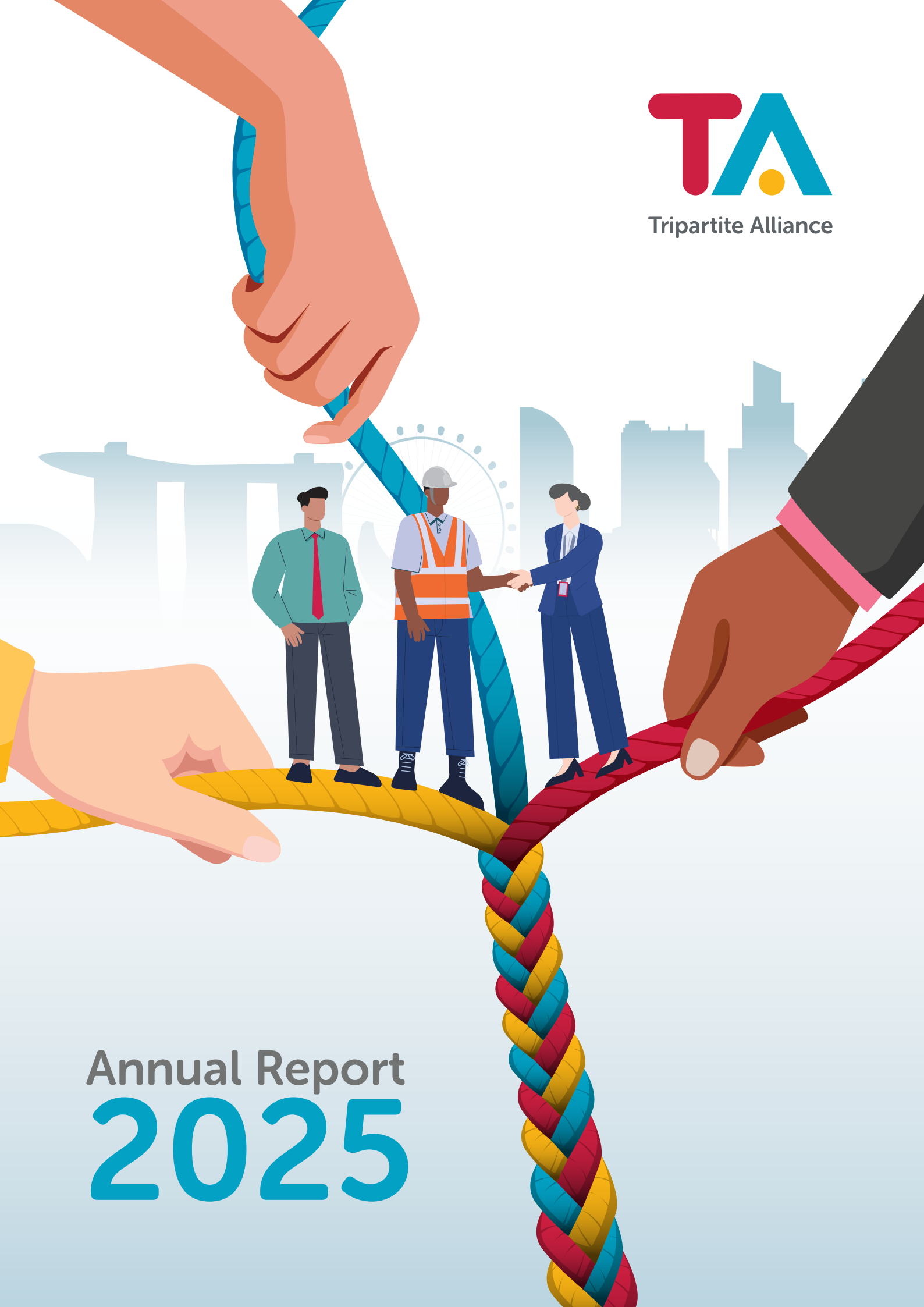




Tripartite Alliance



Annual Report 2025

Content

03

Corporate Information

04

TAL Board &
Senior Management

08

Vision & Mission

06

Board of Directors

10

Message from
the Chairperson

12

Financial Performance

24

Tripartite Alliance
for Workplace Safety
and Health

18

Tripartite Alliance for
Fair & Progressive
Employment Practices

14

Tripartite Alliance for
Dispute Management

30

Tripartite Collective

32

Cross-Agency Initiatives

34

TAL Corporate Social
Responsibility Efforts

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

Foo Kon Tan LLP

Company Secretary

Tee Lian Choy
AG Corporate Pte. Ltd.
105 Cecil Street, #15-02 The Octagon,
Singapore 069534

36

Union of Tripartite
Alliance Limited

37

Growing Our
Greatest Asset –
Our People

38

People of TAL

TAL Board & Senior Management



Chairperson

Mr Bob Tan[^]

Mr Stephen Lee^{*}

Board of Directors

Ms Cham Hui Fong

Mr Christopher Wong

Mr Edwin Ng^{*}

Mr Jeffrey Siow^{*}

Ms Joan Moh

Mr Kandhavel Periyasamy

Mr Lau Kai Lee

Mr Marcus Lam

Mr Ong Hwee Liang^{*}

Mr Silas Sng

Mr Kenneth Er[^]

Mr Andy Lim[^]

Ms Tan Hwee Bin[^]

Finance & Procurement Committee

Mr Marcus Lam, Chairperson

Mr Lau Kai Lee

Mr Tan Kok Hoe

Audit and Risk Management Committee

Mr Christopher Wong, Chairperson

Ms Ang Tiong Ling

Mr Ong Hwee Liang^{*}

Mr Andy Lim[^]

Human Resources Committee

Mr Bob Tan, Chairperson

Ms Cham Hui Fong

Mr Jeffrey Siow^{*}

Mr Kenneth Er[^]



TADM Committee

Ms Joan Moh, Chairperson

Mr Kandhavel Periyasamy

Ms Toh Hwee Tin[^]

Mr Hao Shuo



TAFEP Committee

Ms Cham Hui Fong, Co-chairperson

Mr Edwin Ng, Co-chairperson^{*}

Ms Tan Hwee Bin, Co-chairperson[^]

Mr Benedict Chan

Ms Faith Li

Mr Hao Shuo

Mr Kandhavel Periyasamy

Ms Kohe Hasan

Mr Raymond Chin

Mr Saktiandi Bin Supaat



WSH Council

Mr Abu Bakar Bin Mohd Nor (Chairman)

Mr Vincent Phang (Deputy Chairman)*

A/Prof Gan Wee Hoe

Mr Simon Goh

Mr Adrian Lim

Mr Lim Teck Chuan

Mr Lim Keng Yang

Mr Ricky Loo

Dr Kenneth Low

Ms Ng Wee Wei

Mr Silas Sng

Dr Eugene Fidelis Soh*

Ms Aileen Tan

Ms Tan Man Ee

Mr Tan Swee Yiow

Mr Tay Choon Hong

Ms Dawn Teo

Mr Raj Joshua Thomas

Mr Melvin Yong

Mr Simon Kuik^

Adj Prof Tang Kong Choong^

Senior Management

Mr Kandhavel Periyasamy, TAL, Executive Director

Mr Silas Sng, TAL, Executive Director

Mr Christopher Koh, WSH Council,
General Manager

Ms Faith Li, TAFEP, General Manager

Ms Ng Hwei Min, TADM, General Manager

Ms Toh Hwee Tin, TADM, General Manager

Mrs Sheila Wong, TAL Corporate, Director,
Corporate Services

*Term Ended

22 Jan 2025

Mr Stephen Lee
Board of Directors, TAL
Chairman, TAL Board

Mr Edwin Ng
Board of Directors, TAL
TAFEP Committee Co-chairperson

Mr Ong Hwee Liang
Board of Directors, TAL
Audit and Risk Management Committee

31 Mar 2025

Mr Vincent Phang
Deputy Chairman,
WSH Council

Dr Eugene Fidelis Soh
WSH Council

1 Apr 2025

Mr Jeffrey Siow
Board of Directors, TAL
Human Resources Committee

^Term Started

1 Jan 2025

Ms Toh Hwee Tin
TADM Committee

22 Jan 2025

Mr Bob Tan
Board of Directors, TAL
Chairman, TAL Board

23 Jan 2025

Mr Andy Lim
Board of Directors, TAL
Audit and Risk Management Committee

Ms Tan Hwee Bin
Board of Directors, TAL
TAFEP Committee Co-chairperson

1 Apr 2025

Mr Simon Kuik
WSH Council

Adj Prof Tang Kong Choong
WSH Council

1 Sep 2025

Mr Kenneth Er
Board of Directors, TAL
Human Resources Committee

Board of Directors





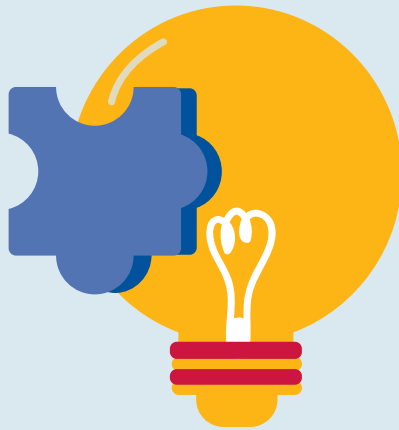
From left to right:

Mr Andy Lim, Ms Joan Moh, Mr Ong Hwee Liang*, Mr Edwin Ng*, Ms Tan Hwee Bin, Mr Stephen Lee*, Mr Bob Tan (Chairperson), Ms Cham Hui Fong, Mr Jeffrey Siow*, Mr Lau Kai Lee, Mr Kandhavel Periyasamy, Mr Marcus Lam, Mr Silas Sng, Mr Christopher Wong, and Mr Kenneth Er.

