies, while Mr Sean Tan shared the findings from Mercer's latest Employment Engagement Survey.

The event was extensively covered by the media, including The Straits Times, The Business Times, Lianhe Zaobao, Tamil Murasu and Berita Harian.



TRIPARTITE STANDARDS EVENT: COMPANY VISIT TO CREATIVESATWORK

16 February 2019

On 16 February 2019, Minister for Manpower Mrs Josephine Teo visited CreativesAtWork, a media agency that has adopted the Tripartite Standard on Contracting with Self-employed Persons (SEP) and the Tripartite Standard on Procurement of Services from Media Freelancers. The firm currently has a pool of 1,500 self-employed persons.

CreativesAtWork specialises in managing creative projects for its clients. Its proprietary freelancer qualification framework assesses freelancers' skillsets, experience and attitude, allowing the firm to efficiently match suitable self-employed persons to its clientele's projects.

A progressive employer, CreativesAtWork's commitment to its freelancers extends to providing them with comprehensive training. The company's rigorous training programme for freelancers includes a podcast series available on the agency's website, boot camps, networking sessions and mentorship programmes.

During her visit, Mrs Teo discussed issues on self-employment in Singapore with 12 self-employed individuals in the media industry. The visit ended with a traditional lohei session with CreativesAtWork and the SEPs.



HCP CONVERSATIONS EVENT: POST COS 2019 DIALOGUE

15 March 2019

A Post Committee of Supply (COS) Dialogue with Mr Zaqy Mohamad, Minister of State for Manpower and National Development, drew 100 HR leaders.

A part of the HCP Conversations series, the dialogue session saw the presentation of key information from the recent COS announcements, including the sharing of various government programmes and grants available for employers to tap on in their transformation journey.

NEW INITIATIVE TO PROVIDE HOLISTIC SUPPORT FOR EMPLOYERS AND EMPLOYEES

TAFEP IS NOW A RESOURCE CENTRE FOR
MANAGING WORKPLACE HARASSMENT

Effective: 1 April 2019



Source: Managing Workplace Harassment video

As a resource centre, TAFEP offers help in managing workplace harassment for employers and employees.

Employers can find resources online to help them implement processes to prevent and manage workplace harassment.

These resources include:

- A video produced by TAFEP on managing workplace harassment with inputs from tripartite partners
- A Workplace Harassment Prevention Policy developed by NTUC with inputs from tripartite partners and TAFEP. This policy can serve as a template for companies
- The Tripartite Standard on Grievance Handling to guide companies on the proper handling of workplace grievances, including harassment
- A list of training providers offering training to supervisors managing workplace harassment

Meanwhile, affected employees now have an additional avenue to seek help and advice. They can:

- file a report with TAFEP by phone, in person or via TAFEP's website, and have their complaints addressed through TAFEP's engagement with the companies
- receive advice on other channels and avenues for recourse and support, such as the police, State Courts and counselling services available

SETTING THE NEW STANDARD IN THE EMPLOYMENT INDUSTRY

The Tripartite Standards is an initiative by the tripartite partners to recognise progressive employers, and uplift the employment standards of employers in Singapore.

Each Tripartite Standard comprises a set of verifiable, actionable employment practices across different functional areas that have been approved and issued by the tripartite partners.

Adopters of the Tripartite Standards are identified on TAFEP's website and MyCareersFuture portal. This visibility enhances employers' branding as progressive employers and improves their ability to attract and retain talents.

TAFEP promotes the adoption of the progressive practices through Tripartite Standards by engaging employers at different outreach events. These efforts by TAFEP are bearing fruit with the Tripartite Standards quickly gaining traction among employers.

Since the launch of the Tripartite Standards on 31 July 2017, more than 2,300 employers have declared their commitment to progressive workplaces and have adopted these good practices.

In 2018, 3 new standards were introduced, bringing the total number of Tripartite Standards to 8. The new standards were the Tripartite Standard on Unpaid Leave for Unexpected Care Needs, Tripartite Standard on Contracting with Self-employed Persons, and Tripartite Standard on Age-friendly Workplace Practices.

At NatWest Markets, we are committed to developing a culture of fair and inclusive work practices so our employees can bring their best selves to work. Diversity and inclusion underpins everything we do – from serving customers to developing our people and supporting the communities in which we operate. Embarking on the Tripartite Standards journey has allowed us to benchmark ourselves against other progressive employers in a rapidly changing landscape, learn about best practices and continuously raise our own bar. It has enabled us to be part of a community that genuinely cares about making a difference for employees.”

Ms Emilie de Comarmond

Head of Human Resources, APAC
NatWest Markets

PacificLight is fully behind TAFEP's mission of promoting fair, responsible and progressive employment practices for both employee and organisational excellence. Adopting the Tripartite Standards is a natural progression in our championing of our employees' welfare as well as our enhancing of the quality of our work environment. We are well aware of the lean pool of skilled professionals in the energy industry hence talent attraction and retention is critical. The Tripartite Standards as an arbiter of workplace excellence helps to differentiate PacificLight as an employer of choice.”

