



Tripartite Alliance

# ANNUAL REPORT

FY 2021





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# 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

Tee Lian Choy

AG Corporate Pte. Ltd.

105 Cecil Street, #15-02 The Octagon,

Singapore 069534



# TA BOARD & SENIOR MANAGEMENT



## Chairman

Mr Stephen Lee

## Board of Directors

Ms Ameera Ashraf  
Ms Cham Hui Fong  
Mr Chia Der Jiun  
Mr Douglas Foo  
Ms Ivy Lai  
Mr Jason Chen  
Mr Neo Sing Hwee  
Mr Ong Hwee Liang  
Mr Silas Sng  
Mr Then Yee Thoong

## Finance Committee

Ms Ivy Lai, Chairperson  
Ms Ameera Ashraf  
Ms Catherine Hu  
Ms Goh Geok Cheng (1 Apr 2021 to 22 Jan 2022)  
Mr Loy Liang Kiat (Appointed on 23 Jan 2022)

## Audit and Risk Management Committee

Mr Neo Sing Hwee, Chairperson  
Ms Ang Tiong Ling  
A/P Foo See Liang (1 Apr 2021 to 22 Jan 2022)  
Ms Joy Tan  
Mr Ong Hwee Liang

## Human Resources Committee

Mr Stephen Lee, Chairperson  
Ms Cham Hui Fong  
Mr Chia Der Jiun

## Senior Management

Mr Then Yee Thoong, Executive Director  
Mr Silas Sng, Executive Director  
Mrs Sheila Wong, Director, Corporate Service



## TADM Committee

Mr Jason Chen, Chairperson  
Ms Sylvia Choo  
Mr Sim Gim Guan  
Mr Then Yee Thoong

## Senior Management

Mr Kandhavel Periyasamy, General Manager  
Ms Sylvia Choo, General Manager



## TAFEP Committee

Ms Cham Hui Fong, Co-chair  
Mr Douglas Foo, Co-chair  
Mr Abdullah Shafie Bin Mohamed Sidik  
Mr Edwin Ng  
Ms Faith Li  
Mr Sim Gim Guan  
Mr Saktiandi Bin Supaat  
Mr Then Yee Thoong

## Senior Management

Ms Faith Li, General Manager



## WSH Council

Mr John Ng, Chairman

## Senior Management

Mr Christopher Koh, General Manager  
(Appointed on 1 May 2021)  
Mr Patrick Han, General Manager  
(1 Apr 2021 to 30 Apr 2021)





# BOARD OF DIRECTORS

## TA Chairman

Mr Stephen Lee

*(sixth from the left)*

## TA Board of Directors

Mr Neo Sing Hwee,  
Mr Ong Hwee Liang,  
Mr Silas Sng,  
Ms Ivy Lai,  
Mr Jason Chen,  
Ms Ameera Ashraf,  
Ms Cham Hui Fong,  
Mr Douglas Foo,  
Mr Chia Der Jiun,  
Mr Then Yee Thoong  
*(left to right)*





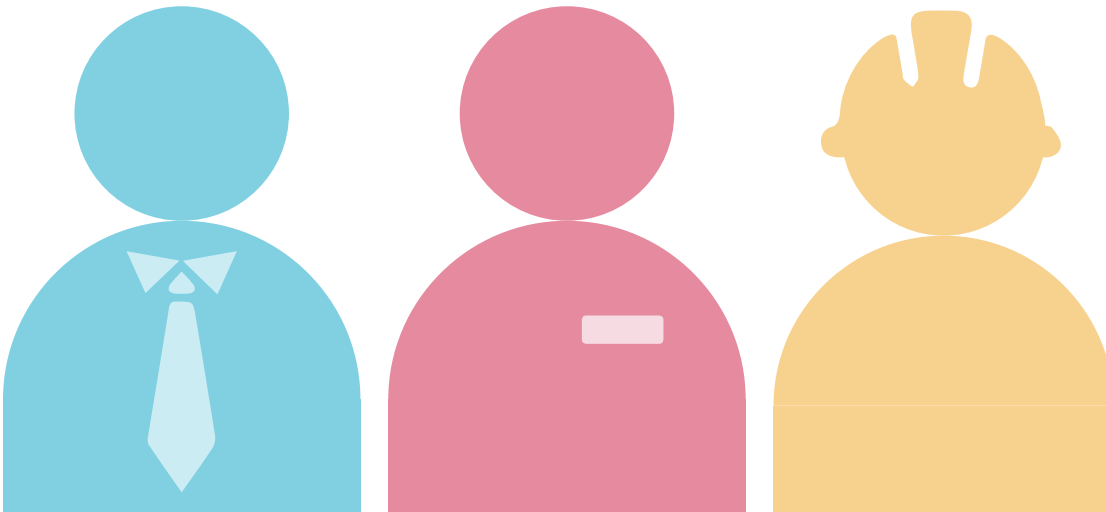






# OUR VISION

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



The COVID-19 virus has led to many changes in our working lives. We changed the way we worked, how we engaged our customers, and even how we interacted with our colleagues.

More workers are now able to return to their workplaces, and some industries, such as F&B and travel, are able to resume operations and increase the range of services offered. As we reflect upon the changes that had to be made by employers and employees, I am reminded of the roles that TAL played in this journey.

One of the most significant changes was the shift to remote working. To better support employers in adopting new ways to work, TAFEP intensified engagement with employers through its educational, training, and publicity efforts. TAFEP organised webinars on flexible work arrangements (FWAs), launched an e-learning module on fair hiring, shared tips on optimising FWAs through its regular newsletter "TAFEP eNews", and conducted polls to understand employers' challenges and extent of adoption.

I am glad that employers have responded warmly to TAFEP's efforts. We have seen an increase of more than 40% in the number of participants for TAFEP's workshops, and more than 20% rise in the number of unique employer adopters of the Tripartite Standards.

For many employers and employees, the pandemic resulted in rapid adoption of online communication platforms and other digital technologies. TADM took this as an opportunity to better support the community by accelerating its digitalisation plans, such as boosting its capabilities in remote dispute resolution by introducing 100% phone advisory, video conferencing and launching a chatbot to answer common queries. These digital initiatives helped TADM to maintain high service standards, with 82% of

employment claims being resolved, and 93% of employees recovering their salaries fully or receiving compensation from their employers.

Another silver lining that we observed during the pandemic was a greater focus on taking care of our mental health. To give this movement a stronger boost, the WSH Council debuted its first Workplace Mental Well-being Campaign in December 2021. The campaign encouraged employees to reach out for support at work and empower employers to take action to improve employees' well-being. The WSH Council also added a new workplace mental well-being award to the WSH Awards — CARE (Culture of Acceptance, Respect and Empathy) Award and produced a Playbook on Workplace Mental Well-being.

As we move out from the shadow of the pandemic, my hope for TAL, and indeed, all employers and workers, is that we continue to stay resilient, learn from our experiences, and be ready to adapt to tap on new opportunities. I am confident that as long as we stay united, we will be able to overcome the challenges that come our way.

**Mr Stephen Lee**  
Chairman, Tripartite Alliance Limited







# FINANCIAL PERFORMANCE

## STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2022

	2022 \$	2021 \$
<b>ASSETS</b>		
<b>Non-current assets</b>		
Plant and equipment	1,130,866	2,191,167
Right-of-use assets	1,892,974	4,042,885
<b>Total non-current assets</b>	<b>3,023,840</b>	<b>6,234,052</b>
<b>Current assets</b>		
Trade and other receivables	1,041,688	1,093,219
Grant receivables	-	214,987
Prepaid operating expenses	423,072	32,730
Cash and bank balances	22,920,306	23,421,741
Current income tax recoverable	60,492	-
<b>Total current assets</b>	<b>24,445,558</b>	<b>24,762,677</b>
<b>Total assets</b>	<b>27,469,398</b>	<b>30,996,729</b>
<b>LIABILITIES</b>		
<b>Non-current liabilities</b>		
Deferred capital grants	1,021,603	1,971,325
Provision for reinstatement cost	598,926	568,889
Lease liabilities	353,530	1,870,968
<b>Total non-current liabilities</b>	<b>1,974,059</b>	<b>4,411,182</b>
<b>Current liabilities</b>		
Trade and other payables	21,375,921	21,982,869
Lease liabilities	1,517,439	2,223,060
Current income tax payable	-	63,923
<b>Total current liabilities</b>	<b>22,893,360</b>	<b>24,269,852</b>
<b>Total liabilities</b>	<b>24,867,419</b>	<b>28,681,034</b>
<b>Net assets</b>	<b>2,601,979</b>	<b>2,315,695</b>
<b>FUNDS</b>		
Accumulated surplus	842,290	556,006
Fund contribution from a member	1,759,689	1,759,689
<b>Total funds</b>	<b>2,601,979</b>	<b>2,315,695</b>





## STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	2022 \$	2021 \$
Income	180,596	307,637
<b>Other item of income</b>		
Other income	468,301	949,121
<b>Other items of expenses</b>		
Consultancy fees	(1,043,457)	(1,031,825)
Depreciation of plant and equipment	(1,089,722)	(1,113,917)
Amortisation of right-of-use assets	(2,149,911)	(2,149,912)
Employee benefits expenses	(40,712,728)	(40,387,718)
IT and software expenses	(2,788,450)	(3,511,329)
Marketing and distribution costs	(6,443,181)	(3,686,815)
Other operating expenses	(2,045,974)	(2,410,061)
Interest expenses on lease liabilities	(161,950)	(275,408)
Excess of expenditure over income before tax and grants	(55,786,476)	(53,310,227)
Grant income	56,111,097	53,627,427
Excess of income over expenditure after grant before tax	324,621	317,200
Income tax expense	(38,337)	(14,334)
<b>Surplus for the financial year, representing total comprehensive income for the financial year</b>	<b>286,284</b>	<b>302,866</b>



# 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, National Trades Union Congress, and Singapore National Employers Federation), to help employees and employers manage employment disputes amicably in an effective, efficient and fair manner.







# OUR SERVICES



## 1. Advisory Services

TADM offers advisory services for employees and self-employed persons to help them manage their employment or payment related disputes. They can make an appointment online to speak to a TADM Advisory Officer who will advise them on their options in managing the dispute.