***The following directors have ended their term:**

Mr Stephen Lee's term ended on 22 January 2025
 Mr Ong Hwee Liang's term ended on 22 January 2025
 Mr Edwin Ng's term ended on 22 January 2025
 Mr Jeffrey Siow's term ended on 1 April 2025

Vision & Mission



Vision

Progressive Workplaces.
Harmonious Work Relations.



Mission

Trusted Tripartite Organisation,
Effective Mediator, Committed Partner
and Advocate for Great Work Practices.

Message from the Chairperson

“ In 2025, I succeeded Mr Stephen Lee, who served as the Tripartite Alliance Limited (TAL)’s founding Chairman since its establishment by the Ministry of Manpower, the National Trades Union Congress and the Singapore National Employers Federation. Under his stewardship, TAL built strong foundations of governance and trust, and advanced four pillars that continue to define our work – progressive workplaces, harmonious work relations, workplace safety and health, and tripartism. I am deeply grateful for his leadership and legacy, and I am committed to building on this strong foundation in the years ahead. ”



Evolving Employment Landscape

The employment landscape continues to evolve. An ageing workforce, shifting expectations around work-life harmony, rapid technological change and the growing impact of artificial intelligence are placing new pressures on workplaces and industrial relations. Against this backdrop, TAL has continued to advance its vision of building progressive workplaces and harmonious work relations. Through dispute resolution, workplace fairness initiatives, workplace safety and health programmes, and tripartite engagement, TAL has supported employees and employers in navigating workplace challenges, while contributing to more resilient and harmonious workplaces.

Achievements and Outcomes

Across TAL, our teams continued to deliver strong outcomes in support of fair, safe, progressive and harmonious workplaces.

The Tripartite Alliance for Dispute Management (TADM) remained a trusted avenue for dispute resolution. More than 80 per cent of employment claims were resolved at TADM, with nine in ten employees fully recovering their salaries. In addition, 88 per cent of salary claims lodged in 2025 were resolved amicably via TADM's mediation process.

As Singapore prepared for the implementation of the Workplace Fairness Act (WFA), TAFEP focused on strengthening people management capabilities while recognising employers that exemplify progressive workplace practices. In August 2025, TAFEP partnered with the Institute for Human Resource Professionals to launch the Responsible People Manager Role Badge. The Badge equips supervisors with the skills and confidence to lead teams effectively while upholding fair employment principles – a key gap highlighted in our research.

TAFEP continued to recognise exemplary employers with fair and progressive employment practices through the Tripartite Alliance Award 2025. A record number of over 170 organisations participated in the Awards, with 43 organisations and five individuals recognised for their exemplary efforts. Close to 30 per cent of winning organisations were Small and Medium-sized Enterprises (SMEs), underscoring that organisations of all sizes can adopt fair and progressive employment practices.

The Workplace Safety and Health (WSH) Council continued to strengthen Singapore's WSH ecosystem through industry engagement, leadership advocacy, and the advancement of WSH standards. In 2025, the WSH Awards recognised 301 organisations and individuals for their exemplary commitment to WSH, reinforcing collective ownership of safety and health across industries.

The WSH Council also sustained its outreach and capability-building efforts through initiatives such as the National WSH

Campaign, the WSH Advocate Programme, and the development of new guidelines and resources. Through the strong partnerships and shared commitment of industry partners, employers and unions, Singapore maintains its position as one of the safest places to work globally. Singapore achieved a record-low workplace fatality rate of 0.96 per 100,000 workers in 2025, a significant milestone in our ongoing WSH journey.

As workforce and business needs continued to evolve, the Tripartite Collective strengthened appreciation for tripartism through targeted engagements with youths and business leaders, as well as a dialogue on Singapore's efforts to upskill and reskill workers. These efforts reinforced tripartism as Singapore's key competitive advantage and highlighted the importance of collaboration among stakeholders.

In 2025, TAL launched the Tripartite Connect, a cross-department initiative to deliver more coordinated stakeholder engagement. Its inaugural event for SMEs engaged more than 330 leaders, with the majority indicating that the knowledge gained was relevant to their work.

As a valued partner, the Union of TAL continued to strengthen staff engagement and provide constructive feedback, working closely with management to foster a positive organisational culture.

Beyond our core work, TAL remained committed to giving back to the community through fundraising initiatives such as the SG60 Heartstrings Walk in support of Community Chest beneficiaries, and TAL Festive Giving 2025 in partnership with Agape Connecting People, which benefitted low-income families, seniors, at-risk youths, persons with disabilities, and individuals facing health challenges.

Looking Ahead

TAL's priorities remain clear. We must continue delivering meaningful outcomes for employees and employers by investing in our people, leveraging technology and preparing our workforce for an AI-enabled future, and deepening partnerships across the tripartite ecosystem.

As workplace challenges evolve, TAL's strength lies in bringing together dispute resolution, progressive workplace practices, workplace safety and health, and tripartite engagement to support a resilient and adaptable workforce. By building on these strengths, we will continue to strengthen the foundations of tripartism and work towards our shared vision of progressive workplaces and harmonious work relations for all.

Mr Bob Tan
Chairperson,
Tripartite Alliance Limited

Financial Performance

Statement of financial position

as at 31 March 2026

	Note	31 March 2026 \$	31 March 2025 \$
ASSETS			
Non-Current			
Plant and equipment	3	871,370	79,105
Right-of-use assets	4	3,801,182	2,723,113
		4,672,552	2,802,218
Current			
Trade and other receivables	5	599,507	359,047
Prepaid operating expenses		571,024	781,852
Cash and bank balances	6	45,700,487	43,924,288
		46,871,018	45,065,187
Total Assets		51,543,570	47,867,405
ACCUMULATED FUNDS AND LIABILITIES			
Accumulated Funds			
Accumulated surplus		4,378,947	3,509,157
Fund contribution from a member	7	1,759,689	1,759,689
		6,138,636	5,268,846
LIABILITIES			
Non-current			
Deferred capital grants	8	872,685	66,071
Provision for reinstatement cost	9	846,064	803,632
Lease liabilities	10	1,496,836	1,227,874
		3,215,585	2,097,577
Current			
Trade and other payables	11	39,810,458	38,681,999
Lease liabilities	10	2,286,931	1,484,806
Current income tax payable		91,960	334,177
		42,189,349	40,500,982
Total Liabilities		45,404,934	42,598,559
Total Accumulated Funds and Liabilities		51,543,570	47,867,405

Statement of profit or loss and other comprehensive income

for the financial year ended 31 March 2026

	Note	Year ended 31 March 2026 \$	Year ended 31 March 2025 \$
Income	12	757,859	1,663,216
Other item of income			
Other income	13	101,969	523,845
Other items of expenses			
Consultancy fees		(3,193,196)	(2,164,339)
Depreciation of plant and equipment	3	(75,701)	(70,577)
Depreciation of right-of-use assets	4	(2,182,492)	(2,071,918)
Employee benefits expenses	14	(51,801,696)	(49,407,703)
IT and software expenses		(4,643,221)	(4,429,199)
Marketing and distribution costs		(8,128,885)	(7,353,470)
Other operating expenses		(4,077,739)	(4,260,852)
Interest expense	15	(223,674)	(231,346)
Excess of expenditure over income before tax and grants		(73,466,776)	(67,802,343)
Grant income	16	74,371,442	70,025,545
Excess of income over expenditure after grants before tax		904,666	2,223,202
Taxation	17	(34,876)	(336,177)
Surplus for the financial year, representing total comprehensive income for the financial year		869,790	1,887,025



Tripartite Alliance for **Dispute Management**

The Tripartite Alliance for Dispute Management (TADM) was jointly set up in April 2017 by the tripartite partners – Ministry of Manpower (MOM), National Trades Union Congress (NTUC), and Singapore National Employers Federation (SNEF), to help employees and employers resolve employment disputes fairly and amicably through mediation.