Mr Yu Tat Ming

Chief Executive Officer
PacificLight Power Pte Ltd & PacificLight Energy Pte Ltd

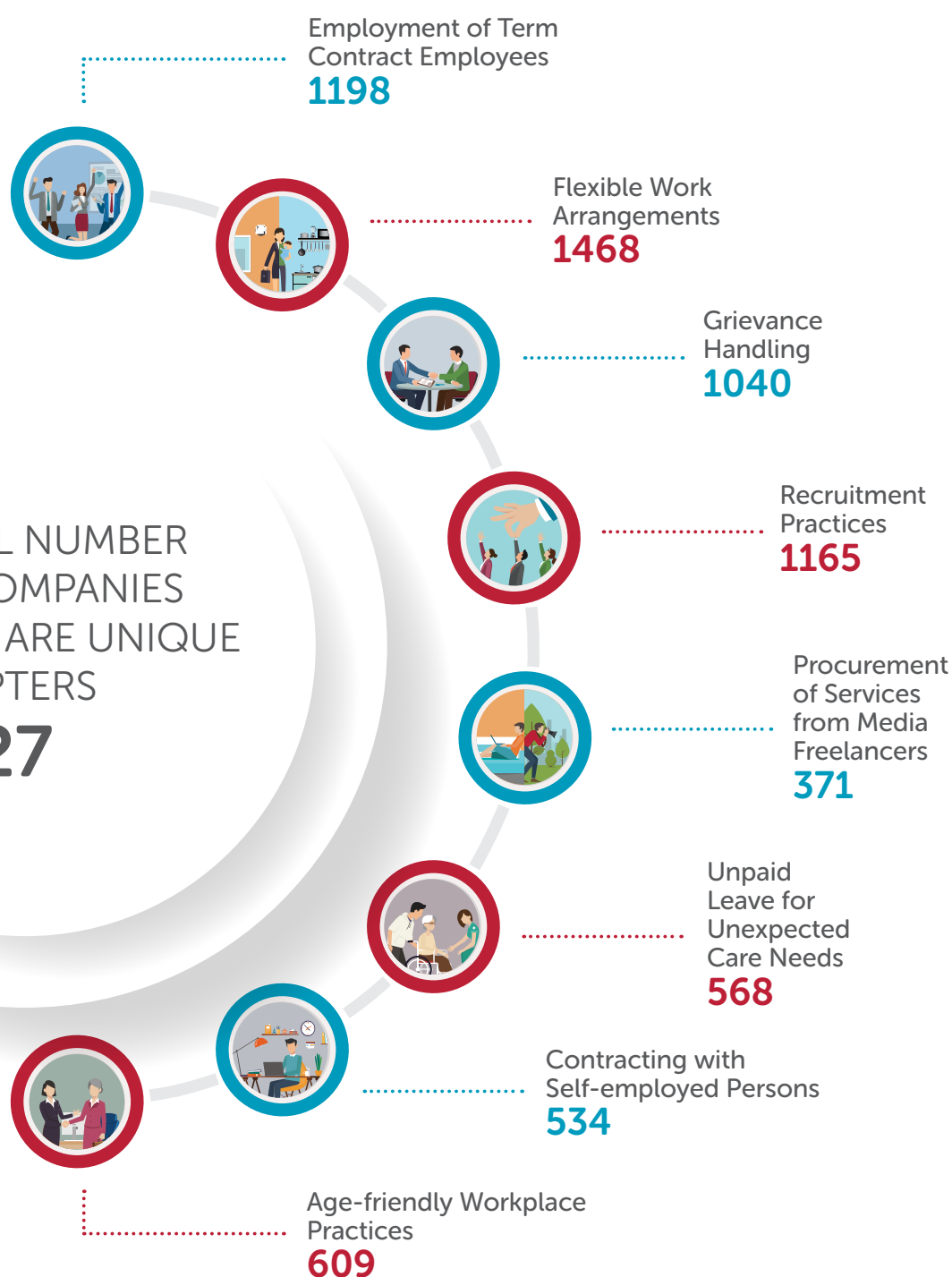
Yokogawa Singapore believes in providing holistic people experiences to our employees. Employee engagement leads to individual satisfaction which creates an environment of continuous improvement and sustainable growth. We value our human capital by supporting our talent pool with different career development paths for exposure and opportunities to progress. Adopting the Tripartite Standards is an effective first step towards achieving a fair and progressive organisation that practises mindfulness, transparency and fairness in its daily interactions and work processes. We will continue to fine-tune our existing policies by adopting other Tripartite Standards that are relevant to our organisation.”

Mr Jun Endo

Functional Director
(Total Corporate Service)
Yokogawa Engineering Asia Pte Ltd

NUMBER OF ADOPTERS FOR THE TRIPARTITE STANDARDS

TOTAL NUMBER
OF COMPANIES
WHO ARE UNIQUE
ADOPTERS
2327





The mark that distinguishes Singapore's progressive employers.

The Tripartite Standards is an initiative to identify and recognise employers who implement progressive employment practices. It specifies verifiable and actionable practices in key areas of employment that organisations are committed to and implement at workplaces. The adoption of this mark does more than give employers their competitive edge in attracting and retaining talent. It also shows their commitment to raise Singapore's employment standards to build better workplaces for all employees.

Reap the benefits of adopting the Tripartite Standards.



Employer recognition



Exclusive logomark usage



Enhanced publicity



Invitation to workshops



Access to TAFEP's resources

Adopt the Tripartite Standards.
Sign up now.

tafep.sg/tripartite-standards



An initiative by:



Supported by:



TRIPARTITE STANDARDS CAMPAIGN

Good food. Good service. Good people.



a proud adopter of



McDonald's is a community recognised and awarded as one of the best employers in Singapore. McDonald's values its people. They care for people, they help them with their career and education. That is why progressive employment practices, such as providing benefits for their career development and for retirement practices, have been implemented for the Singaporean employees.

These practices are fundamental in maintaining and engaging their employees – ensuring their future always in work, while to give you a great work life.

By adopting the Tripartite Standards, McDonald's has joined a community of progressive organisations committed to building better workplaces.

Visit [tripartite.sg](#) to see the list of adopters and to learn more about the Tripartite Standards.



We pride ourselves on making people smile. Especially our own.



a proud adopter of



As one of the best managing great 100+ years hotel in the world, Raffles Hotel Singapore embraces change, innovation and responsible growth. Raffles Hotel Singapore recognises the hard work and dedication of its employees, and rewards them with a variety of work-life balance and training for their career for its guests. That is why progressive employment practices, such as providing benefits for their career development, health and retirement, have been implemented for the Singaporean employees.

By adopting the Tripartite Standards, Raffles Hotel Singapore has joined a community of progressive organisations committed to building better workplaces.

Visit [tripartite.sg](#) to see the list of adopters and to learn more about the Tripartite Standards.



Hearty and wholesome employment practices also served.



a proud adopter of



Just like the ingredients of a hearty soup, every employee of The Soup Spoon family is unique and essential to the business. That is why progressive employment practices, such as flexible work arrangements, have been adopted by the employees' needs. To the business to that happy and productive employees during their working hours and a home.

By adopting the Tripartite Standards, The Soup Spoon has joined a community of progressive organisations committed to building better workplaces.

Visit [tripartite.sg](#) to see the list of adopters and to learn more about the Tripartite Standards.