Alternatively, employees and self-employed persons can also self-diagnose their employment issues and determine their options for recourse online, without having to make an appointment or commute to TADM, through the new "Ask TADM" chatbot prototype feature.



## 2. Mediation for Salary-related and Wrongful Dismissal Claims

TADM also provides mediation for employees and employers for salary-related and wrongful dismissal claims. If the dispute is related to salary and covered by the employment legislations (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.

resolve the claims at the mediation session, a "Settlement Agreement" document which has details of the agreed amount and payment schedule will be issued.

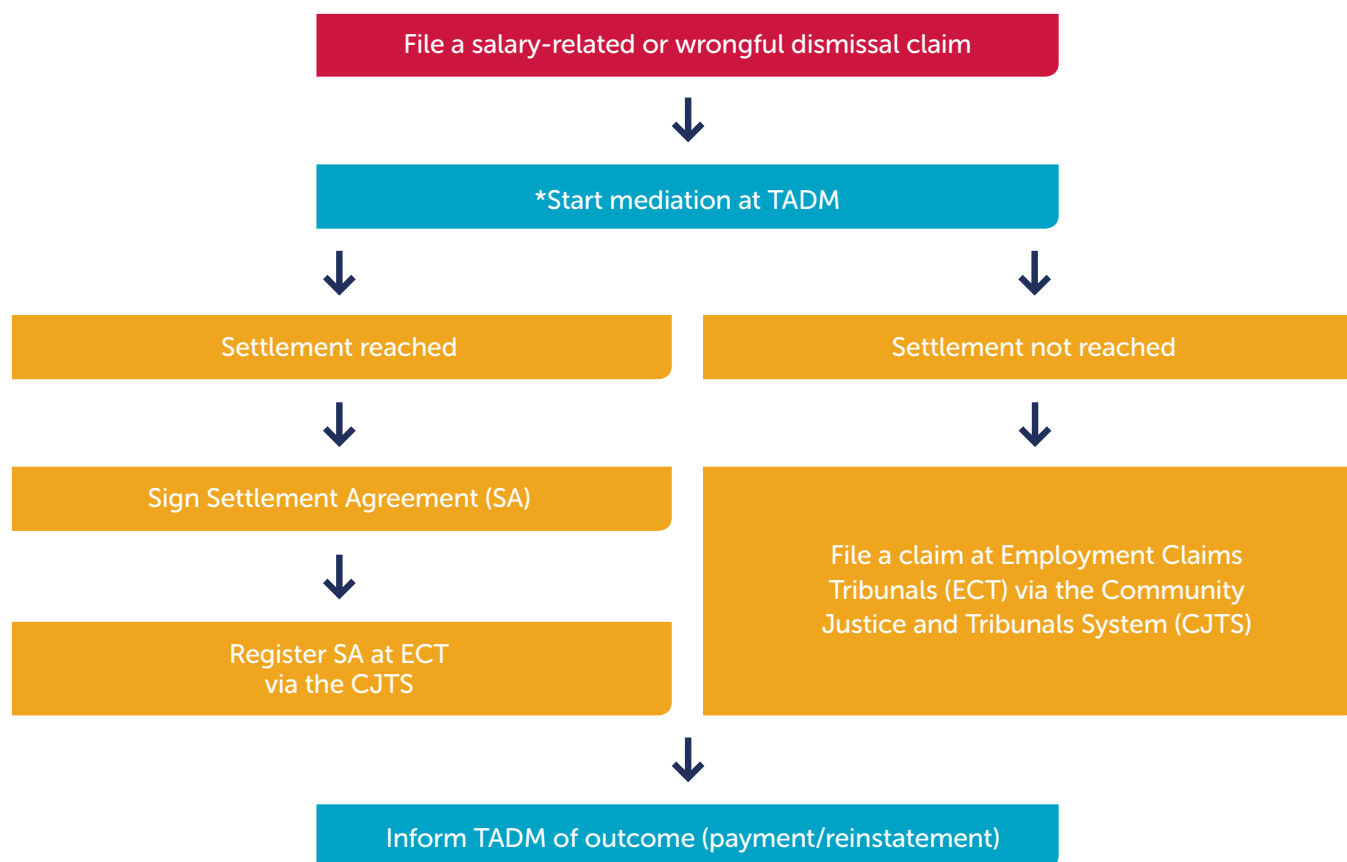
The most common claim during mediation is for basic/overtime salaries, salary in lieu of notice and encashment of unconsumed annual leave. TADM is also the authorised tripartite agency to mediate disputes referred by the Ministry of Manpower (MOM). If parties are able to

Majority of employers will pay up immediately upon completion of the mediation session. If mediation is unsuccessful, the claimants will be issued a "Claim Referral Certificate" - a legal document that allows the claimants to file their claims online to be heard at the Employment Claims Tribunals, which was set up in 2017 to hear employment disputes and to issue judgements binding on both employers and employees.





The following chart shows a summary of the mediation process at TADM:



\*We will assess if the claim on wrongful dismissal can be substantiated before arranging for mediation.

If TADM assesses that employers have infringed our labour laws during mediation, we will refer them to MOM, which will investigate and take appropriate enforcement action ranging from advisory for minor breaches to

prosecution for serious 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

For workplace disputes or payment-related disputes that are not covered by employment laws, TADM may offer voluntary mediation or refer them to other appropriate channels for assistance such as the Small Claims Tribunals, Singapore Mediation Centre and Law Society.



### 4. Other Services

TADM provides holistic services to employees and self-employed persons. In addition to providing advisory and mediation services, we work with our tripartite and community partners such as Employment and Employability Institute (e2i), Social Service Office (SSO) and Law Society, to provide referral for job search and training, social and emotional support, financial assistance and free basic legal advice.



# YEAR IN REVIEW

(1 APRIL 2021 TO 31 MARCH 2022)



**13,833**

customers assisted through TADM's mediation and advisory services



**\$9 million\***

of recovered salary arrears (including compensation for wrongful dismissal received by employees)



**23,134**

cases resolved through TADM's proactive intervention approach



**95%\***

of 3,367 employees fully recovered their salaries or received compensation from their employers



**82%**

of 6,054 salary and dismissal claims under the Employment Claims Act resolved at TADM

\*These includes cases resolved at the Employment Claims Tribunals



# CALENDAR OF MAJOR EVENTS AND INITIATIVES

1 APRIL 2021 - 31 MARCH 2022

## MAR

### 1 MAR 2021

Launched the interim version of the online dispute resolution portal

### 4 Mar 2021

Jointly organised a webinar with TAFEP and NEA to raise awareness on Employment Act in the environmental services sector

### 30 Mar 2021

Introduced chatbot prototype to allow self-diagnosis of employment issues

### Mar 2021 to Jan 2022

Trained more than 600 MOM Forward Assurance and Support Teams (FAST) officers to assist migrant workers at the dormitories with basic salary disputes

## JUN

### 26 Jun 2021

Enhanced partnership with grassroots leaders and volunteers to provide basic advice to their constituents on employment issues

## MAR

### 14 Mar 2022

Partnered GovTech to include resources on Employment Laws and TAL's services on LifeSG app





# KEY INITIATIVES

TADM adapted quickly to the COVID-19 pandemic and the need for virtual access by pivoting to digital platforms to provide effective, efficient and fair advisory and mediation services, without any face-to-face interaction.

TADM embarked on new digital initiatives and accelerated existing ones, such as adopting video conferencing for advisory and mediation services, developing a chatbot to enable parties to administer self-help and find answers to straightforward queries, and building an online

dispute resolution (ODR) to facilitate the use of digital tools for employers and employees to resolve their disputes amicably at their own time and convenience in the first instance.

With the various initiatives, TADM was able to continue serving employers and employees – resolving 82% of the employment claims in FY2021. TADM will continue to invest in technology and collaborate closely with stakeholders to achieve operational efficiency and service excellence.





## Collaborating more closely with key partners to expand reach and improve accessibility to services

MAR 2021 TO JAN 2022

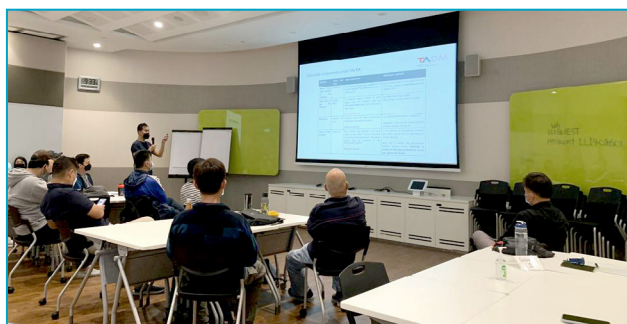
### Trained more than 600 MOM Forward Assurance and Support Teams (FAST) officers to assist migrant workers at the dormitories with basic salary disputes



Between March 2021 and January 2022, TADM trained more than 600 MOM FAST officers to assist migrant workers with salary issues in their dormitories.

Part of the training included familiarising them with employment laws such as the Employment Act and

the Employment of Foreign Manpower Act, as well as salary claims and its related processes. The training helped MOM FAST officers to better engage migrant workers and their employers, as they were able to provide immediate advice and assistance for simple salary disputes.



4 MAR 2021

### Jointly organised a webinar with TAFEP and NEA to raise awareness on Employment Act in the environmental services sector



Together with the National Environmental Agency (NEA), TADM and TAFEP conducted a webinar for more than 200 business leaders from the Cleaning, Waste

Management and the Pest Management industries to share an overview of the Employment Act (EA) and Tripartite Standards on Recruitment Practices. There was room for both employers and employees in the environmental services sectors to be aware of their employment obligations and learn about recruitment practices. Such an initiative allowed TADM to address them directly and understand their concerns. The webinar ended with an interactive Q&A section which addressed the participants' questions, and received positive feedback

from the participants who found such sharing useful and gave high satisfaction scores.





26 JUN 2021

## Enhanced partnership with grassroots leaders and volunteers to provide basic advice to their constituents on employment issues



To make TADM's services more accessible to the public, TADM and TAFEP engaged various constituencies to brief their grassroots leaders and volunteers on our

services. This allowed the grassroots leaders and their volunteers to more effectively advise the public who may need assistance on employment claim matters.