Supporting Employees and Employers through Fair and Effective Dispute Resolution

In 2025, the resolution rate at mediation remained high, with more than 80% of employment claims resolved amicably through TADM's mediation process. In addition, 88% of salary claims were concluded at TADM within 2 months, and 92% of employees fully recovered their salaries and payments.

Year In Review

As at 31 December 2025

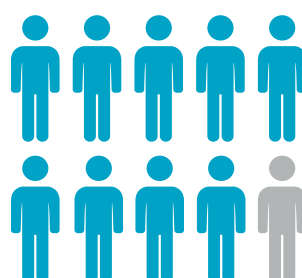
More than



of employment claims were resolved at TADM

9 in 10

employees fully recovered their salaries with assistance from TADM and the Employment Claims Tribunals



2 in 3

dismissal claims were resolved at TADM



TADM assisted employees in recovering a total of

\$24.7 million



Highlights for the Year

Strengthening TADM Mediators' Capabilities through Singapore International Mediation Institute Accreditation

TADM worked with the Singapore Mediation Centre (SMC) to deliver a five-day customised mediation training programme to strengthen mediator capabilities in preparation for the implementation of the Workplace Fairness Act (WFA).

Through this training programme, 88% of TADM officers attained accreditation from the Singapore International Mediation Institute, reinforcing professional standards and readiness to support the effective resolution of workplace disputes under the WFA.



▲ TADM officers involved in the Platform Workers Act workgroup

Providing Dispute Resolution for Platform Workers

The Platform Workers Act came into force on 1 January 2025. It offers platform workers greater protection in three key areas: housing and retirement adequacy, work injury protection, and collective bargaining through representative bodies like Platform Work Associations.

In support of the Act, TADM provides a neutral platform for dispute resolution through voluntary mediation for platform workers who may have payment-related claims with their platform operators but do not wish to escalate their issues to the Small Claims Tribunals. Through mediation, TADM helps to foster a more harmonious ecosystem for platform work while ensuring fair outcomes for all parties.

Strengthening Mediation Capabilities through Training of Tripartite Mediation Advisors

TADM conducted two half day workshops in October 2025 to equip Tripartite Mediation Advisors' (TMAs) from SNEF and NTUC with practical mediation skills and exposure to mediation processes.

The workshops were well received, achieving an average participant rating of 4.5 out of 5. Building on these positive outcomes, the training will be offered on a biannual basis to newly recruited and gazetted TMAs.



▲ TMA Workshop with SNEF TMAs



▲ TMA Workshop with NTUC TMAs

Enhancing User Experience through Improvements to TADM's website

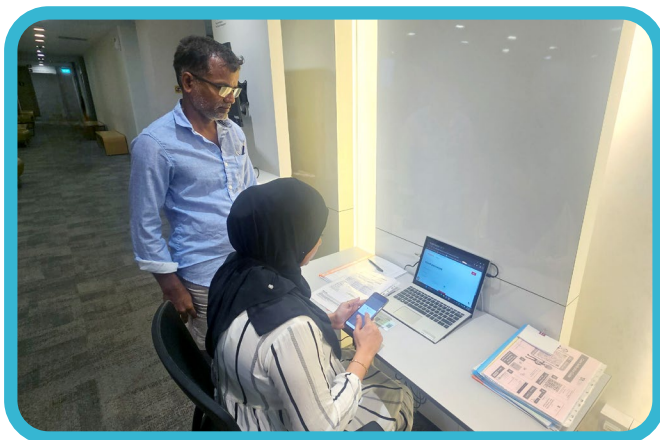
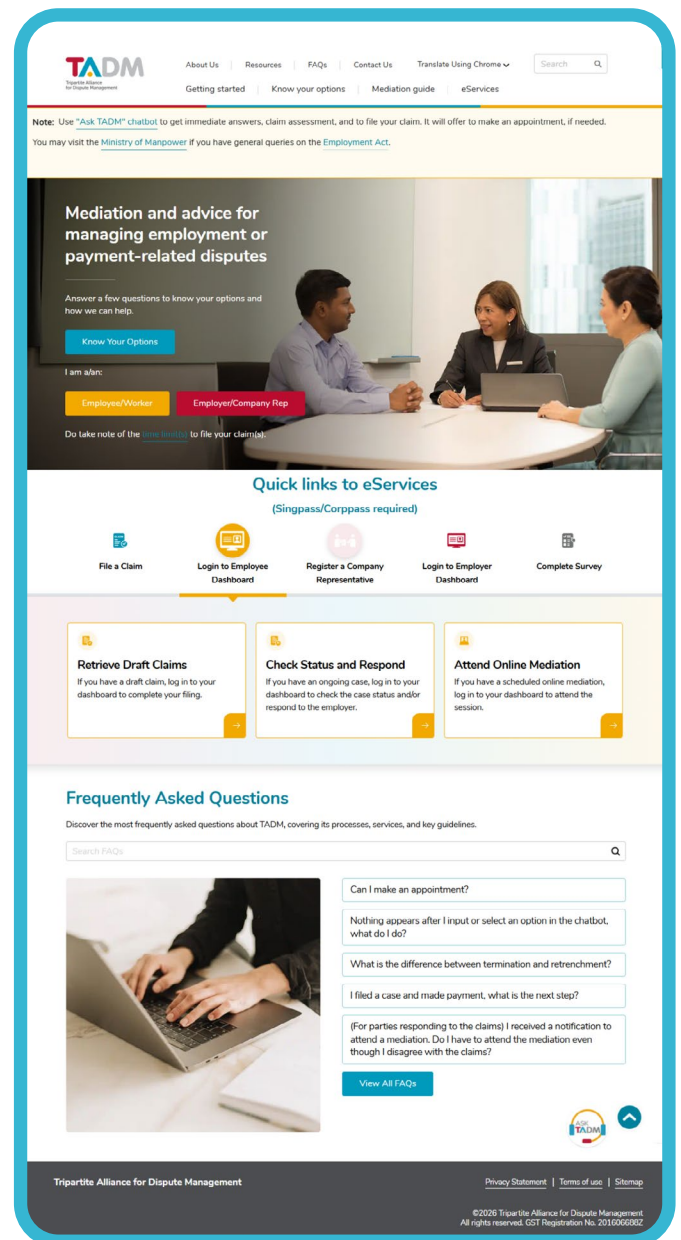
Based on customer feedback, TADM enhanced its website landing page on 30 August 2025 to improve user navigation and access to digital services. Popular quick links were introduced and tailored to users' profiles and journey stages, enabling easier access to eServices.

For example, employees were able to access their dashboards more easily to view case statuses, while employers could register company representatives through their dashboards.

In addition, TADM developed profile-specific infographics to guide users at different stages of their journey, including "Top 5 things to note" infographics for claimants before and after filing a claim, and for respondents upon receiving a notification. These enhancements improved clarity and supported users in navigating the dispute resolution process more effectively.



▲ Screenshot of Website



Helping Migrant Claimants in Accessing TADM's Digital Services

Since 2024, TADM has provided support to migrant workers who face difficulties accessing SingPass by assisting them with credential resets, downloading the SingPass application, and setting up the two-factor authentication (2FA) feature. This enables them to log in to TADM's digital portal (EmPOWER) seamlessly.

With SingPass access, migrant workers are able to use TADM's digital services such as e-Negotiation, virtual mediation sessions via Zoom, and the digital signing of Settlement Agreements. These efforts help ensure inclusive access to dispute resolution services and support timely and effective case management.



Tripartite Alliance for Fair & Progressive Employment Practices

The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) was set up in 2006 by the tripartite partners – Ministry of Manpower (MOM), National Trades Union Congress (NTUC), and Singapore National Employers Federation (SNEF), to promote the adoption of fair, responsible, and progressive employment practices. TAFEP helps employers build workplaces where employees are respected, valued and able to achieve their fullest potential, for the success of the organisation. Individuals who encounter workplace discrimination or harassment can seek help from TAFEP.