Banking on our most valuable assets.



a proud adopter of



As the heart of their banking team of service group, DBS Bank is proud that its assets are its most valuable assets. That is why progressive employment practices, such as providing benefits for their career development and flexible work arrangements, have been implemented for the Singaporean employees.

These practices contribute to developing highly engaged, innovative and empowered employees – reflecting DBS Bank's belief that people are at the heart of banking.

By adopting the Tripartite Standards, DBS Bank has joined a community of progressive organisations committed to building better workplaces.

Visit [tripartite.sg](#) to see the list of adopters and to learn more about the Tripartite Standards.



Building People. Building Communities.



a proud adopter of



At CapitaLand, their motto Building People, Building Communities, guides them in all they do. That is why progressive employment practices, such as providing benefits for their career development, flexible work arrangements, generous health and retirement practices, have been implemented for the Singaporean employees.

These practices help building foundation upon which employees are motivated to shape the shape of the future and how people will live, work and play.

By adopting the Tripartite Standards, CapitaLand has joined a community of progressive organisations committed to building better workplaces.

Visit [tripartite.sg](#) to see the list of adopters and to learn more about the Tripartite Standards.



HUMAN CAPITAL PARTNERS:

EMPLOYERS WHO DEVELOP THEIR PEOPLE

The **Human Capital Partnership Programme** is a tripartite initiative that brings together a community of employers that are committed to grow their businesses and stay competitive by adopting progressive employment practices and developing their human capital. The focus on human capital development is essential for Singapore's economy to remain competitive, for businesses to attract and retain talent and grow, as well as for Singaporeans to continue to have better jobs, better salaries and better careers.

BENEFITS FOR OUR HUMAN CAPITAL PARTNERS (HCPARTNERS)

We recognise and support our HCPartners' efforts to invest in human capital and adopt fair and progressive workplace practices. HCPartners can call a dedicated hotline for queries on MOM policies and transactions to be managed expediently. To date, over 3,000 calls have been handled via this hotline. In addition, numerous events have been organised to allow HCPartners to network, keep up to date on employment trends and developments and learn best practices.

“

As an SME, we face constant challenges in attracting and retaining valuable talents. We believe that our employees are assets, and we want to support them in their journey of progression.”

Mr Chia Yoong Hui
Chief Executive Officer
Ascenz Solutions

“

Human capital development is the way moving forward. All companies, regardless of size, should embrace it to remain competitive. Being part of the Human Capital Partnership Programme allows us to learn best practices from other like-minded companies.”

Mr Peter Ho
Chief Executive Officer
HOPE Technik

“

Listening to the various best practices applied in other companies through networking sessions and learning how to apply these practices have helped us to be a better employer.”

Ms Anna Lim
Founder & SouperChef
The Soup Spoon

“

It's been very helpful to the management to know what the best practices are and to aspire to meet the standard for further expansion and further development in Human Capital Investment.”

Mr Lee Eng Beng
Senior Counsel & Managing Partner
Rajah & Tann

WORKING WITH EXEMPLARY EMPLOYERS IN THE HUMAN CAPITAL PARTNERSHIP PROGRAMME

CHANNEL NEWSASIA VIGNETTES

15, 22, 29 October,
5 November 2018

Titled “The Business Blueprint - HCP Conversations”, this was a four-part broadcast series with Channel NewsAsia, which featured Chief Executive Officers and leaders from different industries, to raise awareness of the importance of human capital development and the Human Capital Partnership Programme.



3M Singapore
Ms Yuko Nakahira
Managing Director
(Capitalising on skills transfer)



The Soup Spoon
Ms Anna Lim
Founder & SouperChef
(Growing people and their potential)



Rajah & Tann
Mr Lee Eng Beng
Senior Counsel & Managing Partner
Rajah & Tann
(Investing people for tomorrow)



HOPE Technik
Mr Peter Ho
Chief Executive Officer
(Harnessing diverse skills)