## Elevating customer experience through the use of digital tools

14 MAR 2022

## Partnered GovTech to include resources on Employment Laws and TAL's services on LifeSG app



In March 2022, TADM in collaboration with GovTech, published a service bundle titled "Resolving employment disputes" on LifeSG – a mobile and web application platform that provides members of the public with convenient access to a range of government services. With this

service bundle, users could easily access TADM's e-services and information on the Employment Act and Tripartite Guidelines. Users could also leverage these platforms to report various workplace issues including workplace harassment and work injuries, with just a few clicks on their mobile phones.

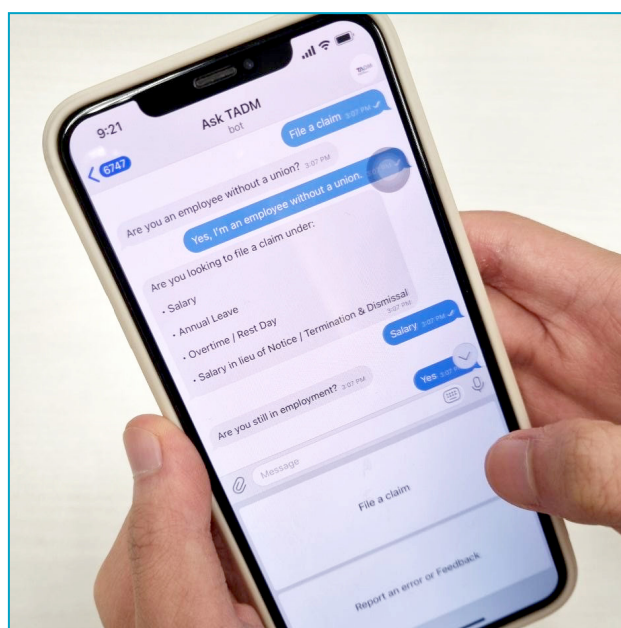
30 MAR 2021

## Introduced chatbot prototype to allow self-diagnosis of employment issues



To be able to respond promptly to customers on their employment disputes while making use of automation, TADM launched the "Ask TADM" chatbot prototype in late March 2021. It allowed users to self-diagnose their eligibility for claims and determine their options for recourse online - anytime, anywhere - without having to make an appointment or commute to TADM.

Between April 2021 and March 2022, more than 4,300 customers interacted with the chatbot and about 7 in 10 of these customers provided positive ratings. To enhance the chatbot's accuracy in addressing customers' queries, TADM leveraged iterative learning to constantly refine the chatbot's responses based on customers' feedback. TADM plans to expand the scope of employment topics covered by the current chatbot prototype, and to work towards a fully integrated chatbot which is able to perform claims filing and computation capabilities.





## Transforming dispute resolution through innovation

1 MAR 2021

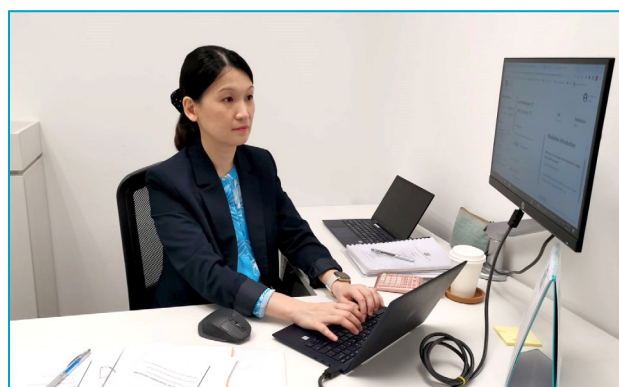
### Launched the interim version of the online dispute resolution portal



In March 2021, TADM launched an interim version of the online dispute resolution (ODR) portal, which allows employers and employees to resolve employment claims remotely and conveniently, thereby expediting the settlement of claims. In 2021, about 430 claims were processed via the portal. 32% of these cases were resolved directly between parties on their own, while another 56% were concluded virtually, facilitated by a TADM mediator. The remaining 12% were mediated in person.

In April 2022, the Employment Claims Rules were amended to accept Settlement Agreements which were signed remotely. With this, customers were able to complete the dispute resolution process without being

physically present at the mediation sessions in TADM by signing the agreements electronically. TADM is working towards a complete roll-out of the ODR portal.





# CASE STUDIES



## Case Study 1

Employer took steps to avoid letting go of employees and went the extra mile to **extend salary payments**

Mr Heng had worked for more than 10 years in the marine industry when his ex-employer's business was severely disrupted during the pandemic. With closure of ports and shipyards, there was no work to be done but his ex-employer wanted to keep all of them instead of retrenching them. They communicated a company-wide cost-cutting measures including wage reduction to help the employees and to keep the company afloat. The company also made arrangement to second employees including Mr Heng at their subsidiaries, based on their suitability with no change in salaries and benefits.

Mr Heng did not take up the secondment offer and decided to stay at home without discussing with his

supervisor. The company then placed him on temporary lay-off at a reduced salary while waiting for business activities to resume. Mr Heng had expected to receive full pay and hence reached out to TADM over short payment of salaries.

During mediation, the mediator explained that based on the Tripartite Guideline on Management of Excess Manpower (TAMEM), the company had a right to reduce wages in a reasonable manner in order to save jobs. Mr Heng agreed with the mediator's explanation. The ex-employer also extended a goodwill payment to Mr Heng in view of his long years of contribution. The matter was resolved amicably.

## Case Study 2

Employer heeded TADM's advice to **release the owed salary** to employee

Tim worked as a delivery man for a small F&B company which supplied cartons of milk to mini marts across Singapore.

A month into his employment, Tim's supervisor Steve discovered a dent on the rear of the company lorry driven by Tim. When questioned, Tim owned up and explained that he accidentally damaged the vehicle on one of his deliveries. Steve incurred substantial loss to repair the lorry as well as the loss of sales as the lorry could not be used for a few days to make milk deliveries. Steve withheld Tim's salaries and also issued a letter of demand to Tim to recover all the losses incurred by the company.

Following this, Tim lodged a claim with TADM to recover his owed salaries. When both parties were at mediation, there was no disagreement that the lorry damage was a result of Tim's negligence. The mediator also advised Steve that the company could only claim a portion of the damages under the Employment Act.

Steve took the mediator's advice and promptly settled the relevant amount owed to Tim. Tim also acknowledged that he should accept part responsibility and pay a portion of the cost, given that he did not report the accident immediately. Both Tim and Steve were happy with the amicable and fair settlement.



### Case Study 3

#### Employee whose overtime (OT) claims could not be substantiated

Mdm Lisa worked as a driver for a transport company with daily driving assignments. She was also given scheduled rest breaks in between her driving assignments. After Mdm Lisa resigned, she filed claims with TADM for overtime (OT) work stating that she should be paid for her rest breaks as well.

After reviewing the case facts, the assigned mediator contacted Mdm Lisa and explained to her that under the

Employment Act, rest breaks were not considered part of working hours and hence her basis to claim OT was without merit. Mdm Lisa understood and withdrew her claims. This helped Mdm Lisa move on quickly and also benefitted the company as they were not called upon to attend the mediation session unnecessarily.

### Case Study 4

#### Employers must be able to substantiate wrongful dismissal claims with clear evidence

Mr Lee, a cleaning supervisor with a company, was served a termination letter citing several reasons such as not being responsible, committed, and diligent in his supervisory duties which led to overall poor work performance. Mr Lee did not feel that these claims were substantiated and that he was wrongfully dismissed. Mr Lee approached TADM for assistance.

TADM conducted face-to-face mediation for Mr Lee and representatives from his ex-employer. TADM assessed that the company was unable to fully substantiate the reasons stated in the termination letter. Both Mr Lee and the

company agreed that there were several misunderstandings during work, which could have been addressed through regular communications.

While Mr Lee was willing to seek new employment, he wanted the wrongful allegations against him to be retracted, and to receive appropriate compensation. The mediator encouraged his employer to settle the matter amicably since the company had not carried out the termination appropriately. Both parties eventually agreed on an appropriate compensation and Mr Lee's dismissal was converted to a termination.





## TRIPARTITE ALLIANCE FOR

# FAIR AND 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, National Trades Union Congress, and Singapore National Employers Federation), 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 MARCH 2022)



7,544\*

HR practitioners, line managers, senior managers have participated in 118 **TAFEP workshops and events**



12,764

organisations have adopted the various **Tripartite Standards (TS)**, benefitting 1,130,000 employees



523

firms admitted into the the **Human Capital Partnership (HCP) Programme**, employing more than 199,000 locals with a total workforce of about 243,300 employees



# CALENDAR OF MAJOR EVENTS AND INITIATIVES

1 APRIL 2021 - 31 MARCH 2022

## APR

**26 Apr 2021**

Launch of the Tripartite Standard on Work-Life Harmony

**28 Apr 2021**

Building a Sustainable and Flexible Wage System Webinar

**Apr 2021 – Jul 2021**

Flexible Work Arrangements Publicity Campaign

**Apr 2021 – Present**

- Tripartite Standard on Work-Life Harmony Publicity Campaign
- Tripartite Standards Coaching Clinics

## MAY

**14 May 2021**

Alliance for Action Work-Life Harmony Communities of Practice Session

## JUN

**30 Jun 2021**

Webinar on Sustaining Your Business with a Flexible Wage System

## JUL

**29 Jul 2021**

Future of Work Trends in a Post-COVID-19 World Webinar

## AUG

**16 Aug 2021**

Tripartite Alliance Award Presentation Ceremony

**18 Aug 2021**

HCP Conversations Knowledge Series Webinar: Stepping Up Talent Acquisition

## SEP

**14 Sep 2021**

Driving Sustainable Business Results with Flexible Wage System Webinar

**Sep 2021 - Mar 2022**

- Anti-Workplace Harassment Publicity Campaign
- Tripartite Standards Publicity Campaign

**Sep 2021 - Present**

- Tripartite Standards Publicity Campaign
- Fair Employment Rehabilitation Workshops

## OCT

**Oct 2021 – Feb 2022**

Work-Life Ambassador Scheme Publicity Campaign

**Oct 2021 – Mar 2022**

Human Capital Partnership Programme Brand Videos

## NOV

**12 Nov 2021**

HCP Conversations Knowledge Series Webinar: Let's Talk About Performance!