Year In Review

As at 31 December 2025

20,500¹

organisations have adopted the various Tripartite Standards, benefitting 1.5 million employees



12,200

participants in 190 workshops and events organised by TAFEP and its partners



2,900

learners used TAFEP's e-learning modules



11,238

public feedback, enquiries, and complaints on workplace-related concerns were handled by TAFEP



¹ The figure is cumulative

Highlights for the Year

Strengthening Employer Capabilities through the Tripartite Standards Coaching Clinics

The Tripartite Standards (TSs) coaching clinics help employers deepen their understanding of good employment practices to be implemented at the workplace.

Through these clinics, employers are briefed on the importance of adopting TSs comprising a set of verifiable, actionable employment practices across different functional areas, which complement Singapore's laws, Tripartite Guidelines, and Advisories.

Companies that adopt TSs distinguish themselves as organisations with good HR practices and gain recognition as fair and progressive employers.

In 2025, TAFEP conducted 33 clinics, engaging over 1,200 employer representatives. The clinics covered key TSs, such as Recruitment Practices, Grievance Handling, Age-Friendly Workplace Practices and Advancing Well-Being of Lower Wage Workers.

To enhance the learning experience, TAFEP introduced a blended learning format, allowing participants to complete the e-Learning module at their own pace and attend the clinic session to obtain key insights, learn from case examples, and seek clarifications in the Q&A segment. TAFEP also continues to support participants in adopting TSs.

Building Employer Readiness for the Workplace Fairness Act

To prepare employers and HR practitioners for the implementation of the Workplace Fairness Act (WFA), TAFEP rolled out a series of capability-building initiatives.

In January 2025, TAFEP developed the *Implementing a Grievance Handling Process* e-learning course to provide practical guidance on establishing structured grievance handling processes and strengthening organisational readiness for WFA compliance.

This was complemented by the commencement of regular *Navigating Workplace Fairness* briefings in September 2025, which aim to deepen employers' and HR practitioners' understanding of WFA requirements and obligations, and to support their preparedness for WFA implementation by end-2027.

In August 2025, the TAFEP and the Institute for Human Resource Professionals (IHRP) jointly launched the Responsible People Manager Role Badge at IHRP Learning Day 2025. The Badge was developed to strengthen the capabilities of supervisors, equipping them with the skills and confidence to lead teams effectively while upholding fair employment principles. Individuals can attain two Skills Badges – *Workplace Fairness and Inclusivity*, and *Performance and Transition Management* – which underpin fair, equitable, and responsible people management practices.

In November 2025, TAFEP enhanced the Fair and Progressive Employment Index (FPEIndex), a self-assessment tool for employers, to include the new Workplace Fairness (WF) module. The WF module replaced the Tripartite Guidelines on Fair Employment Practices (TGFEF) module. By consolidating coverage of both the WFA and TGFEF into a single, streamlined framework, the WF module serves as a first step for employers to assess their readiness for WFA compliance, identify gaps, and receive actionable insights and practical recommendations.



Tripartite Alliance for
Fair & Progressive Employment Practices

Navigating Workplace Fairness

Trainers:

Choo Zhi Yong
Team Lead
Programme and Capability Development

Hema Sri
Assistant Director
Customer and Case Management

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▲ Rollout of the Navigating Workplace Fairness Briefing

Fair & Progressive Employment Index

Be Fair. Be Progressive.

Start your journey today.

Take the Free Assessment

Stay Compliant and Avoid Breaches

With the Workplace Fairness Act (WFA) and the Tripartite Guidelines on Fair Employment Practices (TGFE) working to promote fair and harmonious workplaces, it is vital for employers and HR to proactively review and align their employment practices to meet fair employment requirements. Non-compliance could lead to disharmony and formal complaints, reputational damage, or regulatory action. Start your self-check with the updated Workplace Fairness module in the FPEIndex today.

◀ *Enhancement of the FPEIndex to include the WF module*

Engaging Employers through the Progressive Employers' Learning Day

TAFEP was the anchor speaker at an employer awareness briefing organised by Singapore Business Federation (SBF) on 14 February 2025 to support employers on evolving workplace and business issues.

The briefing provided a platform for employers to connect, learn, and exchange perspectives, while gaining practical insights from peers facing similar workforce challenges.

The session covered key topics, including what defines a good employer in today's business environment, how organisations can embrace technology while managing manpower challenges, and practical strategies to motivate employees and support long-term career health. Participants also gained a clearer understanding of the WFA and its potential implications for employers.

Overall, the briefing contributed to raising awareness, strengthening employer capabilities, and encouraging proactive preparation for workforce and workplace developments.



▲ TAFEP sharing at SBF Progressive Employers' Learning Day



▲ Fireside Chat with Industry Leaders

Highlights for the Year

Engaging Business Leaders and HR Professionals at HR Tech Asia 2025

TAFEP participated in HR Tech Asia 2025 on 6 and 7 May 2025, engaging business leaders and HR professionals at an event that attracted over 2,300 attendees. The event provided a strong platform for outreach and engagement with employers on fair and progressive workplace practices.

Visitors to TAFEP's booth expressed strong interest in TAFEP's resources and key topics, including WFA, related Tripartite Guidelines, and capability-building workshops. These engagements helped raise awareness, clarify expectations, and support employers in preparing for the implementation of WFA.



▲ Engaging Employers on Fair and Progressive Employment Practices at HR Tech Asia 2025



▲ Power Talk Session on "Implementing a Grievance Handling Process"

Recognising Exemplary Employers at the Tripartite Alliance Award 2025

The Tripartite Alliance Award (TAA) 2025 was held on 14 November 2025 and attended by more than 400 guests, including tripartite representatives, TAL Board Members, committee members, award judges, recipients, and finalists.

A total of 43 organisations and five individuals were recognised across categories covering Fair and Progressive Employment Practices, Work-Life Excellence, Age-Inclusive Practices, Responsible Outsourcing Practices. Individual awards were presented to honour passionate advocacy of fair, responsible, and progressive employment practices. These included the Leadership Award, with the Special Mention Award conferred to those who achieved transformational impact in their organisations.

TAA 2025 marked the highest number of awardees since the award's inception in 2018, with close to 30 per cent of winning organisations being Small and Medium-sized Enterprises. This demonstrates that organisations of all sizes can adopt fair and progressive practices to create supportive workplaces for their employees.

The ceremony featured opening remarks by the TAL Chairman and a welcome address by then Minister for Manpower.

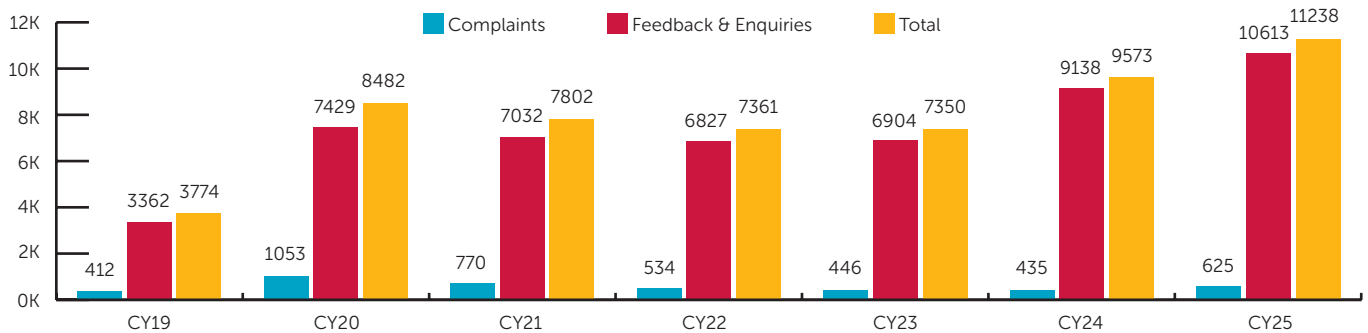
► The Tripartite Alliance Award 2025 recipients recognised for creating fair and progressive workplaces



Providing Advice and Assistance on Workplace Concerns

TAFEP provides advice and assistance to members of the public who may have experienced workplace discrimination, workplace harassment or unprogressive employment practices. Upon receiving such reports, TAFEP assesses the issues raised and determines the appropriate course of action, which may include engaging employers to address gaps in their workplace practices. Where there is sufficient basis to do so, TAFEP will refer the case to MOM for investigation.

In 2025, TAFEP handled 17% more cases covering complaints, feedback and enquiries compared to 2024. Among discrimination-related complaints, the top three issues were race/language, nationality, and age. For feedback and enquiries, the top three issues were on handling of employee grievances, employment matters related to dismissal/ termination and salary.