HUMAN CAPITAL PARTNERSHIP- SINGAPORE PRESS HOLDINGS FORUM

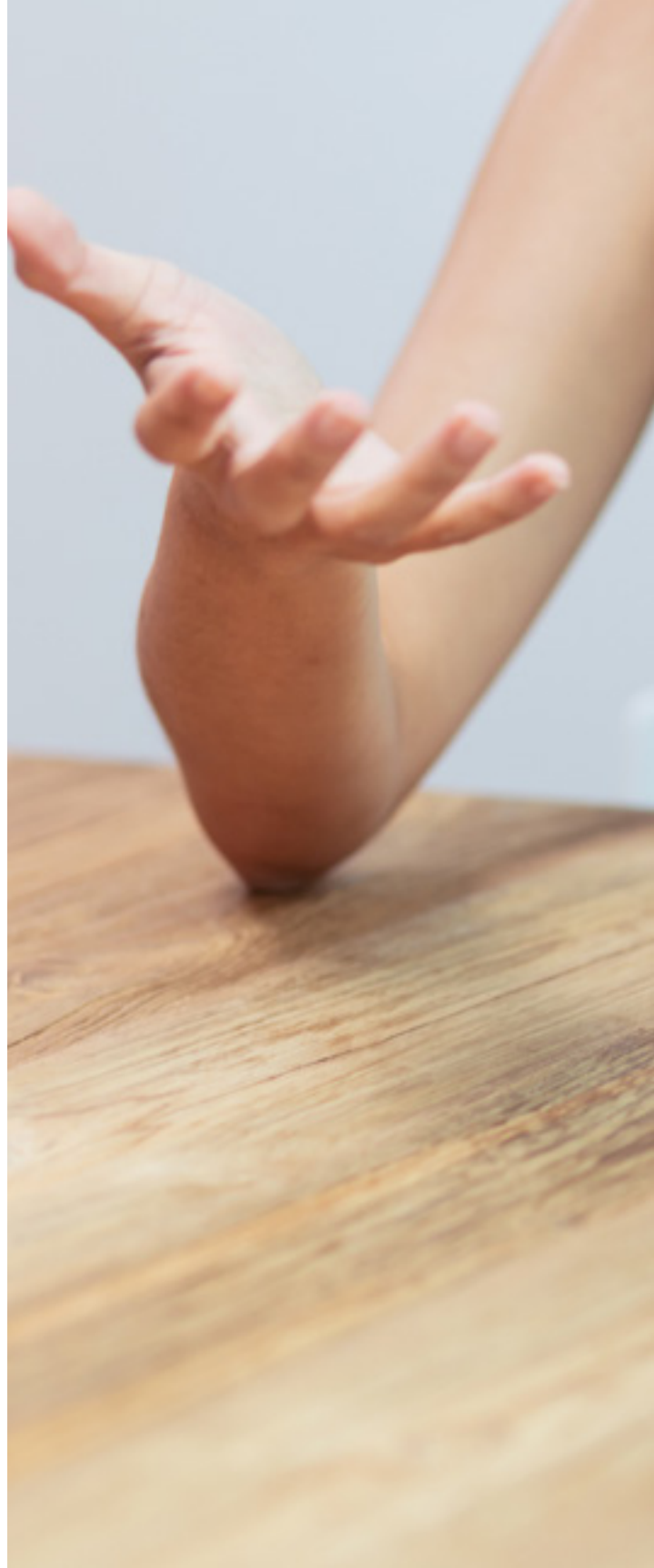
21 January 2019




ENABLING ADOPTION OF PROGRESSIVE WORKPLACE PRACTICES

TAFEP provides advice and assistance to those who have experienced discrimination at the workplace or in finding a job. In response to a complaint, TAFEP reviews the HR practices of the company involved and, if necessary, propose changes to selected practices to address shortcomings. Where relevant, TAFEP recommends and provides resources like training workshops to educate employers on how they can create fair, inclusive and progressive workplaces.

The following case studies are complaints filed with TAFEP in the year under review. These cases studies serve to illuminate common workplace issues and the approach TAFEP adopts in handling these cases. All names of employees and companies in the case studies have been changed to preserve confidentiality.





CASE 1: GIVING FAIR CONSIDERATION TO ALL APPLICANTS, INCLUDING SINGAPOREANS, DURING HIRING

TAFEP received 2 complaints from job candidates, David and Angela, who alleged that DetaView, a global data analytics solutions company, had discriminatory hiring practices and hired foreigners preferentially. They were not considered for the positions despite meeting the requirements.

TAFEP contacted the company's Director of Human Resources and Administration and started checks on their latest foreign hire, a Senior Application Consultant. It was found that they hired the foreign consultant without viewing other resumes.

The Director explained that there was an urgent need for a replacement. The first applicant was

a good match and was therefore hired. To ascertain if the firm had a fair hiring system, TAFEP's officer requested for information to support their explanation and their recruitment process. The company refused to cooperate.

As there were signs of possible infringements, TAFEP alerted the Ministry of Manpower to this case for their investigation.

Outcome:

The Ministry's investigation found that the company failed to fairly consider all applicants, including Singaporeans, and issued a warning letter against the company. The company was also asked to attend TAFEP's course on fair employment practices to improve their HR practices.



CASE 2: HELPING EMPLOYEE ON LOSS OF JOB UPON RETURN FROM MATERNITY LEAVE

Shirley, a Regional Manager of Implants at Dentor, a global maker of dental equipment and consumables, was told to resign on her return to work after her maternity leave. She filed a complaint against Dentor.

When TAFEP contacted the company, they explained that her role was made redundant following a worldwide restructuring exercise. While the exercise was communicated to employees earlier in the year, Shirley was not informed as her role would be absorbed into another portfolio and this arrangement was to be firmed up some time later. When the company was notified of her pregnancy, they decided to break the news to her when she returned from maternity leave.

Outcome:

TAFEP followed up closely with the company on this matter. Dentor had explored various options to help Shirley and offered to find alternative employment. Eventually, under a mutual agreement, Shirley resigned and Dentor compensated her with an ex-gratia

payment and a pro-rated Annual Wage Supplement. Shirley's resignation letter, however, was prepared by Dentor.

TAFEP found that there was no discrimination against the employee. The redundancy was due to the restructuring exercise, and Dentor's decision to remove the role was made prior to learning about Shirley's pregnancy.

TAFEP advised that their action could be perceived as forced resignation, and they should exercise caution and sensitivity in handling such cases, to avoid being seen as discriminatory. TAFEP also pointed out that the resignation letter should be prepared by the employee.

Dentor agreed that the matter could have been handled more professionally and accepted TAFEP's advice and recommendations. To address their deficiencies, they enrolled in the Fair Employment Practices workshop, and signed the Employer's Pledge of Fair Employment Practices.

CASE 3: PROVIDING REASONS FOR SPECIFIC JOB REQUIREMENTS IN JOB POSTS

Robert applied for an assistant position with Sunny Clinic, and was informed that they were hiring female assistants. He felt discriminated against and reported the matter to TAFEP.

When TAFEP approached the clinic, the clinic manager admitted that they told Robert about their preference for a female candidate without an explanation. Due to privacy issues and possible physical contact, there were female patients who preferred to have clinic employees of the same gender present. In addition, as most of the clinic's specialists were males, they needed more female assistants to adhere to medical guidelines. They added that they did not discriminate against males as they currently had two male employees.

Outcome:

TAFEP checked the medical council website on the guidelines, and the recommendation was to have a female chaperone present

whenever a male specialist examined or treated a female patient. It was aligned with what the clinic had shared.

TAFEP assessed that the clinic had no intention to discriminate against Robert, and advised them to explain their reasons for their requirements to job applicants in future. This would avoid misunderstandings or misperception of discrimination. TAFEP also shared the Tripartite Guidelines on Fair Employment Practices and guided them on framing job ads through examples on discriminatory job postings, available at www.tafep.sg. The clinic was invited to attend the workshop on the Tripartite Standard on Recruitment Practices.

Robert was informed by TAFEP that the clinic was following medical guidelines and had no intention to discriminate. Robert understood, and thanked TAFEP for its help.





TRIPARTITE ALLIANCE FOR WORKPLACE SAFETY AND HEALTH

Established on 1 April 2008, the Workplace Safety and Health (WSH) Council comprises leaders appointed from major industry sectors (including construction, manufacturing, marine industries, petrochemicals, and logistics), government, unions, employers as well as professionals from the legal, insurance and academic fields.

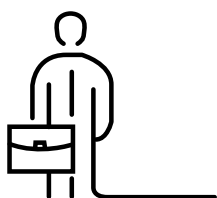
The Council works closely with the Ministry of Manpower and other government agencies, the tripartite partners, the industry and professional associations to develop strategies to raise WSH standards in Singapore.