**18 Nov 2021**

Emerging Stronger with a Resilient Workforce Webinar

**19 Nov 2021**

Post-Tripartite Alliance Award Event

**24 Nov 2021**

Dialogue on Workplace Fairness

## DEC

**Dec 2021 - May 2022**

Flexible Wage System Publicity Campaign

## FEB

**11 Feb 2022**

Workshop on Implementing Flexible Work Arrangements in a New World of Work

**23 Feb 2022**

HCP Conversations Knowledge Series Webinar: Who's Next! Passing the Baton of Success!

## MAR

**7 Mar 2022**

Launch of the Tripartite Standard on Advancing Well-Being of Lower-Wage Workers

**Mar 2022 - Present**

Fair Employment Practices Publicity Campaign



# UNDERSTANDING THE FAIR EMPLOYMENT LANDSCAPE



To raise the employment standards of employers in Singapore, TAFEP has been championing fair and progressive employment practices on several workplace issues such as fair recruitment and fair consideration for local employees, as well as managing workplace harassment.

To strengthen fair and progressive employment practices, TAFEP introduced rehabilitation workshops for organisations that were found to have HR gaps and minor breaches of the Tripartite Guidelines of Fair Employment Practices (TGFEF). This allows the organisations to align their practices and to have a better understanding of the TGFEF.

TAFEP continued to step up publicity of its Workplace Harassment Resource and Recourse Centre and efforts to reach out to more community partners and other

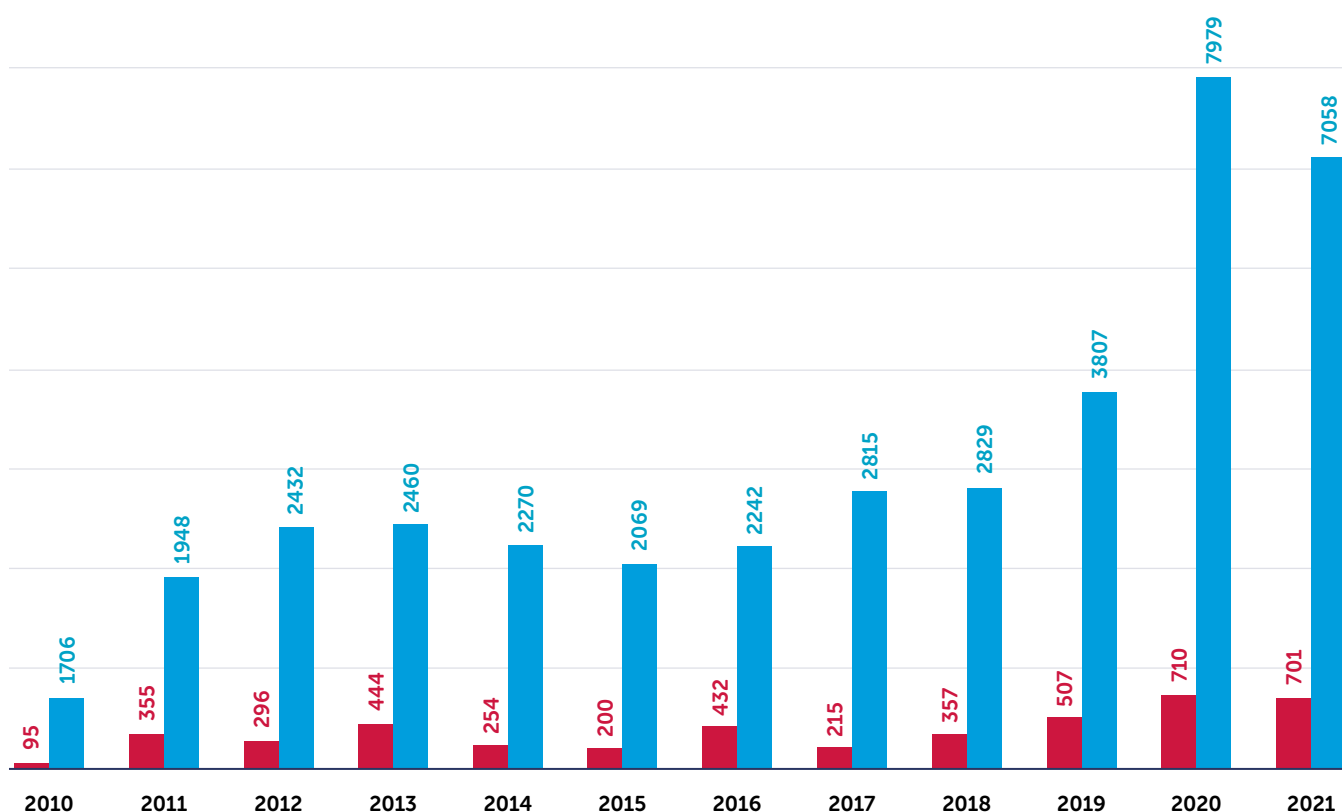
organisations under Singapore Council of Women's Organisations' umbrella to establish referral channels for TAFEP. These would better assist affected employees or individuals who have experienced workplace harassment.

In FY21, TAFEP saw a slight decrease in the number of complaints, enquiries and feedback received.

Similar to the last FY, the top three issues of discrimination complaints handled from 1 April 2021 to 31 March 2022 were fair consideration for Singaporeans (1 in 3), age (1 in 9) and gender (1 in 25).

For feedback and enquiries received in the same period, the top three issues were related to the handling of employee grievances, employment matters related to salary or dismissal/termination and hiring practices.

Complaints  
Enquiries and Feedbacks





# PUBLICITY

## 职场无线

### 解除性别成见

公平、包容性和多元化的职场，能为公司保留和吸引人才。

在疫情期间，性别平等在职场中变得更加重要。随着远程办公和灵活工作时间的普及，雇主需要重新审视其招聘和晋升政策，以确保公平性和包容性。这不仅有助于吸引和留住人才，还能提高团队的多样性和创新能力。

公平、包容性和多元化的职场，能为公司保留和吸引人才。在疫情期间，性别平等在职场中变得更加重要。随着远程办公和灵活工作时间的普及，雇主需要重新审视其招聘和晋升政策，以确保公平性和包容性。

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## OPINION People issues

### Leaders from DBS & ABRY are bringing D&I to life through empowerment, ownership, and more

TAFEP gets personal with Susan Cheng, Group HR, DBS Bank and Adriana Lin Escobar, Founder & CEO, ABRY, as they share their vision for better D&I and work-life harmony — both as leaders and as individuals.

**Diversity and inclusion (D&I)** is one of the most underutilized, yet powerful, aspects that can affect the way an organization performs. Leaders who promote an inclusive culture can drive positive change, and perspectives on work-life balance can also play a role in this.

For Susan Cheng, Group HR at DBS Bank, and Adriana Lin Escobar, Founder & CEO of ABRY, D&I is not just a buzzword. It's a mindset that permeates their organizations and their personal lives.

Cheng, who has been at DBS for over 15 years, believes that D&I is a key to long-term success. She emphasizes the importance of creating a culture where everyone feels valued and empowered to contribute.

Escobar, who founded ABRY to support women's career development, shares her own experiences with D&I. She highlights the challenges of balancing work and family life and the importance of having supportive policies in place.

Both leaders agree that D&I is not a one-time initiative but a continuous journey. They stress the need for ongoing communication, training, and support to ensure that the organization's values are truly lived and practiced.

By sharing their insights and experiences, Cheng and Escobar aim to inspire other leaders to take similar steps in their own organizations. They believe that a commitment to D&I can lead to a more productive, innovative, and resilient workforce.

As they continue to lead their respective organizations, Cheng and Escobar remain dedicated to promoting D&I and work-life harmony. They see it as a shared responsibility and a path to a better future for all.

For more insights on D&I and work-life harmony, visit [www.tafep.org.sg](https://www.tafep.org.sg) or follow TAFEP on social media.

TAFEP is a tripartite alliance for fair and progressive employment practices, involving the Singapore Government, Singapore Employers' Federation (SEF), and Singapore Federation of Labour Unions (SFLU).

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## People issues OPINION



CASE STUDY: WHY AND HOW ABRY ADVOCATES 'DIVERSITY STRENGTH'

By Susan Cheng, Group HR, DBS Bank

As a leader, I believe in the power of diversity and inclusion. It's not just about having a mix of people; it's about creating an environment where everyone can thrive and contribute their best.

At DBS Bank, we have a strong commitment to D&I. We have implemented various initiatives to ensure that our workforce is diverse and inclusive. This includes providing training and support for all employees, regardless of their background or identity.

One of the key challenges we face is ensuring that our policies and practices are truly inclusive. We need to listen to our employees and make changes where necessary. This requires a willingness to be vulnerable and to learn from our mistakes.

By fostering a culture of D&I, we can create a more resilient and innovative organization. This is not just good for the business; it's also the right thing to do for our employees and the community at large.

I am proud to be part of a team that values diversity and inclusion. We will continue to work together to create a more inclusive and equitable workplace for all.

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**Age is just a number: S'pore companies share what senior employees have to offer in the transport & hospitality industry**

They also share what they do to support and elevate their employees.

Faitha Nazam | Sponsored | March 22, 2022, 06:00 PM

The article highlights the contributions of senior employees in the transport and hospitality sectors. It features interviews with industry leaders who discuss the importance of experience and mentorship. Companies are encouraged to create a supportive environment for all employees, regardless of age, to maximize their potential and foster a culture of continuous learning.

**不应隐忍 勇于举报**

近 职场中，如果遇到不公平待遇或违法行为，员工应该勇于站出来举报。这不仅是对自己权益的维护，也是对组织健康发展的贡献。TAFEP鼓励员工通过正规渠道反映问题，并承诺将采取适当措施保护举报人的隐私和权益。

举报是维护职场公平的重要手段。TAFEP提供多种举报渠道，包括热线电话、电子邮件和在线平台。员工可以放心举报，不用担心报复。TAFEP将严肃处理每一宗举报，确保职场环境的公正和透明。

**Firms, individuals lauded for age inclusivity, reskilling staff**

Companies and individuals who promote age inclusivity and invest in staff reskilling are being recognized for their contributions to a more inclusive and skilled workforce. TAFEP applauds these efforts and encourages others to follow suit. Reskilling programs help older workers stay relevant in a rapidly changing job market, while age-inclusive policies ensure that all employees have equal opportunities for growth and advancement.