Publicity Efforts

Sustaining Awareness of Workplace Fairness

The Workplace Fairness (WF) campaign was carried out from August 2025 to February 2026 to sustain public awareness of workplace fairness issues by encouraging a shift in mindsets towards greater inclusivity. Built around the idea of “updating mindsets”, the campaign emphasised that everyone has a role to play in ending discrimination by recognising individuals for their abilities.

The campaign also reinforced the importance of creating fair and inclusive workplaces where everyone could thrive. Rolled out through integrated marketing channels, including a TV commercial, outdoor media, and digital and social media, the campaign garnered 197 million impressions and 53 million video views.

Encouraging Adoption of TSs through Public Outreach

The TS campaign ran from August 2025 to March 2026 to encourage employers to adopt the two key TSs (Recruitment Practices and Grievance Handling) in preparation for WFA. The campaign also raised the profile of TS adopters featured in the campaign, positioning them as employers of choice among job seekers.

Implemented across outdoor, digital, and social media channels, the campaign achieved 48.07 million impressions and 17.67 million video views. In addition, advertisements promoting TS Clinics generated 142,945 clicks, supporting employer engagement and adoption efforts.

Promoting Flexible Work Arrangements through Targeted Communications

The Flexible Work Arrangements (FWAs) campaign ran from August 2025 to March 2026 as part of sustained efforts to educate employers and employees about the different types of FWAs and the benefits of implementing FWAs in the workplace.

The campaign also raised awareness of the FWA request process in line with the principles of the Tripartite Guidelines on Flexible Work Arrangement Requests, which took effect on 1 December 2024.

Delivered through digital and social media platforms, the campaign achieved 1.6 million clicks and 26.5 million video views, supporting continued awareness and understanding of flexible work practices.





Tripartite Alliance for Workplace Safety and Health

Established on 1 April 2008, the Workplace Safety and Health (WSH) Council works closely with the Ministry of Manpower (MOM) and other government agencies, the tripartite partners, the industry, unions and professionals to raise WSH standards in Singapore. The Council does this through building industry capabilities, promoting safety and health at work, recognising companies with good WSH records, and setting acceptable WSH practices.

Singapore Workplace Safety & Health Statistics 2025

Rate and Total Number of Workplace Injuries
(including Platform Workers)

Fatal Injuries
0.96 per 100,000 workers
(36 fatalities)

Major Injuries
17.7 per 100,000 workers
(660 major injuries)

Minor Injuries
626 per 100,000 workers
(23,367 minor injuries)

Singapore's workplace safety and health performance remains among the best globally.

Year In Review

As at 31 December 2025

26,200*

companies with
bizSAFE 3 & above



340,000*

contractor employees
benefitted from the Workplace
Safety and Health (WSH)
Advocate Programme



290,000*

employees covered
within the Well-being
Champions Network



141,300

workers given access to
Total WSH Services
(attained in 2025)



11,700

workers participated in
iWorkHealth (attained in 2025)



503,600

workers trained in WSH
(attained in 2025)



120,200

Primary and Secondary
students engaged in WSH
(attained in 2025)



43,200

Institutes of Higher Learning
students reached through
online and classroom learning
such as freshmen orientation
(attained in 2025)



84,000*

WSH Bulletin subscribers



*Cumulative, as at 31 December 2025

Highlights for the Year

National WSH Campaign 2025

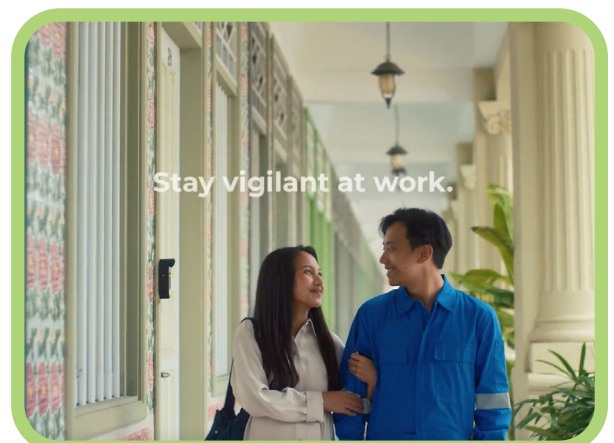
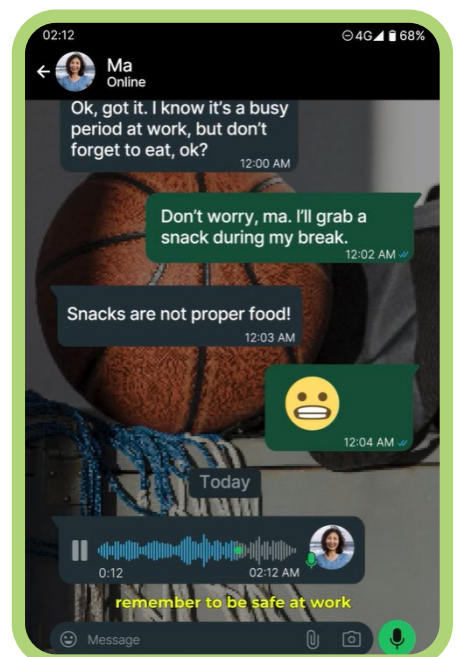
Organised by the WSH Council, with support from MOM, National Trades Union Congress (NTUC), and Singapore National Employers Federation (SNEF), the annual National WSH Campaign marked the beginning of a year-long national effort to advance workplace safety and health.

The National WSH Campaign was launched digitally on 28 April 2025, coinciding with the World Day for Safety and Health at Work.

Entering its third year under the theme *"Reporting Saves Lives"*, the Campaign reinforced the importance of proactive safety reporting and early intervention in preventing workplace incidents.

Supported by industry associations and partners, the Campaign emphasised the importance of developing WSH vigilance at all levels of the organisation. Anchored on the 3As of good safety practices – Aware, Assess, and Act – the Campaign encouraged workers and companies to remain vigilant, identify risks, and take timely action to address unsafe situations.

The Campaign extended its outreach through a series of campaign videos that highlighted the importance of speaking up to protect not only workers, but also their loved ones. Collectively, all the Campaign videos garnered over 6.2 million views, reflecting strong public resonance and continued support for strengthening a culture of prevention and care at the workplace.



Driving WSH Excellence through Stronger Industry Partnerships

The WSH Council continued to deepen industry ownership of WSH by strengthening leadership engagement and expanding cross-sector partnerships.

A new Community of Practice (CoP) for Top Executives was launched on 11 April 2025 to foster peer learning among senior leaders and strengthen leadership commitment towards building strong WSH cultures within organisations. Building on this momentum, several industry-specific CoPs were established across sectors including Transportation & Storage, Marine and Maritime, and Manufacturing, as well as the Institutes of Higher Learning, to facilitate the sharing of good practices and emerging challenges.

To support innovation and capability-building, the WSH Council signed memoranda of understanding with the Singapore University of Technology and Design (SUTD) and Singapore University of Social Sciences (SUSS) to co-create safer and healthier workplaces and practical WSH solutions. These strategic partnerships combined technology, design, and behavioural approaches to address evolving workplace risks and strengthen WSH capabilities across industries.



Raising Industry Standards by Growing the WSH Advocate Programme

Into its second year, the WSH Advocate Programme welcomed its second batch of 19 companies on 10 September 2025, bringing the total number of participating companies to 37. The newly appointed Advocates committed to leveraging their influence as major service buyers to promote good WSH practices, strengthen contractor capabilities, and support safer and more resilient workplaces across supply chains.

Collectively, the WSH Advocates represent supply chains covering more than 340,000 workers across diverse industries, amplifying the programme's reach and impact in driving higher WSH standards nationwide.



Highlights for the Year

Celebrating the Best at WSH Awards 2025

The WSH Awards 2025 ceremony was held on 24 September 2025 and attended by close to 2,000 guests from Singapore's business and WSH communities. Themed "*Celebrating the Best*", the ceremony recognised 301 organisations and individuals for their outstanding commitment and contributions to advancing WSH standards across industries.

Videos featuring award recipients' best practices were widely published across digital platforms, garnering strong engagement and collectively gathering more than two million views.



Strengthening WSH through Practical Resources

Publications

Four new WSH Guidelines were published to reinforce WSH in key areas, including adverse weather preparedness, diagnosis and management of occupational diseases, combustible dust, and personal flotation devices. Collectively, these new Guidelines recorded close to 12,000 downloads, reflecting strong demand for practical WSH guidance.