The Council's main functions are to build industry capabilities to better manage WSH; promote safety and health at work; recognise companies with good WSH records; and set acceptable WSH practices.

YEAR IN REVIEW

at 31 March 2019

PROGRAMMES AND TRAINING



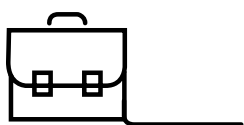
33,914

companies have joined the bizSAFE programme



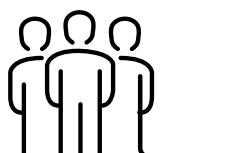
INSTITUTES OF HIGHER LEARNING

- Number of courses that prepare students for higher risk sector jobs: 50
- Number of students enrolled: 13,804



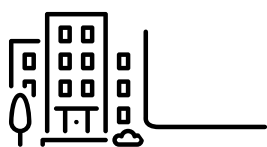
1,011

companies have joined the CultureSAFE programme



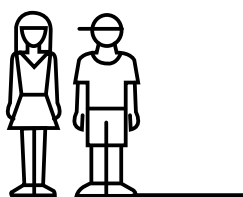
UNION

Number of union leaders trained: 139



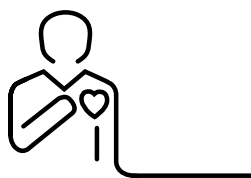
1,400

SMEs were visited through the StartSAFE programme



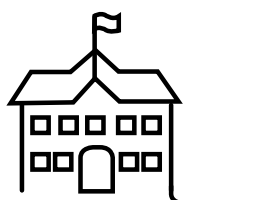
YOUTH

- Number of students we generated awareness to: 117,750
- Number of student leaders trained in WSH: 600
- Number of Chief Safety Officers trained in WSH: 300



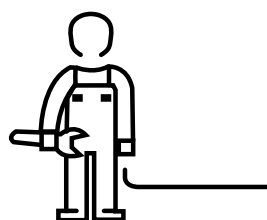
69

companies participated in Total WSH programmes, benefitting 945 workers.



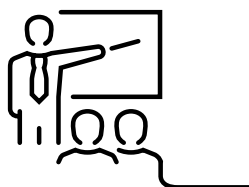
SCHOOLS

Number of students reached through schools: 92,000



361

workers were assisted through the Return To Work programmes, and 284 have successfully returned to work



INDUSTRY

- Number of workers trained in WSH: 30,782
- Number of WSH Bulletin subscribers: 72,510
- Number of SnapSAFE users: 10,182

CALENDAR OF MAJOR EVENTS IN 2018/2019



- 9 April**
- WSH 2028 Tripartite Strategies Committee Inaugural Meeting
- 22 April**
- Launch of National WSH Campaign 2018



- 25 June**
- First Phase of National WSH Campaign: Drive Safe, Work Safe



- 31 July**
- WSH Awards 2018



- 18 August**
- Engagement with Food Delivery Platforms and Companies
- 29-30 August**
- The Singapore WSH Conference 2018



- 4 October**
- Work at Heights Forum and Second Phase of National WSH Campaign: Target Zero Falls
- 6 October**
- Logistics & Cranes Carnival



- 9 November**
- Walkabout at TTSH to understand the Return To Work Programme
- 23 November**
- "Are you Kitchen Ready?" Risk Assessment Card for Kitchen Staff
 - Jurong Island Vision Zero Cluster Launch



- 10 January**
- Third Phase of National WSH Campaign: Safe Hands
- 25 January**
- WSH Symposium on Cranes



- 28 February**
- bizSAFE Convention 2019

SINGAPORE WORKPLACE SAFETY AND HEALTH STATISTICS* 2018

	2017		2018	
	NO.	RATE PER 100,000 EMPLOYED PERSONS	NO.	RATE PER 100,000 EMPLOYED PERSONS
WORKPLACE INJURIES	12,498	369	12,810	373
FATAL INJURIES	42	1.2	41	1.2
MAJOR INJURIES	574	16.9	596	17.4
MINOR INJURIES	11,882	351	12,173	355
OCCUPATIONAL DISEASES	799	23.6	563	16.4
	MAJOR INJURIES	FATALITIES	MAJOR INJURIES	FATALITIES
CONSTRUCTION	110	12	124	14
MANUFACTURING	124	7	123	4
TRANSPORTATION & STORAGE	60	7	49	4
WHOLESALE TRADE	22	3	15	5
	MAJOR INJURIES	FATALITIES	MAJOR INJURIES	FATALITIES
FALLS – SLIPS, TRIPS & FALLS	177	4	203	7
FALLS – FALLS FROM HEIGHT	63	8	71	8
MACHINERY INCIDENTS	74	1	76	1
VEHICULAR INCIDENTS	41	14	46	7

The fatal injury rate in 2018 remained constant at 1.2 per 100,000 employed persons with 1 fatal injury lesser than in 2017. While major and minor injuries have increased, occupational diseases have declined.

Construction and Wholesale Trade saw an increase in fatalities, but there were fewer fatalities in Manufacturing and Transportation & Storage.

While there was an increase in Slips, Trips & Falls fatalities and injuries, fatalities from Vehicular incidents saw a 50% reduction in 2018.

*Statistics are by calendar year

BUILDING INDUSTRY CAPABILITIES AND SETTING ACCEPTABLE WSH PRACTICES

WSH 2028 TRIPARTITE STRATEGIES COMMITTEE INAUGURAL MEETING

9 April 2018

The Ministry of Manpower (MOM) convened a Workplace Safety & Health (WSH) 2028 Tripartite Strategies Committee (TSC) in April 2018 to consult and recommend national strategies to chart WSH directions for the next ten years. The TSC, chaired by Mr John Ng, Chairman of the WSH Council, comprised of industry leaders from across academia, businesses, associations and unions. During the meeting on 9 April, the members generated ideas that guided further discussion and public engagement towards the launch of the WSH 2028 report in 2019.