TAFEP is committed to promoting age inclusivity and supporting lifelong learning. We will continue to work with employers and employees to create a more inclusive and resilient workforce. For more information on age inclusivity and reskilling, visit [www.tafep.org.sg](https://www.tafep.org.sg) or contact TAFEP at 1800 222 2222.

**PURE INTERNATIONAL SHARES HOW WORK-LIFE HARMONY IS CRITICAL IN THE NEW NORMAL**

A flexible arrangement to help reduce employees' workload, more PURE International's Country Director Shaun Messey shares all in a conversation with TAFEP.

Launched on 26 April this year, the Tripartite Standard on Work-Life Harmony (TSLH) is a landmark initiative that aims to promote a healthy balance between work and life. PURE International, a leading provider of international travel services, has implemented several measures to support its employees in achieving this balance.

Shaun Messey, Country Director for PURE International, shares his insights on the importance of work-life harmony in the new normal. He emphasizes the need for flexible work arrangements, such as remote work and flexible hours, to accommodate employees' diverse needs. PURE International has also introduced wellness programs and employee assistance services to support employees' mental and physical health.

By prioritizing work-life harmony, PURE International has been able to maintain high levels of productivity and employee satisfaction. Messey believes that other organizations can learn from their experience and implement similar measures to support their workforce. TAFEP encourages all employers to take a holistic approach to employee well-being and create a supportive work environment for all.

**Wrongful dismissal, owed wages: Employees recover \$13m**

100 of 4,156 employees who made claims fully recovered their claims from employers.

The article reports on a successful outcome for a group of employees who filed claims for wrongful dismissal and unpaid wages. The employees, who were part of a large-scale restructuring, were able to recover a total of \$13 million through legal action. This case highlights the importance of proper communication and fair treatment during organizational changes. It also serves as a reminder for employers to adhere to labor laws and provide adequate support to affected employees.

TAFEP is pleased with the outcome and encourages employees to seek assistance if they face similar issues. We will continue to work with employers to ensure that all employees are treated fairly and that their rights are protected. For more information on employment rights and dispute resolution, visit [www.tafep.org.sg](https://www.tafep.org.sg) or contact TAFEP at 1800 222 2222.

**It's time to stop advertising jobs this way**

A guide to writing non-discriminatory job ads in support of fair hiring

The article provides a guide to writing non-discriminatory job advertisements. It emphasizes the importance of using inclusive language and avoiding stereotypes or biased requirements. Employers are encouraged to focus on the skills and qualifications needed for the job rather than making assumptions based on race, gender, or age. This approach helps to attract a diverse pool of candidates and promotes fair hiring practices.

TAFEP provides resources and templates to help employers write effective and inclusive job ads. We will continue to advocate for fair hiring practices and support employers in creating a more inclusive workplace. For more information on writing non-discriminatory job ads, visit [www.tafep.org.sg](https://www.tafep.org.sg) or contact TAFEP at 1800 222 2222.

**Four complaints lodged this year against condo managing agent behind 'discriminatory' tender: TAFEP**

The Managing Director is reviewing the work practices of the Managing Agent.

The article reports on four complaints lodged against a condo managing agent in the past year. The complaints were related to alleged discriminatory practices in the tendering process. TAFEP has intervened to mediate the disputes and is currently reviewing the work practices of the managing agent. The goal is to ensure that all bidders are treated fairly and that the tendering process is transparent and competitive.

TAFEP is committed to promoting fair and progressive employment practices in all sectors. We will continue to monitor and address any issues related to discrimination or unfair practices. For more information on fair hiring and tendering practices, visit [www.tafep.org.sg](https://www.tafep.org.sg) or contact TAFEP at 1800 222 2222.



# ADVISORY SERVICES FOR EMPLOYERS



**260**

phone and in-person appointments

Since February 2016, TAFEP's phone advisory service known as the Employer Advisory Service (EAS@TAFEP) has supported employers in their creation of fair, responsible and progressive workplaces. In 2021, Flexible Wage System (FWS) consultation was added to the phone advisory service.

In FY21, there were a total of 260 phone and in-person appointments. The top three types of queries were on termination, salary and contract of service terms and conditions.





# KEY ACHIEVEMENTS FOR THE YEAR

APR 2021 – PRESENT

## Tripartite Standards Coaching Clinics



The Tripartite Standards coaching clinics are aimed at helping employers gain a deeper understanding of the various good employment practices that should be implemented at the workplace.

The coaching clinics have helped to educate many employers on key Tripartite Standards: Recruitment Practices, Flexible Work Arrangements/Work-Life Harmony, and Grievance Handling.

Participants were provided an overview of practices pertaining to fair recruitment, flexible work arrangements and grievance handling and guided on how to implement

them at the workplace. In-class exercises, videos and case studies were shared to showcase examples of common workplace scenarios. This was followed by a Question-and-Answer segment at the end of each session for participants to raise questions and seek clarifications.

With the right tools, knowledge and resources, employers can easily adopt the Tripartite Standards and gain recognition as a progressive employer. The coaching clinics have played a part in successfully assisting organisations to adopt the Tripartite Standards. A total of 25 clinics were conducted in FY21 with 1185 employer representatives participating in the sessions.

29 JUL 2021

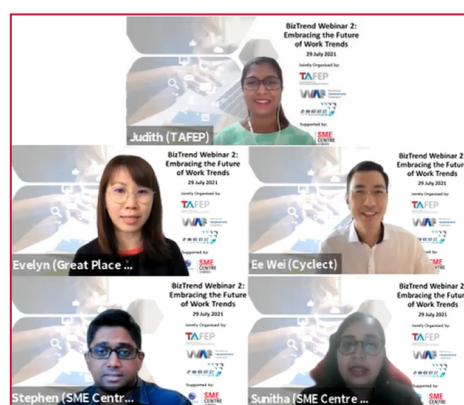
## Future of Work Trends in a Post-COVID-19 World Webinar



TAFEP jointly organised a webinar with the Workforce Advancement Federation (WAF), titled “Embracing the Future of Work Trends in a Post-COVID-19 World” on 29 July 2021.

Participants learnt from speakers how they could put in place various flexible work arrangement (FWA) strategies to sustain productivity, business continuity, and maintain team cohesion in a hybrid arrangement.

TAFEP also launched the Telecommuting Guide which was designed to guide employers and implement a sustainable telecommuting arrangement in a hybrid work environment.



Over 300 participants attended the webinar, and they found the content relevant and useful.





16 AUG 2021

## Tripartite Alliance Award Presentation Ceremony



21 organisations out of 181 organisations nominated by their employees or unions, emerged as winners at the Tripartite Alliance (TA) Award presentation ceremony held in a hybrid format on 16 August 2021. Six individuals were also recognised for their fair, responsible and progressive employment practices. Amongst the winning organisations, half were SMEs which showed that organisations can be progressive, regardless of their size.

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 the average employer recognition award, the award represents a collective endorsement by the tripartite partners.

There were four categories in the award that corresponded to key workplace issues that employers faced due to changing needs and demographics of the workforce:

- Age Inclusive Practices
- Fair and Progressive Employment Practices
- Work-Life Excellence
- Responsible Best Sourcing

Two organisations, Ministry Holdings Pte Ltd and OCBC Bank, were crowned winners of the highest award, the Pinnacle Award, in recognition of their holistic people-centric strategies and practices above and beyond the scope of the TA Award.

Five awards were presented to individuals for their strong leadership, commitment, implementation efforts, and passionate advocacy of fair, responsible and progressive employment practices. One individual also received the special mention award that was conferred on organisations with exceptional practices or individuals who had a transformational effect on their organisations.

During the event, TAFEP launched a research report titled "Beyond 2020: DNA of Progressive Employers", which was put together with the Human Capital Leadership Institute, based on a study on the mindsets and practices that made the award winners exemplary employers. It found that they had these five building blocks in their approach towards the business and employees - Collaborative Networks, Employee Voice, Continuous Evolution, Talent Optimisation, and Holistic Care. Employers can refer to the report as a useful guide in taking further steps to become progressive employers.





18 AUG 2021

## HCP Conversations Knowledge Series Webinar: Stepping Up Talent Acquisition



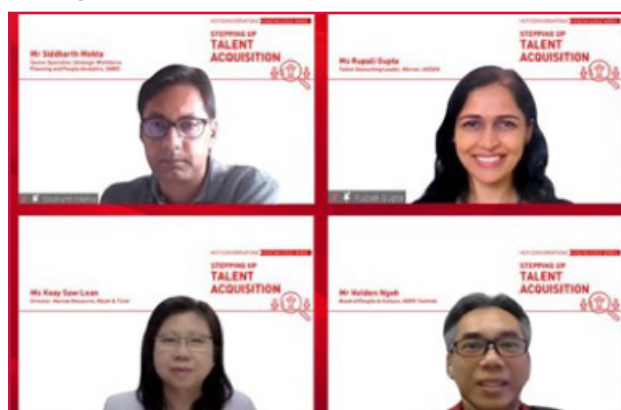
TAFEP organised a webinar titled "Stepping Up Talent Acquisition", in partnership with the Institute for Human Resource Professionals. It was the first of a three-part HCP Conversations Knowledge Series and was held on 18 August 2021.

During the session, there was sharing of best practices from TAFEP-Mercer's research on the Impact of Human Capital practices on Business Performance, the impact of COVID-19 on talent acquisition practices, the outlook for the future, and how businesses had successfully adjusted to cope with the changes.

The speakers for the event were Ms Saw Lean Koay, Director of Human Resources of Rajah & Tann, Mr Holden Ngoh, Head of People & Culture of HOPE Technik, and Ms Rupali Gupta, Talent Solutions Leader of Mercer Singapore. There was robust panel discussion on key challenges and opportunities in talent acquisition

in the new normal. The session was moderated by Mr Siddharth Mehta, Senior Specialist of Strategic Workforce Planning and People Analytics from SABIC.

More than 500 HR leaders and practitioners attended the session and gleaned valuable insights from the research findings and the panel speakers.