The WSH Council also expanded efforts in workplace mental well-being with the launch of the *"Handbook on Supporting Employees' Mental Health"* on 13 October 2025. Developed by a tripartite workgroup, the Handbook provides employers with practical guidance on fostering supportive workplace cultures, strengthening systems of care, and supporting employees returning to work while managing their mental well-being. The Handbook garnered more than 4,000 downloads following its launch.



Videos and Digital Content

Complementing these publications, the WSH Council continued to leverage digital platforms to make WSH messages more accessible, relatable, and relevant to different worker segments and industries.

More than 30 TikTok videos were produced in 2025 to promote WSH awareness through short-form and engaging content. The highest-performing video, featuring a local construction company conducting a 3P (Proactive, Prevention, and Partnerships) WSH Walkabout, garnered around 1.5 million views. The Walkabout highlighted the importance of proactively identifying workplace risks, preventing incidents early, and fostering strong partnerships between employers and workers to strengthen WSH culture.

Seven *"Let's Talk"* podcast episodes were published in 2025, focusing on making WSH relevant for businesses and promoting well-being at the workplace. Collectively, these episodes received close to 500,000 views.

To strengthen outreach to specific worker communities, targeted resources were developed for the F&B, migrant worker, and platform worker groups. A kitchen safety video was incorporated into the Singapore Food Agency's WSQ Food Safety mandatory course, to help reinforce safe work practices among food handlers, with a reach of over 100,000 participants annually.

Additional videos were also produced to support migrant workers and platform workers with practical safety guidance on issues such as identifying unsafe workplace practices and fatigue management. Developed in collaboration with industry and community partners, these resources strengthened awareness of workplace risks and safe work practices among diverse worker groups, while extending the reach of WSH messages across the wider community.



Tripartite Collective

Strengthening the Spirit of Tripartism

Since its establishment in May 2022, the Tripartite Collective (TC) — the newest agency in the Tripartite Alliance Limited — has been supported by the tripartite partners [Ministry of Manpower (MOM), National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF)] to promote the core values and benefits of tripartism.

TC aims to strengthen the spirit of tripartism in the community by bringing together members from various communities to exchange views and ideas on key issues faced by employers and employees. This will help to foster a shared understanding of the role and importance of tripartism, for Singapore to weather future crises and stand ready to capitalise on new opportunities for our employees and employers.

Highlights for the Year

Youth Experience Programme and Lim Kopi Sessions

TC hosted the Youth Experience Programme (YEP) on 28 April 2025, engaging over 100 students and lecturers from Nanyang Polytechnic, Ngee Ann Polytechnic, and Republic Polytechnic through a learning journey at Resorts World Sentosa (RWS). The initiative was conducted in collaboration with RWS, the Attractions, Resorts & Entertainment Union (AREU), and NTUC Youth.

The programme provided youths with insights into the roles of tripartite partners and fostered appreciation for tripartite values. Participants gained exposure to innovative workplace practices, sustainability efforts, and career pathways in the tourism and hospitality sector through the learning journey.

The programme also featured a dialogue with tripartite leaders and an interactive group activity, where students participated in a facilitated role-play and case study exercise simulating tripartism in action. The programme also marked the launch of a virtual message board in support of SG60 celebrations.



Building on the success of YEP, TC organised three Lim Kopi sessions on 27 August 2025, 3 November 2025 and 10 February 2026, engaging over 150 students from Singapore University of Social Sciences, Nanyang Polytechnic, and Ngee Ann Polytechnic. These personalised sharing sessions with Mr Lim Swee Say, TC Advisor, offered students valuable insights into Singapore's real-world workplace challenges and demonstrated how collaboration, adaptability, and a shared purpose remain central to building a future-ready workforce.

The sessions also illustrated tripartism in action through career tools and support services by the Employment and Employability Institute, complemented by an experiential site visit to their DNI Career Centre. This enabled students to better appreciate how tripartite partnerships translate into tangible career development resources and support.

Conversation with Singapore's Tripartite Leaders 2025

The Conversation with Singapore's Tripartite Leaders 2025 was held on 21 July 2025 in collaboration with Gardens by the Bay and AREU. The event brought together close to 110 business leaders and senior representatives from the tripartite partners to deepen their understanding of tripartism's role in Singapore's economic and social progress.

Highlights included insights shared by Mr Lim Swee Say, TC Advisor, and a dialogue with tripartite leaders on tripartism as a competitive advantage. The event was further complemented by an immersive learning journey at Gardens by the Bay, providing participants with opportunities to reflect on and contextualise the principles of tripartism in practice.



Tripartism in Action: Upskilling and Reskilling Singapore Over the Years

TC convened a dialogue titled "Tripartism in Action: Upskilling and Reskilling Singapore Over the Years" on 21 October 2025 to commemorate six decades of workforce transformation driven by tripartite collaboration.

The session featured a case study on workforce skills development since 1965, which highlighted how longstanding tripartite partnerships have enabled Singapore to continually realign skills policies — from early vocational training and shared funding models to lifelong learning and today's skills-first SkillsFuture approach — in response to evolving economic and technological demands.

The findings underscored the importance of lifelong learning, strong employer-union cooperation, and policy agility in building a globally competitive and resilient workforce.

A panel discussion featuring then Minister for Manpower, the Secretary-General of NTUC, and the President of SNEF further reinforced the need for continuous learning, skills transformation, and deeper collaboration across government, unions, and employers.

Media coverage of the dialogue also highlighted calls for a stronger emphasis on lifelong learning, data literacy, and the continued refinement of workforce transformation initiatives.



Cross-Agency Initiatives

Cross-Agency Initiatives to Advance Safe, Healthy, Fair and Progressive Workplaces

Tripartite Alliance Limited (TAL) advanced cross-agency initiatives to strengthen safe, healthy, fair, and progressive employment practices. These included the launch of the inaugural Tripartite Connect 2025 to bring Small and Medium-sized Enterprises (SMEs) together to advance safe, healthy, fair, and progressive workplace practices, as well as a Workplace Fairness Act (WFA) study engagement with the United States counterparts.

Launch of the inaugural Tripartite Connect 2025

Tripartite Connect 2025: Progressive Workplace Practices for SMEs was held on 24 July 2025 at the Singapore Marriott Tang Plaza Hotel as the inaugural branded engagement event under Tripartite Alliance Limited (TAL).

Jointly organised by the Workplace Safety and Health (WSH) Council and TAFEP, the event brought together over 330 SMEs and industry leaders to explore how safe, healthy, fair, and progressive workplace practices could strengthen business resilience and drive sustainable growth.

The event featured keynote remarks by the TAL Chairman, as well as an address by the Minister of State for Manpower, Mr Dinesh Vasu Dash, who spoke on redefining business success and the range of new support initiatives available to SMEs. Participants also took part in industry and tripartite dialogues covering areas such as workplace safety and grievance handling, alongside networking and business matchmaking sessions.



Highlights from the panel discussion, featuring WSH Council Chairman, Mr Abu Bakar Mohd Nor, were further amplified through three "Let's Talk" podcast episodes, extending the reach of key discussions beyond the event.

Tripartite Connect also received extensive media coverage across mainstream media, with attention drawn to an insurance incentive programme with insurer, Singlife. Under the partnership, companies participating in the Total WSH Programme are provided access to discounted group insurance and wellness benefits, recognising employers that invest in their employees' health and well-being.



WFA Study Trip to USA

As part of preparations for the implementation of WFA, staff from the Tripartite Alliance for Fair and Progressive Employment Practices and the Tripartite Alliance for Dispute Management undertook a study engagement with their overseas counterparts in the United States.

The engagement, which took place from 22 February to 1 March 2025, provided an opportunity to learn from the United States' experience in implementing anti-discrimination legislation, benchmark Singapore's approach against international standards, and identify best practices that could be adapted for local application.



TAL Corporate Social Responsibility Efforts

Tripartite Alliance Limited's (TAL's) Corporate Social Responsibility efforts are guided by three pillars:



People and Culture

To build a great workplace where staff are inspired and empowered to make a difference to society beyond work;



Community Involvement

To empathise with the less fortunate and contribute to the community through positive action; and



Environment and Sustainability

To do its part to care for the environment and our common home.

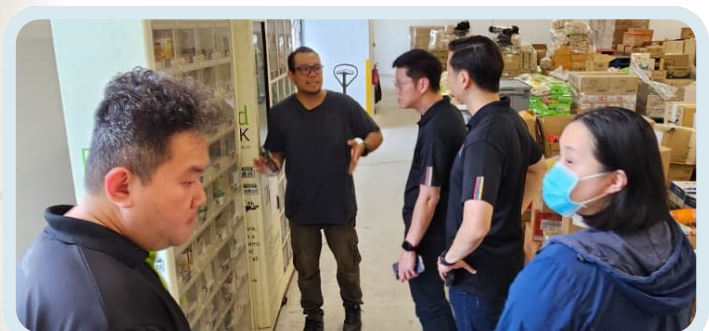


TAL Food for Good

A food donation drive was held from 18 to 29 August 2025 in support of The Food Bank Singapore and its beneficiaries, including Family Service Centres and schools serving children from low-income families.