WSH AWARDS 2018

31 July 2018

The WSH Awards 2018 recognised 158 companies and individuals for achieving excellence in workplace safety and health. The annual event, jointly organised by the WSH Council and MOM, was held on 31 July 2018 at the Marina Bay Sands Convention Centre and was attended by 1,200 participants. Guest-of-Honour, Mrs Josephine Teo, Minister for Manpower, graced the event with Minister of State for Manpower and National Development Mr Zaqy Mohamad. She highlighted in her opening address that strong WSH ownership is a key attribute that had helped the award recipients to obtain greater business productivity. The event also provided networking opportunities for attendees to exchange ideas as well as form meaningful relationships.

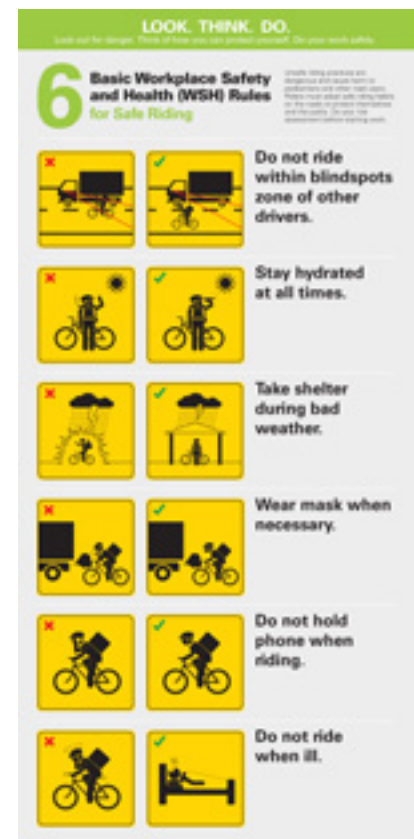


ENGAGEMENT WITH FOOD DELIVERY PLATFORMS AND COMPANIES

18 August 2018

The rising demand for delivery services is increasingly met by bicycles, power-assisted bicycles and personal mobility devices in recent years because they offer flexible and cost-effective alternatives for businesses. To guide the proper and safe use of these mobility devices, the WSH Council introduced the Guide to Safe Riding and a pictogram on 6 Basic Workplace Safety and Health Rules for Safe Riding for riders.

Industry stakeholders such as FoodPanda, Deliveroo, Honest Bee, Pizza Hut, KFC and McDonalds, assisted to reach out to more than 10,000 riders. The pictogram was also launched at the Singapore Ride Safe Day 2018, an event jointly organised with the Traffic Police on 18 Aug 2018 which attracted more than 70,000 visitors. A game booth at the event served to educate visitors on WSH knowledge relating to delivery riders using bicycles, motorcycles and personal mobility devices.



THE SINGAPORE WSH CONFERENCE 2018: TRANSFORMING FOR THE FUTURE – HEALTHY WORKFORCE, SAFE WORKPLACES

29 - 30 August 2018



The Singapore WSH Conference 2018, “Transforming for the Future – Healthy Workforce, Safe Workplaces” was held on 29 and 30 August 2018 at Suntec Singapore and attended by over 1,000 WSH practitioners from 23 countries. The two-day event provided the delegates with opportunities to exchange ideas and network with over 30 WSH experts and leaders. Topics such as how to achieve a safe and healthy workforce for their business to stay competitive amidst disruptions brought about by technological advances and demographic changes were discussed. Mr John Ng, Chairman of the WSH Council, kick-started the conference with a welcome address by sharing how disruptions should be viewed as opportunities instead of challenges.

Concurrently, the 6th Meeting of the International Advisory Panel (IAP) for Workplace Safety and Health was held on 28 and 30 August 2018 at the Marina Mandarin Hotel to seek inputs from IAP members on preliminary plans to Singapore’s national WSH 2028 strategies. The IAP

comprised renowned international WSH experts with wide-ranging expertise and experience in the fields of WSH leadership, regulations, techniques, policy and research. The meeting was chaired by Mrs Josephine Teo, Minister for Manpower, and co-chaired by Mr Zaqy Mohamad, Minister of State for Manpower and National Development.





WALKABOUT AT TTSH TO UNDERSTAND THE RETURN TO WORK PROGRAMME

9 November 2018

Tan Tock Seng Hospital (TTSH), the first hospital to provide Return To Work (RTW) services, hosted a walkabout for Mr Zaqu Mohamad, Minister of State for Manpower and National Development, together with representatives from WSH Council and MOM on 9 November 2018.

During the walkabout, TTSH shared that 73 patients had joined the RTW programme at TTSH with more than half of them completing the programme as of October 2018, and how the programme has helped employers retain their experienced workers. Two workers who had undergone the RTW programme then related how they retained their jobs with their current employer while maintaining financial income during their recovery process.

"ARE YOU KITCHEN READY?" RISK ASSESSMENT CARD FOR KITCHEN STAFF

23 November 2018

WSH Council developed the handheld card "Are You KITCHEN Ready?" to help chefs and kitchen staff perform risk assessments before they start work. The card can be used during daily WSH briefings, to train kitchen staff in risk assessment and Total WSH.

On 23 November 2018, more than 8,000 cards were distributed to employees working in commercial kitchens through six associations and unions, including the Singapore Chef Association, Restaurant Association of Singapore and Singapore Hotel Association.

The card is divided into several sections with checkboxes and questions:

- Check Your Health (Check Me Ready!)**: Includes questions like "Do you feel healthy?", "Are you feeling unwell or sick?", and "Do you have any injuries?"
- Wash your hands**: A section for hand hygiene.
- Wear your apron**: A section for wearing protective clothing.
- Wash your face**: A section for facial hygiene.
- Wash your hair**: A section for hair hygiene.
- Wash your feet**: A section for foot hygiene.
- Wash your clothes**: A section for clothing hygiene.
- Wash your dishes**: A section for dish hygiene.
- Wash your hands**: A section for hand hygiene.
- Wash your face**: A section for facial hygiene.
- Wash your hair**: A section for hair hygiene.
- Wash your feet**: A section for foot hygiene.
- Wash your clothes**: A section for clothing hygiene.
- Wash your dishes**: A section for dish hygiene.



WSH SYMPOSIUM ON CRANES: MAKING CRANE OPERATIONS SAFER FOR WORKERS

25 January 2019

More than 400 industry partners and WSH practitioners attended the annual WSH Symposium on Cranes, an event jointly organised by the WSH Council and the Ministry of Manpower (MOM), held at the Housing & Development Board Hub on 25 January 2019.