SEP 2021 – MAR 2022

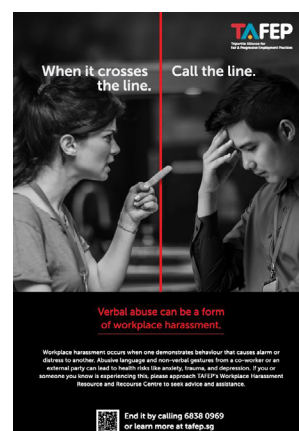
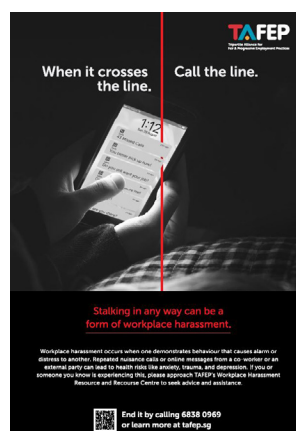
## Anti-Workplace Harassment Publicity Campaign



To address the heightened public interest on workplace harassment, TAFEP launched the Anti-Workplace Harassment campaign to educate employers, HR practitioners, employees, and general public on the types of workplace harassment and establish TAFEP as the resource and recourse centre. Themed 'When it crosses the line. Call the line.', the advertisements were rolled out at bus shelters, online programmatic display ads, and across TAFEP's social media channels to encourage those who have experienced workplace harassment to approach TAFEP for assistance and advice.

Phase 1 of the campaign was well received, achieving more than 18 million impressions over various digital and social media platforms for the period of Sep 2021 to Feb 2022.

Going forward, TAFEP will continue to adopt an integrated marketing approach and leverage on out-of-home, digital and social media platforms to amplify the campaign's key messages to its target audiences.





SEP 2021 – PRESENT

## Fair Employment Rehabilitation Workshops



To help employers who were found to have gaps in their HR practices or minor breaches of the Tripartite Guidelines on Fair Employment Practices, TAFEP launched a new Fair Employment Workshop in Sept 2021 to reinforce employers' knowledge of the Tripartite Guidelines on Fair Employment Practices, and to provide guidance on how to develop fair and progressive HR policies and practices. The workshop includes the sharing of case studies and quizzes to

reinforce the participants' knowledge and help them understand how they could apply what they had learnt at their workplaces.

Participants found the sessions comprehensive, informative, and insightful as the workshops provided them with an in-depth understanding of fair employment practices. With the knowledge learnt, they are better equipped to rectify and implement these practices within their organisations.

12 NOV 2021

## HCP Conversations Knowledge Series Webinar: Let's Talk About Performance!



Over 300 HR leaders and practitioners attended the second instalment of the HCP Conversations Knowledge Series titled "Let's Talk About Performance" on 12 November 2021.

The webinar highlighted the importance of performance management as a business strategy and how the performance management process can evolve to drive sustainable organisational growth. It also covered valuable viewpoints in a panel discussion on effective performance management and how it can impact and drive business success.



The speakers for the event were Mr Eric Tan, Managing Director of FedEx Singapore, Mr Vishesh Dimri, Lead - HR Consulting of HSBC, Ms Zarina Piperdi, Managing Director of 8-List Group, and Ms Cynthia Cheong, Deputy Director of Programme & Capability Development from TAFEP. The panel discussion was moderated by Mr Jude Tan, Consultant, Advisory from Korn Ferry.

18 NOV 2021

## Emerging Stronger with a Resilient Workforce Webinar



TAFEP co-organised a webinar with the Workforce Advancement Federation (WAF) titled "Emerging Stronger with a Resilient Workforce" held on 18 November 2021.

Attended by more than 100 participants from various industries, the webinar explored the sustainability of businesses in the reality of the new normal by investing in older workers to bring value to businesses, boost manpower and protect businesses against future disruptions.

Invited speakers shared how they prepared their older employees to handle jobs of the future and leverage the use of technology to redesign processes that

involved manual work. Employer representatives also discussed using the Progressive Wage Model to increase workers' wages through upgrading skills and improving productivity. They also shared how organisations should offer required minimum salaries, better job prospects, and a positive working environment to retain talents.





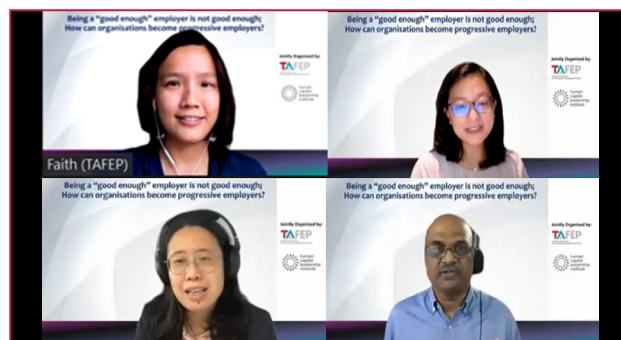
19 NOV 2021

## Post-Tripartite Alliance Award Event



The post-Tripartite Alliance (TA) Award Event: "Being a 'good enough' employer is not good enough; How can organisations become progressive employers?" was held on 19 November 2021. Over 30 employers attended this interactive session that aimed to provide HR professionals with tips to build the DNA of progressive employers through five key elements - Collaborative Networks, Employee Voice, Continuous Evolution, Talent Optimisation, and Holistic Care.

These elements defined the approach that the TA Award 2021 winners had towards their business and employees and were uncovered in a study commissioned by TAFEP on the mindsets and practices that made them such exemplary employers.



During the webinar, participants had the opportunity to share and learn the challenges of how to be progressive through the five elements and co-create solutions with their peers from other industries to overcome these challenges.

24 NOV 2021

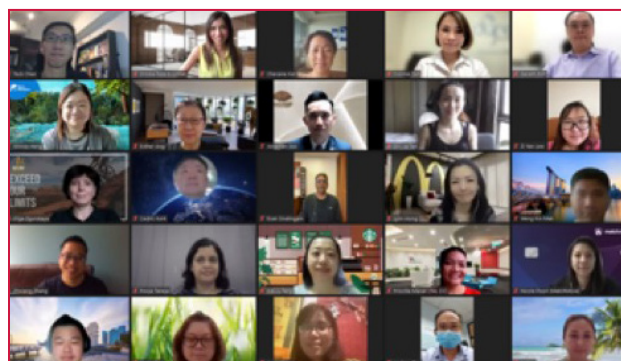
## Dialogue on Workplace Fairness



About 120 Human Capital Partners and community members from the Institute for Human Resource Professionals participated in a dialogue session on Workplace Fairness with Mr Zaqq Mohamad, Senior Minister of State for Defence and Manpower. The session was to solicit employers' feedback on issues related to workplace fairness and for the Tripartite Committee to develop an approach that would be in the best interest of Singapore and Singaporeans.

The panel speakers included Ms Faith Li, General Manager of TAFEP, Mr Jason Ho, Head of Group Human Resources for OCBC Bank, Dr Jaclyn Lee, Chief Human Resources

Officer for Singapore University of Technology and Design. The session was moderated by Mr Mayank Parekh, CEO of the Institute for Human Resource Professionals.





23 FEB 2022

## HCP Conversations Knowledge Series Webinar: Who's Next! Passing the Baton of Success



About 250 HR leaders and practitioners attended the last instalment of the HCP Conversations Knowledge Series titled "Who's Next! Passing the Baton of Success" on 23 February 2022.

The webinar highlighted the value of succession management, views, and key steps to get started on succession management, and ways to overcome the challenge of managing employee expectations. There was also an insightful panel discussion on developing future leaders, the practicalities of succession management, and the need for mid to long-term planning. Having transparent communication and a robust performance management system were highlighted as fundamental components for successful succession management.

The speakers for the event were Mr Ernest Lee, Head of HR for Shell Companies in Singapore and Indonesia, Ms Lyn Teo, Senior HR Business Partner from TÜV SÜD PSB, Ms Cynthia Cheong, Deputy Director of Programme & Capability Development from TAFEP. The panel discussion was moderated by Ms Jacqueline Gwee, Director and Founder of aAdvantage Consulting Group.



MAR 2022 – PRESENT

## Fair Employment Practices Publicity Campaign



TAFEP launched a new publicity campaign to raise awareness amongst the employers, employees and the public on workplace discrimination issues.

The campaign encourages individuals to take a proactive stand against workplace discrimination and

seek help from TAFEP when faced with workplace discrimination and other unprogressive employment practices. The key issues highlighted were age, gender, family responsibilities, and race. The advertisements were rolled out at bus shelters, lift lobby screens and MRT platform screen doors display across various locations in Singapore. The publicity also spans TV, radio, online and TAFEP's social media platforms.





# NEW INITIATIVES ON FAIR EMPLOYMENT PRACTICES



The COVID-19 pandemic brought about changes in the way we work. Besides building new technical capabilities in staff, and using technology for training and outreach efforts, TAFEP adopted a 4-pronged approach and

extended its efforts to support employers as they move towards a hybrid work model post-pandemic.

These include:



**Engagement  
with employers**  
(events and webinars)



**Education**  
(resources, guides, news  
feed, advisory services)



**Training**  
(e-coaching clinics,  
e-modules)



**Publicity Efforts**





## Employer Education and Engagement in a Hybrid Work Environment

During COVID-19, employers needed to adapt to new ways of work. Recruitment was conducted virtually in the absence of face-to-face interviews, and it was vital for employers to have robust systems and ensure fair hiring in their organisations.

TAFEP continued to uplift and uphold fair and progressive employment standards amongst employers, by building capabilities of hiring managers and teams to reduce the incidence of discriminatory hiring. TAFEP also supported employers with new resources in managing employment issues and challenges faced throughout the year.

### e-Learning Module



An e-learning module on 'Introduction to Fair Hiring' was developed to help employers, HR practitioners and hiring managers understand the importance of the Tripartite Guidelines on Fair Employment Practices (TGfEP) when implementing fair recruitment and selection processes to hire the right talent for their organisation.

The 90-minute interactive module aims to create a deeper understanding of fair recruitment practices in 5 key areas:

- Introduction of the Tripartite Guidelines on Fair Employment Practices
- Developing policies and processes to guide merit-based recruitment
- Creating a non-discriminatory job advertisement
- Creating a non-discriminatory job application form
- Conducting non-discriminatory job interviews

### TAFEP eNews



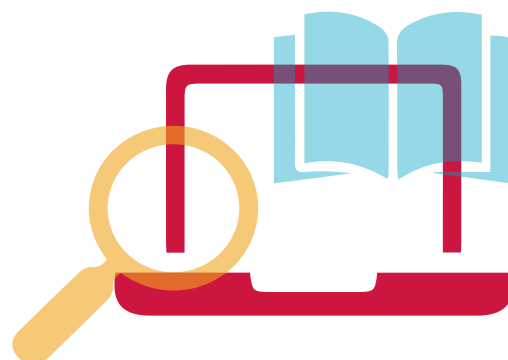
The TAFEP eNews was sent to **14,000** individuals on a fortnightly basis in FY21.