Contributions were collected at both the Devan Nair Institute for Employment and Employability and Ministry of Manpower Services Centre offices, yielding a total of 15 boxes of essential food items such as instant noodles, rice, cooking oil, canned food, Milo, and instant cereals.

The initiative helped reduce food waste and provided essential support to families in need, reflecting TAL's continued commitment to community engagement.



SG60 Heartstrings Walk

A TAL contingent of 65 participated in the SG60 Heartstrings Walk on 6 September 2025 in support of Community Chest.

All registration fees collected were channelled to Community Chest, supporting beneficiaries across more than 100 social service agencies and over 200 programmes.



TAL Festive Giving 2025 in support of Agape Connecting People

TAL and Agape Connecting People partnered again in 2025 for a festive giving initiative to support vulnerable families living in public rental flats.

This collaboration, which began in 2021, marked its fifth run in 2025. More than 70 TAL staff volunteers pooled their time and resources to pack and distribute 800 festive food boxes, comprising fresh fruits and bread, to families in need. In total, close to \$6,000 was raised – enabling the preparation and distribution of these festive care packs.



Union of Tripartite Alliance Limited

Guided by its mission to promote a positive and inclusive workplace and ensure that employee voices are meaningfully considered in decisions affecting them, the Union of Tripartite Alliance Limited (UTAL), established in 2019, has grown into a key partner in supporting and strengthening the Tripartite Alliance Limited (TAL)’s workforce.

Strengthening Engagement with UTAL Members

The UTAL Executive Committee (EXCO) organised a half-day engagement session on 9 May 2025 with UTAL members at the NTUC clubhouse @ Havelock II to strengthen outreach and communication with the union’s members. The session provided a valuable platform for UTAL to connect directly with members, share updates on union initiatives, and demonstrate how the union continues to represent and safeguard members’ interests. The engagement was well received, reflecting members’ interest in staying informed and actively involved in matters affecting the workforce.



Advancing Union-Management Collaboration through Collective Agreement Renewal

The Collective Agreement (CA) is a formal agreement between the Union of Tripartite Alliance Limited (UTAL) and TAL Management that sets out agreed employment terms and provides a structured framework for union-management collaboration, ensuring that employees’ interests are collectively represented.

Since September 2025, UTAL EXCO and TAL Management have proactively commenced negotiations to renew the Collective Agreement ahead of the Collective Agreement’s expiry on 2 May 2026. Building on the experience of the first Collective Agreement signed on 2 May 2023, both parties approached the renewal process with clearer priorities, stronger alignment on key issues, and a more structured focus on areas for review and refinement. The negotiations reflected a shared commitment to constructive engagement, mutual trust, and balancing organisational sustainability with employees’ interests.

2025 UTAL Executive Committee

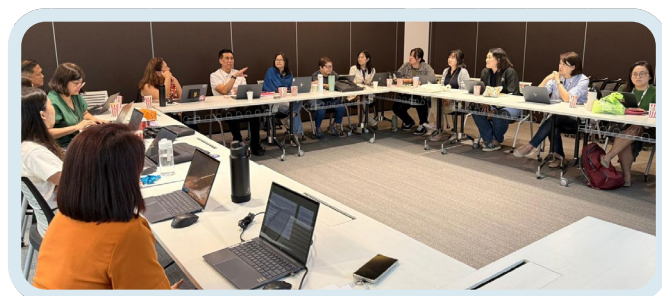
President Pauline Chong	Assistant General Treasurer Alvin Kao
General Secretary Ivan Lim	Member Ng Chee Hong
Assistant General Secretary Marilyn Chok	Member Josephine Loo
General Treasurer Seetho Weiqing	Member Yasmin Yaccoup

Growing Our Greatest Asset – Our People

As the driving force behind the Tripartite Alliance Limited (TAL)'s work, our people remain central to our success. In 2025, we advanced workforce capabilities through targeted learning and development programmes, organisation-wide digital upskilling, leadership development initiatives and talent mobility opportunities, equipping employees with the skills and experiences needed to thrive in an evolving workplace.

Building Capabilities for the Future

- Revamped TAL's training framework to strengthen alignment with organisational competencies.
- Expanded learning opportunities in artificial intelligence (AI), automation, leadership and communication.
- Introduced supervisor development initiatives and enhanced structured onboarding programmes.
- Strengthened workforce capability planning through the Company Training Committee (CTC), in partnership with the Union of TAL (UTAL).



▲ Building a future-ready workforce through close collaboration between CTC and UTAL



▲ Building a future-ready workforce through organisation-wide Microsoft Copilot training

Advancing Digital Readiness

- Successfully trained 100% of staff on Microsoft Copilot.
- Strengthened workforce digital readiness through training in Power BI, Power Automate and Data Storytelling, in partnership with Ngee Ann Polytechnic.
- Developed a Digital Competency plan in partnership with UTAL and CTC representatives.

Celebrating Growth and Achievement



100%

of supervisors completed Performance Conversations Training



100%

of TADM & TAFEP staff completed Inclusivity & Sensitivity Training



88%

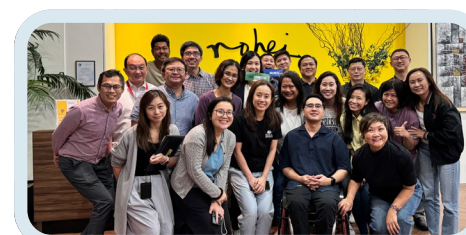
of TADM mediators achieved Singapore International Mediation Institute's accreditation



80%

of staff upskilled through external training programmes and self-directed learning initiatives

Successfully launched talent mobility initiatives such as the TALEarn Attachment Programme (TAP), TAL's internal job rotation initiative, and external attachments and secondments with the Institute for Human Resource Professionals, Sentosa Development Corporation, and the Ministry of Manpower.



▲ Building stronger leaders through Performance Conversations Training

People of TAL

The People of TAL series spotlights the individuals behind TAL's work, showcasing the diverse roles, experiences, and perspectives that drive its mission. Through short videos and feature stories, the series highlights how TAL officers contribute to advancing fair, progressive, and safe workplaces in partnership with employers, unions, and workers.

The People of TAL content is available via [TAL's website](#) and [TAL's LinkedIn page](#), offering stakeholders an authentic glimpse into the people and values that underpin TAL's work.



Ong Cheng Chew

Senior Mediator,
Foreign Worker Mediation,
Tripartite Alliance for Dispute
Management (TADM)

1. Tell us more about your job

As a mediator at TADM, I work with employers and employees to resolve workplace disputes fairly and constructively. In this role, I assess cases and help both parties understand their rights and responsibilities under key legislation, including the Employment Act and the Employment of Foreign Manpower Regulations. I help level the playing field by offering clear, neutral advice so both parties can engage meaningfully. I also facilitate discussions and guide parties towards mutually acceptable solutions, while keeping the well-being of vulnerable foreign employees in mind.

2. Can you describe a typical day at work?

A typical day involves preparing employers and employees for mediation, followed by conducting the sessions, both in person and virtually. I engage employers, employees, and at times, employment agents to understand the issues and clarify claims. These interactions have strengthened my technical knowledge and ability to handle sensitive situations. I also guide parties on relevant laws and possible outcomes, and work closely with colleagues to manage complex or evolving disputes.

3. What is something surprising or unusual about your work?

Many may not realise how different each case can be. Each comes with its own context, emotions, and complexities. Beyond applying relevant laws, we have to balance the expectations of affected parties, address any misunderstandings that arise, and maintain our neutrality at all times.

Humanitarian issues may also arise, which require interim solutions such as temporary accommodation, assistance with daily necessities or interim work placements. These situations may extend beyond our usual working hours and often require close coordination with other agencies to ensure appropriate support is provided. This helps prevent issues from escalating further.

4. What is one guiding principle you live by?

I live by the principle of "patience and persistence". I believe in taking the time to fully understand each issue, as this often leads to more meaningful, practical, and lasting outcomes. This is especially important in mediation, where ensuring both parties are heard, helping them to understand each other's perspectives, and finding common ground is crucial for building trust.