In his opening address, Minister of State for Manpower and National Development Mr Zaqy Mohamad, identified three key areas companies could adopt to make crane operations safer for workers: adoption of technology, investing in capability building, and focusing on health.

The Symposium also facilitated cross-learning with a panel of speakers from MOM, the WSH Council and industry partners who presented on various related WSH topics and shared some of the industry best practices. Exhibits from the industry and academia were also on display to encourage adoption of technologies for safer lifting operations.

BIZSAFE CONVENTION 2019 – TAKE TIME TO TAKE CARE OF YOUR SAFETY AND HEALTH

28 February 2019

The bizSAFE Convention 2019 took place on 28 February 2019 at Max Atria @ Singapore Expo with more than 600 participants, to celebrate the achievements of the bizSAFE community. 41 bizSAFE Award 2019 recipients were recognised for their commitment and support to the bizSAFE programme and their effective management of risks at the workplace.

The Convention theme, “Take Time to Take Care of Your Safety and Health” reminded everyone to advocate the culture of care at workplaces.



WSH FORUMS

WSH FORUM FOR LANDSCAPE SECTOR 2018

Jointly organised by the WSH Council and its supporting partners – National Parks Board, Landscape Industry Association of Singapore, Singapore Institute of Landscape Architects, Singapore Arboriculture Society and Ministry of Manpower, the WSH Forum for Landscape Sector 2018 was held on 27 July 2018 at the Gardens by the Bay. The event was attended by 200 participants from the landscape industry.

A panel of speakers shared some key learning points, such as how a proper onsite risk assessment must always be carried out and workers should exercise due diligence and care and work within protected zones at all times, and that planters at roof tops and edges should be designed for the safety of users and maintenance personnel.

The revised WSH Guidelines on Landscape and Horticulture Management was also launched at the Forum, to help the landscape industry better mitigate their safety and health risks relating to confined spaces, machinery operations (mobile elevating work platforms, cranes and excavators), heat stress and excessive noise.

WSH FORUM FOR FACILITIES MANAGEMENT SECTOR 2018

The WSH Forum for Facilities Management (FM) Sector 2018 was held on 3rd October 2018 at the Marina Bay Sands Expo and Convention Centre. 300 FM practitioners and stakeholders learnt how technology was increasingly being used in the FM sector to ease resource challenges and to improve the safety and health outcomes for workers. Various topics were discussed, such as the management of workers' ill-health and their well-being to ensure productivity, WSH challenges in the lift maintenance industry, and the use of innovation and technology to transform the FM sector.

WSH TRAINING PROVIDERS FORUM

The annual Workplace Safety and Health (WSH) Training Providers Forum was held on 18 January 2019 at the MND Auditorium. Organised by the WSH Council, the forum was attended by more than 150 training professionals from various training organisations, including key partners from the MOM and Singapore Accreditation Council. The dialogues by the regulating authorities allowed for the training providers to be kept abreast of the latest WSH developments for good WSH training outcomes.

DIALOGUE FOR YOUNG SAFETY PROFESSIONALS

Supported by MOM, SISO and NTUC, the WSH Council organised three dialogue sessions from July 2018 to February 2019 to engage more than 180 young union leaders on workplace safety and health. The sessions covered topics on the 'WSH Act' and 'Work Injury Compensation Act', an introduction of the WSH Officer "Career Progression Pathway" by SISO, as well as a sharing session by past Commissioner of Workplace Safety and Health, Er. Ho Siong Hin.

WSH TECHTALK ON WORK AT HEIGHTS

Organised as part of the Target Zero Falls 2018 campaign, the WSH Council's Lunchtime WSH TechTalk on Work at Heights on 28 November 2018 invited companies who wished to improve their WSH outcomes through greater awareness and adoption on fall prevention technology to attend. More than 100 representatives from various industries attended the event.

A representative from MOM spoke on the use of technology for better WSH

enforcement and technologies of the future that can expand the reach and depth of WSH enforcement. Speakers from Teambuild Engineering and Construction and Lendlease Singapore also shared examples of the technology they had implemented, such as the use of virtual reality in training programmes to improve workers' capabilities and competencies.



PROMOTING SAFETY AND HEALTH AT WORK

THREE PHASES OF THE NATIONAL WSH CAMPAIGN



LAUNCH OF THE NATIONAL WSH CAMPAIGN 2018

Organised by the WSH Council and supported by MOM, National Trades Union Congress and Singapore National Employers Federation, the National WSH Campaign 2018 was launched on 22 April 2018 at Our Tampines Hub with a family carnival. The event was attended by close to 5,000 participants who took part in a mass exercise and mannequin challenge in support of the WSH Council's call for industry to "Take Time to Take Care". Outreach efforts for the Campaign included print advertorials in local newspapers, 6-sheets posters across 110 bus stops islandwide, digital marketing via online social media platforms, as well as over 700 campaign banners distributed to worksites and company premises.

Mrs Josephine Teo, Minister for Manpower, announced the WSH Council's partnership with Health Promotion Board to improve health at workplaces through the WSH Council's Total WSH framework and services. Mr John Ng, Chairman of the WSH Council also emphasised the need to put in our efforts on Vision Zero and highlighted the four focus areas of the WSH Council's outreach for 2018 – vehicular safety, falls prevention, machinery safety and workplace health.



CAMPAIGN ADS



CAMPAIGN VIDEO



Highlighted the targeted WSH hotspots in various industries such as working at heights, working with machines and heavy vehicles, and work-related health injuries

CAMPAIGN BANNER

TAKE TIME TO TAKE CARE
of your **SAFETY** and **HEALTH**

Learn more about how to Take Time to Take Care at www.wshc.sg/nationalcampaigns



Prevent all injuries.
Go home safe and healthy.

VISION ZERO



Spot any unsafe act?
Scan QR code to download
SnapSAFE app to report it.