TAFEP continued to disseminate content via the regular newsfeed "TAFEP eNews" to keep employers updated on employment issues and workplace trends.

As there was a greater emphasis on employees' mental health and hybrid working, TAFEP brought new perspectives and information on workplace practices and issues that grew in importance. These included more support for the mental well-being of employees, managing workplace harassment in the age of social media, and diversity and inclusion in the workplace.

As employers prepare for workplaces in the new norm of hybrid work arrangements, TAFEP shared tips on how organisations can maximise flexible work arrangements and find a balance between optimising their people, performance, and productivity.

TAFEP also conducted polls with employers to understand their challenges and the extent of adoption of key and emerging employment practices. These insights were translated into tips and tools and shared with the readers.





## Enhancing Work-Life Harmony and Flexible Work Arrangements in the Community

In the new norm post-pandemic, employers should continue to provide flexible work arrangements (FWAs) to engage their workforce for business success. Hence, TAFEP continued to promote these practices by ramping up resources on work-life harmony and FWAs. These include developing a wide range of guides and resources, training, and publicity to encourage employers to maximise the benefits of FWAs.

### Sector-Specific FWA Implementation Guides

TAFEP commissioned research in several sectors to understand how the nature of different industries can impact the implementation of FWAs and the challenges faced by employers in these industries.

Through case studies, interviews, and research findings, TAFEP produced sector-specific FWA implementation guide with insights on challenges and actionable solutions for different sectors. These guides allow employers in these sectors to understand how they could refine their practices with steps to take and reduce barriers to adoption. These guides had charted a successful path in FWAs and would inspire other employers in the industries to follow suit.

### Implementation Resources for Businesses

In addition to leading and facilitating communities of practice sessions under the Alliance for Action on Work-Life Harmony, TAFEP's Work-Life Ambassadors (WLAs) contributed as thought leaders to collectively create content for different stakeholders. They emphasised that everyone has a role to build a positive work culture to implementing successful work-life programmes.

Some of their contributions included:

- A modular Work-Life Harmony Guide for Businesses targeted at internal stakeholders of organisations to ensure collective ownership and accountability for the success of work-life programmes.
- Thought leadership articles, infographics, and social media to influence and inspire others.

### Work-Life Training

TAFEP also introduced a new workshop, 'A New World of Work: Implementing Flexible Work Arrangements' for employers and HR practitioners who want to implement formal FWA practices and policies in their workplaces. Participants who attended the workshop also received a complimentary follow-up coaching call upon request.

The Tripartite Standards coaching clinics have also been updated to include the Tripartite Standard on Work-Life Harmony and provide a holistic overview of how work-life strategies can be implemented sustainably to achieve organisational goals.

### Publicity Efforts

To encourage long-term adoption of flexible work arrangements amongst the organisations for business sustainability in the new normal, TAFEP sustained its publicity across various platforms, consisting social media channels and programmatic display, to generate higher awareness of FWAs, the benefits, and the different types of FWAs businesses can implement based on their needs.



TAFEP also carried out publicity efforts to raise awareness amongst employers, HR practitioners, and employees on the business benefits of effective work-life harmony strategies such as the attraction and retention of talent and increased employee productivity, and to encourage sign-ups as Work-Life Ambassadors. The advertisements were rolled out online and on TAFEP's social media channels with profiles of WLAs who promoted work-life initiatives, tips and a guide for employers to implement telecommuting for their organisations.





## Educating and Engaging Employers to Adopt the Flexible Wage System

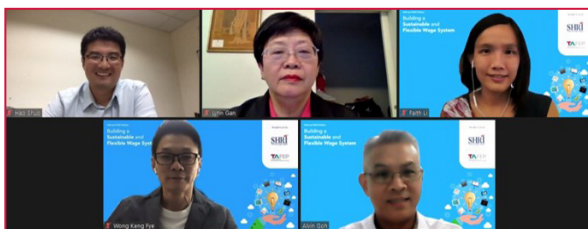
The pandemic has taught many of us an important lesson – the need to be flexible and adaptable. As manpower costs tend to contribute the most to a company's expenses, many organisations faced cost pressures when business was disrupted during and after the Circuit Breaker. Many had to implement cost-savings measures. The Flexible Wage System (FWS) is one way for companies to remain flexible should challenges arise.

To support the National Wage Council's move and encourage organisations to implement the FWS, TAFEP started engaging employers on multiple fronts to assist them in the adoption. TAFEP's efforts included organising webinars, coaching clinics, and developing a range of resources to deepen employers' understanding and facilitate implementation.

### Webinars

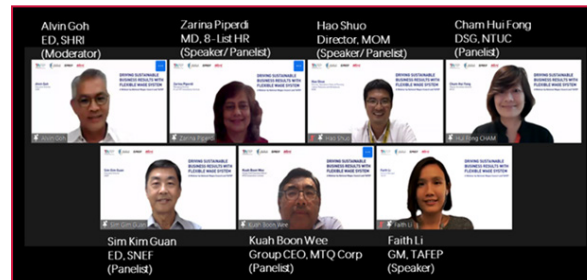
These sessions highlighted how good compensation systems can be structured and the benefits of implementing FWS, such as helping employers to manage costs during difficult times, increasing job security for employees, and motivating, and retaining them according to business and individual performances.

#### Building a Sustainable and Flexible Wage System Webinar



The webinar on Building a Sustainable and Flexible Wage System was held on 28 April 2021. Over 600 employers attended the event co-organised with Singapore Human Resources Institute (SHRI) to learn how their compensation systems can be competitive and flexible and restructure wages in response to changing business conditions to maintain their manpower for eventual business recovery.

#### Driving Sustainable Business Results with Flexible Wage System Webinar



A second webinar was organised in partnership with the National Wage Council held on 14 September 2021 with industry speakers and representatives from the tripartite partners. The webinar was attended by more than 390 participants from various industries and the speakers provided diverse perspectives on how employers can continue to be responsible and sustainable even during a downturn.

### Coaching Clinics

Employers were supported by clinics that provided them opportunities to interact with trainers and address questions on challenges and implementation of the system. More than 1,200 HR leaders and practitioners attended these clinics.

#### Sustaining Your Business with a Flexible Wage System

TAFEP held its first coaching clinic on 30 June 2021 which was held monthly and facilitated by experienced advisors to guide employers on implementing a flexible wage system in their organisation. Participants found the sessions enriching and enhance their understanding of the system.

### Employer Advisory Service

For employers who require one-to-one consultancy services, TAFEP's Employer Advisory Service has experienced consultants who can explain in detail pertaining to questions about the FWS.



## Publicity Efforts

To extend the outreach efforts, TAFEP also produced a series of infographics and animated social media posts aligned with the FWS guide for employers. The objective was to educate employers, HR practitioners, and employees on various components of the FWS, benefits, and implementation steps so that they can respond swiftly and remain competitive in changing business situations.

**WHAT IS THE FLEXIBLE WAGE SYSTEM (FWS)?**

The **Flexible Wage System (FWS)** is a nimble and competitive system that enables companies to respond swiftly to changing business situations. It has sizeable variable components and can be adjusted to reduce wage costs during business downturns and reward employees when the company does well.

**The variable components comprise**

- MONTHLY** Monthly Variable Component (MVC)
- and**
- 365 DAYS** Annual Variable Component (AVC)

**BENEFITS OF THE FWS**

FOR SINGAPORE	FOR EMPLOYERS	FOR EMPLOYEES
<ul style="list-style-type: none"> <li>Retains our competitiveness in a global economy</li> <li>Keeps wage costs sustainable</li> <li>Enables flexibility in wage structures and retains jobs in challenging times</li> </ul>	<ul style="list-style-type: none"> <li>Enables agility and flexibility to adjust wages in financially challenging times which keeps business costs sustainable and competitive</li> <li>Rewards employees according to business performance, thus motivating them to help in business improvement and wage restoration</li> </ul>	<ul style="list-style-type: none"> <li>Ensures stable employment and job retention in times of economic uncertainty</li> <li>Provides objectivity and transparency for employees as they will know why, when and how their wages will be adjusted</li> </ul>

**Enable greater business agility with the Flexible Wage System today.**  
Find out more from the FWS Guidebook

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**TAFEP** Ministry of Manpower **SNEF** **ntuc**

**EMBARCKING ON THE FLEXIBLE WAGE SYSTEM (FWS)**

Before adopting the Flexible Wage System (FWS), companies are strongly encouraged to follow these steps to ensure the smooth implementation of the FWS.

Review and Plan	Consult and Reach a Consensus	Communicate Regularly
<ul style="list-style-type: none"> <li>Review the existing wage structure and identify the recommended level of adjustments to be made</li> <li>Determine clear key performance indicators (KPIs) that are relevant to business operations</li> <li>Plan and build up the MVC/AVC components for all employees</li> <li>Consider tapping on government grants such as the Productivity Solutions Grant to upgrade existing HR payroll systems to incorporate the FWS</li> </ul>	<ul style="list-style-type: none"> <li>Consult with unions and employees and agree on:               <ul style="list-style-type: none"> <li>Sequence of adjustments (e.g. non-wage cuts could be implemented first, but if wage cuts are still necessary, determine which variable component is to be adjusted first)</li> <li>Principles of wage adjustments (e.g. management to take the lead)</li> </ul> </li> <li>Consult with and seek the support of unions and employees on the KPIs to trigger wage adjustments and restoration plans</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that the KPIs and trigger levels for adjustments are clearly communicated and understood by employees</li> <li>Establish and activate communication channels whenever adjusting wages</li> <li>Clearly explain the reason(s) for wage adjustments to help employees better cope with the change(s) and better contribute to business recovery</li> </ul>

Note: The FWS should apply to all levels of employees with different variable components applied to each group — management, executive and rank-and-file — whether unionised or not. Special consideration should be given to low-wage workers (i.e. a wage freeze may be implemented for low-wage workers instead of a wage cut).