5. What support have you received from your co-workers or supervisors?

The work culture is highly collaborative and supportive. My supervisors and colleagues are approachable and willing to share their knowledge, especially for more complex or sensitive cases. We regularly exchange insights and discuss challenging situations, which helps ensure consistency and strengthens our approach. I have learnt a lot from team discussions, and this has contributed significantly to my growth, enabling me to manage cases more effectively.

6. What part of your work gives you the greatest sense of fulfilment?

The greatest fulfilment comes from making a meaningful difference in people's lives, often at vulnerable moments. Whether it is recovering unpaid wages, guiding employers towards fair outcomes, or giving both parties a space to be heard, each case is a reminder of why our work matters. I also find meaning in supporting foreign employees who may not be familiar with their rights. Being able to help them navigate the mediation process and address their concerns makes the work even more meaningful.

1. Tell us more about your job.

At Workplace Safety and Health (WSH) Council, I work with colleagues and partners to turn ideas into actions that make workplaces safer and healthier for everyone. My work covers strategy and corporate development, programme and funding oversight, stakeholder engagement and organisational development.

2. Can you describe a typical day at work?

No two days are quite the same. Some days are spent discussing programmes, budgets, and governance matters with my team, while others involve working with colleagues and partners across WSH Council, the Tripartite Alliance Limited (TAL), the Ministry of Manpower, and industry partners to strengthen initiatives and improve WSH outcomes.

A large part of my day involves shaping proposals, solving problems, leading discussions, and supporting major engagements such as the biennial WSH Conference and other industry events. I also focus on developing my team by creating opportunities for them to grow, take ownership, and build confidence in their work.

I am particularly interested in how technology can help us work smarter. As the lead for the WSH Council's AI workgroup, I work with colleagues to explore practical uses of AI, including the development of the Safety Advisory & Guidance Engine (SAGE), an AI-enabled decision-support tool for WSH professionals in Singapore. I also contribute to TAL's Company Training Committee, helping to strengthen skills and capabilities across the organisation.

3. What is something surprising or unusual about your work that most people are unlikely to know?

Many people see the final programme, event or digital tool, but what they do not see is the amount of collaboration, consideration of trade-offs and planning that happens behind the scenes.

For example, when developing SAGE, the team spent a significant amount of time speaking to industry practitioners, understanding their challenges and reviewing existing work processes before any technology was built. This helped ensure that the solution addressed real-world needs and was useful in practice.

Whether it is a programme, event or digital tool, a lot of planning, consultation and coordination takes place behind the scenes to bring different ideas together into a practical solution that delivers value to stakeholders.

4. What is one guiding principle you live by?

I always try to start with the "why."

Understanding the purpose behind what we do and who we are trying to help, helps me make better decisions and stay focused on what truly matters. It also reminds me to stay open-minded, challenge assumptions when necessary, and avoid doing things simply because they have always been done that way.

5. What support have you received from your co-workers or supervisors?

Since joining WSH Council in 2024, I have been fortunate to work with supervisors who provide guidance while giving me the space to learn, contribute, and grow. I have also benefited greatly from colleagues who generously share their knowledge and experiences and are always willing to offer support or a different perspective.

Trust and teamwork make all the difference because much of my work involves collaborating across teams and organisations. The willingness of people to listen, challenge ideas constructively, and support one another have made complex challenges feel manageable.

6. What part of your work gives you the greatest sense of fulfilment?

Whether it is improving a programme, simplifying a process or developing a digital tool, it is heartening to see people come together, contribute their strengths, and achieve a shared outcome. Above all, I find great fulfilment in seeing my team develop, succeed, and become better equipped to take on future challenges.



Norrizwan Rasip

*Senior Assistant Director
(Planning & Development),
Programme &
Strategy Development,
Workplace Safety and
Health (WSH) Council*

People of TAL



Sivagamy Ganesan

*Senior Manager,
Customer and
Case Management,
Tripartite Alliance for Fair and
Progressive Employment
Practices (TAFEP)*

1. Tell us more about your job.

My role involves assisting customers who face workplace-related issues by helping them understand their options and move forward with confidence and clarity. Where an employer's practices fall short of the Tripartite Guidelines on Fair Employment Practices or related advisories, I engage the employer directly to address the concerns. This goes beyond resolving an immediate complaint. It is also about helping employers better understand fair employment practices so they can build more inclusive workplaces and prevent similar issues from arising in the future.

2. Can you describe a typical day at work?

My day usually begins with reviewing my assigned cases to clearly understand each customer's situation before deciding how best to help. For cases that are more complex or sensitive, I often seek a second perspective from my supervisors, whose experience helps to sharpen my judgement and guide me towards the most appropriate course of action. No two days are quite the same, as every customer brings a unique set of circumstances.

3. What is something surprising or unusual about your work?

Many people assume my role is simply about handling employment-related complaints and helping employers align their policies and procedures with the Tripartite Guidelines. But few know that a large part of my job is simply listening. Behind every case lies a deeper story, whether it is financial stress, family pressures, or a loss of confidence following a difficult experience at work. It is important to understand both the emotional and practical aspects of a situation, while approaching each case fairly and objectively.

4. What is one guiding principle you live by?

I believe in treating everyone with respect and empathy, recognising that people are often carrying challenges that are not visible immediately. I try to listen before offering solutions, as being heard is often what is needed most. This principle guides not only the way I approach my work, but also how I engage with others in everyday life.

5. What support have you received from your co-workers or supervisors?

I have been fortunate to receive strong support from both my supervisors and colleagues. My supervisors have provided invaluable guidance, particularly when handling complex or sensitive cases where a second perspective can make a significant difference. Likewise, my colleagues are always willing to share their insights and lend a helping hand. Their support has strengthened my professional and personal growth, and made my journey in this role especially meaningful.

6. What part of your work gives you the greatest sense of fulfilment?

Nothing beats seeing a customer leave with greater clarity and confidence than when they first approached us. Knowing that our support has helped someone understand their situation better, make informed decisions, and move forward gives me a strong sense of purpose.

1. Tell us more about your job.

I work closely with both internal and external stakeholders to develop and deliver programmes that introduce tripartism to the wider community and deepen their understanding of why it matters. Over the past two years, we have expanded our reach beyond the tripartite community to include students from Institutes of Higher Learning (IHLs) and businesses new to Singapore. At the same time, we continue to bring the tripartite community together through engagement events and dialogues, creating opportunities for partners to forge closer ties, discuss concerns, and appreciate the value of tripartism.

2. Can you describe a typical day at work?

My work varies depending on the stage of the programme cycle. In the lead-up to a programme, I develop content tailored to different audiences, work with stakeholders and vendors, manage budgets, and conduct site visits. When a programme is in full swing, the pace picks up as I coordinate logistics and manpower, manage invitations, collate responses, prepare collaterals, and ensure everything runs smoothly on the ground. Once it wraps up, there are post-event communications and follow-ups to see through. Lately, I have also been working on developing tripartism materials for IHLs to include in their curriculum, which has been a fresh and meaningful challenge that I'm enjoying!

3. What is something surprising or unusual about your work that most people are unlikely to know?

One highlight of my work is getting behind-the-scenes access to partner organisations which I otherwise would never have the chance to visit. I once visited the PSA Tuas Port, a high-security facility that is not open to the public, where we witnessed automated systems and crane operations up close. What stayed with me was not just the scale of the operations, but how PSA embraced automation with continued investment in its workforce through upskilling and reskilling. This is consistent across the companies that we have visited, where trust and cooperation between management and unions drive both technological advancement and workforce resilience.

4. What is one guiding principle you live by?

Working with different stakeholders has taught me the importance of staying open to possibilities and listening, not just to what is said, but to the concerns behind it. That is often the key to finding outcomes that work for everyone. I also believe in the value of continuous improvement. To prevent our annual programmes from stagnating, I make it a point to regularly review and refresh what we do.

5. What support have you received from your co-workers or supervisors?

I am grateful for the strong support around me. Colleagues from the Labour Relations and Workplaces Division at the Ministry of Manpower have been encouraging and generous in sharing their expertise, especially when I first started with little background in tripartism. I have also worked with various TAL Corporate teams, including Finance, Corporate Support Services, and Corporate Communications, who have patiently guided me in their respective areas.

6. What part of your work gives you the greatest sense of fulfilment?

Seeing participants engaged and hearing their feedback makes all the hard work worthwhile. It's a wonderful affirmation that our programmes play a part in strengthening tripartism and supporting harmonious labour relations in Singapore for generations to come.



Teo Xiao Rui

*Programme Manager,
Tripartite Collective,
Tripartite Alliance Limited (TAL)*



Tripartite Alliance