LAUNCH OF DRIVE SAFE WORK SAFE CAMPAIGN

June to August 2018

The Drive Safe, Work Safe Campaign 2018 was launched by Minister of State for Manpower and National Development, Mr Zaqq Mohamad on 25 June 2018, in conjunction with Woodlands Transport Holdings' WSH Day, and targeted one of three key areas of prevention under the National WSH Campaign 2018 - Vehicular Safety. It highlighted how WSH challenges faced by drivers could be better managed through good vehicular safety practices. More than 200 companies pledged their support to prevent on-site and on-the-road vehicular accidents, reaching out to over 20,000 heavy vehicle drivers.

CAMPAIGN VIDEO



Focused on the key areas in vehicular management such as the importance of use of wheel chocks and fatigue management

VEHICLE DECAL



WORK AT HEIGHTS FORUM AND TARGET ZERO FALLS CAMPAIGN 2018

October to December 2018

On 4 October 2018, the WSH Council collaborated with the Singapore Institution of Safety Officers and International Powered Access Federation (IPAF) to organise the Work At Heights (WAH) Forum 2018, where the Target Zero Falls Campaign 2018 was also launched. The WAH Forum 2018 aimed to raise WAH safety awareness in the industry by showcasing innovative equipment and processes that could mitigate WAH risks at the workplace. Speakers from the MOM, Shanghai Tunnel Engineering Co. and IPAF shared safe practices in underground and tunnelling works and case studies of past WAH incidents.

As part of the campaign, a short video on working safely at heights was produced. WAH sticker packs were also distributed to locations where WAH activities were carried out, reaching out to 50,000 construction workers.



CAMPAIGN VIDEO



Emphasised the importance of safety controls involving open sides, fragile surfaces and roofing works.

WAH STICKER PACKS





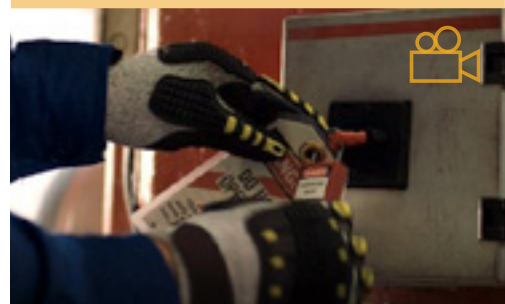
LAUNCH OF SAFE HANDS CAMPAIGN

January to March 2019

The Safe Hands Campaign was launched on 10 January 2019 by Minister of State for Manpower and National Development, Mr Zaqq Mohamad, in conjunction with Singapore Aero Engine Services Pte Ltd's own in-house Workplace Safety and Health WSH event and was attended by more than 100 of its employees and contractors. The campaign aimed to draw awareness to the prevention of machinery-related hand and finger injuries at the workplace. It is the third and last phase of the National WSH Campaign 2018.

As part of campaign efforts, a short video was produced on taking proper measures when working with machines to keep hands and fingers safe. A campaign collaterals bundle comprising of machinery safety related posters, stickers and an activity-based checklist was also distributed to 5,000 companies within the metalworking industry.

CAMPAIGN VIDEO



Focused on proper measures when working with machines to keep hands and fingers safe such as making sure the Lock-Out-Tag-Out (LOTO) procedures are carried out beforehand, adopting proper postures and using mechanical aids when handling heavy objects

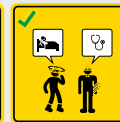
LOOK. THINK. DO.

Look out for danger. Think of how you can protect yourself. Do your work safely.

6 Basic Workplace Safety and Health (WSH) Rules for Working with Machines

Moving machine parts can cause death or serious injuries such as crushed limbs and amputations. **Every year, 2 workers die and 1,000 workers are injured while working with machines.** Do your risk assessment before starting work.

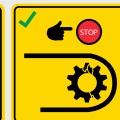
Report to your supervisor if you feel unwell.



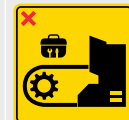
Make sure all moving parts are guarded.



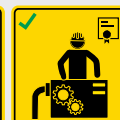
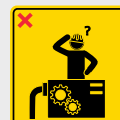
Stop the machine if it is not working properly.



Lock-out and tag-out before repair and maintenance.



Be trained and competent before operating any machine.



Use the right personal protective equipment.



Learn more from the WSH Guidelines on Safe Use of Machinery at www.wshc.sg.

Sponsored by



LOGISTICS & CRANES CARNIVAL 2018

6 October 2018



Organised by the Logistics Alliance, Singapore Cranes Association and the WSH Council, the Logistics & Cranes Carnival 2018 was held on 6 October 2018 at the Trade Association Hub. Close to 1,000 participants attended the carnival, including industry partners, supporting organisations, and members of the public.

The Carnival had indoor and outdoor exhibitions which showcased technological advancements such as the use of robotics, to highlight the WSH efforts and developments in the logistics and cranes industries. A Singapore Police Force ground deployment exercise was also conducted at the Carnival to demonstrate the industry's preparedness in the event of potential terror threats.





LAUNCH OF THE JURONG ISLAND VISION ZERO CLUSTER

23 November 2018

Held on 23 November 2018 at Jurong Town Hall, the launch of the Jurong Island Vision Zero Cluster was attended by more than 100 senior management and WSH personnel of Jurong Island companies and their subcontractors. The Jurong Island Vision Zero Cluster aimed to bring together like-minded companies that share a common belief that every workplace injury and ill-health is preventable.

Minister of State for Manpower and National Development, Mr Zaqqy Mohamad applauded companies for committing to being part of the Cluster, and called for more companies to come onboard. He shared on how these companies have one common trait – WSH is the priority for their senior management. He further highlighted that the cluster approach will present additional benefits to the companies involved, whereby rather than working individually, they can learn from each other's experiences as well as share best practices and innovations to improve their collective WSH standards.



CONNECT WITH US



Tripartite Alliance
for Dispute Management

Devan Nair Institute for Employment and Employability

80 Jurong East Street 21,
#03-03, Singapore 609607

Ministry of Manpower Services Centre

1500 Bendemeer Road,
Hall A Level 3, Singapore 339946

www.tadm.sg



Tripartite Alliance for
Fair & Progressive Employment Practices

Devan Nair Institute for Employment and Employability

80 Jurong East Street 21,
#02-05, Singapore 609607

www.tafep.sg



WSHCOUNCIL

Tripartite Alliance for
Workplace Safety and Health

Ministry of Manpower Services Centre

1500 Bendemeer Road,
#04-01, Singapore 339946

www.wshc.sg