**Enable greater business agility with the Flexible Wage System today.**  
Find out more from the FWS Guidebook

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**TAFEP** Ministry of Manpower **SNEF** **ntuc**

**EMBARCKING ON THE FLEXIBLE WAGE SYSTEM (FWS)**

Embarking on the Flexible Wage System (FWS)

**HOW DOES THE FLEXIBLE WAGE SYSTEM (FWS) WORK?**

How does the Flexible Wage System (FWS) work?

**WHAT IS THE FLEXIBLE WAGE SYSTEM (FWS)?**

What is the Flexible Wage System (FWS)?

**WHAT ARE THE BENEFITS OF THE FLEXIBLE WAGE SYSTEM (FWS)?**

What are the benefits of the Flexible Wage System (FWS)?

**TAFEP** SUBSCRIBED



# EFFORTS TO ADDRESS POOR EMPLOYMENT 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 employer involved and advise on the rectifications required to address shortcomings. Where relevant, TAFEP recommends and provides resources like tripartite advisories, guidelines and training workshops to educate employers on how they can create fair, inclusive

and progressive workplaces. In addition, TAFEP works closely with the Ministry of Manpower to take action against employers which have breached the Tripartite Guidelines on Fair Employment Practices (TGFEPP).

The following case studies are complaints filed with TAFEP and serve to illuminate common workplace issues and the approach TAFEP adopts in handling these cases.





## Case 1: Singaporean Core

Words or phrases that indicate **preference for non-Singaporeans** **should not be used** in job advertisements

A member of the public reported to TAFEP on two discriminatory job advertisements that had been posted on an online job portal for the role of a Quality Analyst. The advertisements had stated a specific nationality for the position.

### Outcome:

The employer explained that the position requires candidates to liaise and transact mainly with customers from certain countries. Due to an oversight, they had inadvertently indicated nationality instead of language requirement in the job advertisement. This gave the impression that they were looking for a candidate from the specific country. The employer removed the

discriminatory post after being contacted by TAFEP, and they stated that they would strengthen their recruitment processes to be compliant with the TGFEF.

TAFEP assessed that the employer failed to abide by the TGFEF and referred the case to MOM who had suspended their work pass privileges.

## Case 2: Age

Employers **should not stipulate age as a requirement** for employment unless there are practical requirements for the role, which must be stated clearly

An employer was reported for including clauses that specified the age of outsourced security officers in their security services tender document, and for penalising security agencies for deploying security guards above the age of 60 to the premises. Similar reports on discriminatory tender clauses were subsequently lodged against the employer.

### Outcome:

The employer acknowledged that the clauses in the tender document were discriminatory and removed them immediately. They highlighted that they currently have older employees and they do not discriminate against them.

They added that the age limit was inserted in earlier versions of the tender document when they found that the quality of the security guards was not up to expectations.

TAFEP reiterated that if there was a requirement on the fitness level of the security guards, this should

be clearly stated and assessed instead of having age specified as a requirement.

The employer conducted checks to ensure that discriminatory clauses in their tender documents were removed. They also attended TAFEP's Fair Employment Workshop.

TAFEP assessed that the employer failed to abide by the TGFEF and referred the case to MOM who had suspended their work pass privileges.



### Case 3: Gender

Employers **should not stipulate gender as a requirement** for employment unless there are practical requirements for the role, which must be stated clearly

A member of the public reported to TAFEP on a discriminatory job advertisement posted on an online job portal that stated the position as "Female Admin".

#### Outcome:

The employer explained that the gender requirement was necessary as the existing administrative staff were all females, and the employer's director was concerned they would be uncomfortable working with a male employee.

TAFEP found that the employer was generally not against hiring males. However, it was unaware that specifying a gender requirement in a job advertisement

without a job-related reason was discriminatory. This arose from the employer's lack of awareness of the TGFEP. The employer removed the discriminatory post immediately after being contacted by TAFEP.

TAFEP assessed that the employer failed to abide by the TGFEP and referred the case to MOM who had suspended their work pass privileges.

### Case 4: Workplace Harassment

Workplaces should be **safe and free from harassment** so that employees can carry out their work productively

A spa receptionist alleged being verbally harassed by the chef of the staff cafeteria and directed a remark with sexual connotations to her. The employee felt uncomfortable and embarrassed when this took place. She reported the incident to her supervisor and the HR manager. However, she did not receive any updates from her employer and approached TAFEP for assistance.

#### Outcome:

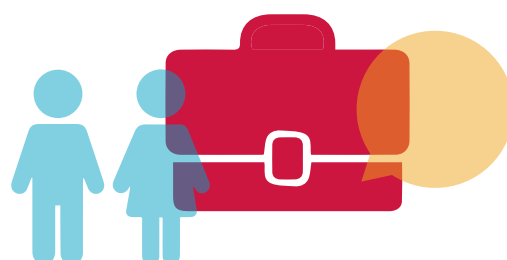
TAFEP found that the employer had conducted their investigations and concluded that the claim was substantiated. The chef was counselled and issued with a written warning.

TAFEP assessed that while the employer's HR did investigate the matter, they did not update and close the loop with the employee in a timely manner.

TAFEP advised the employer to improve its grievance handling process and ensure that prompt and proactive

responses would be given to affected individuals. Upon TAFEP's advice, the HR Director conducted a face-to-face meeting with the employee to update her on the actions taken and the chef apologised to her for his actions.

The case was closed after TAFEP assessed the employer's investigations and follow-up actions to be adequate and fair, in adherence to the Tripartite Advisory on Managing Workplace Harassment.





# ENABLING RESPONSIBLE RETRENCHMENTS AND RESOLVING RETRENCHMENT DISPUTES

In the last financial year, there were business improvements in the economy with a declining number in retrenchments. However, TAFEP's role remains important to ensure that employers carry out their retrenchment exercises responsibly and fairly.

When conducting retrenchment exercises, employers have to adhere to the Ministry of Manpower's mandatory retrenchment notification requirement as well as the Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment (TAMEM).

During the engagement process, TAFEP will review the list of employees selected for the retrenchment exercise

and assess if it was conducted fairly based on criteria such as their ability to contribute to the employer's future business needs.

To better support the employers, TAFEP will advise them on the appropriate way to carry out their retrenchment, which would include how to compensate retrenched employees fairly, as well as how to provide assistance and employment support to affected employees. TAFEP also stresses the importance of having early communication with employees including consulting the unions for employers that are unionised. This will achieve positive outcomes for both employers and employees.





## Case Study 1

If retrenchment is unavoidable, employers should adopt the practices stated in the **Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment**

7 employees working for an employer that provides ship management services to ship owners were retrenched. Business was poor due to the pandemic, and the employer had to return the vessel they worked on to the ship owner.

One employee was with the employer for 2 years and 9 months. While he was compensated with 1 month of

salary in-lieu of notice, salary for the part-month worked and a pro-rated Annual Wage Supplement, he did not receive any retrenchment benefit. The other six employees had less than 2 years of service and were not eligible for retrenchment benefit under the Tripartite Advisory on Managing Excess Manpower (TAMEM).

### Outcome:

TAFEP followed up with the employer and advised the employer on the payment of retrenchment benefit for the affected employees. The employer explained that they were unable to provide retrenchment benefit as they faced financial constraints due to poor business.

TAFEP found that the employer was under a parent employer which was financially stable. When TAFEP approached the parent employer, they were initially not keen to provide the retrenchment benefit as it was not mandatory under the law.

TAFEP advised that though retrenchment benefit was not mandatory, they should align itself with the practices outlined in the TAMEM and provide retrenchment benefit based on the prevailing norms of between two weeks to one month per year of service depending on the financial position of the employer.

After TAFEP's engagement, the parent employer eventually agreed and offered a retrenchment benefit for the bunker cargo officer based on 2 weeks' salary per year of service including for a part year of service.

## Case Study 2

Even in times of business difficulties, employers should still **remain empathetic** to retrenched employees

A driver and two other employees who worked for a manufacturing employer were retrenched as their employer combined two factories due to reduced demand. They did not receive any retrenchment benefit.

The driver felt aggrieved and that the employer should provide some form of payment in consideration of his 13 years of service. He sought TAFEP's assistance to get compensation from the employer.

### Outcome:

TAFEP found that the driver and the other two affected employees did not qualify for retrenchment benefit as they were above the age covered by the Retirement and Re-employment Act\*. They were between 68 to 69 years old when they were retrenched.

TAFEP spoke to the employer's Director to ensure the retrenchment exercise was done responsibly and fairly and urged them to provide an ex-gratia payment to affected employees on a goodwill basis.

TAFEP also explained to the driver of his ineligibility of the retrenchment benefit.

Through TAFEP's engagement, the employer agreed to offer the driver an ex-gratia payment of 1 month's salary. They considered his long service with the employer, his work and contribution during the COVID-19 period, and wanted to provide assistance for him to tide through difficult times.

As for the other two employees, the employer explained that they had shorter stints of slightly over two years. They were paid full salaries though they were not at work most of the time during the pandemic. Thus, the ex-gratia payment was not extended to them.

\*Under the Retirement and Re-employment Act, an employer must offer re-employment to an eligible employee who turned 63, up to the age of 68, or provide an Employment Assistance Payment if there was no option for re-employment. The retrenchment exercise was conducted before the Retirement and Re-Employment ages were raised on 1 July 2022.



# TRIPARTITE STANDARDS



**>12,700** organisations have declared their commitment to having fair and progressive workplaces and have adopted the Tripartite Standards. 80% of them have adopted the Tripartite Standard on Flexible Work Arrangements.

The Tripartite Standards is an initiative by the tripartite partners to recognise progressive employers and lift 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 recognised and listed 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 Tripartite Standards adoption by engaging employers directly, and through trade associations and HR partners. Since the launch of the first Tripartite Standard on 31 July 2017, more than 12,700 organisations have declared their commitment to having fair and progressive workplaces and have adopted the Tripartite Standards. In FY21, 2,465 new organisations adopted the Tripartite Standards.

During the COVID-19 period, more employers adopted the Tripartite Standard on Age-Friendly Workplace Practices

following the introduction of the Senior Worker Early Adopter Grant and Part Time Re-Employment Grant as part of the Senior Worker Support Package. These grants were to sustain the employment of older workers during the pandemic and beyond.

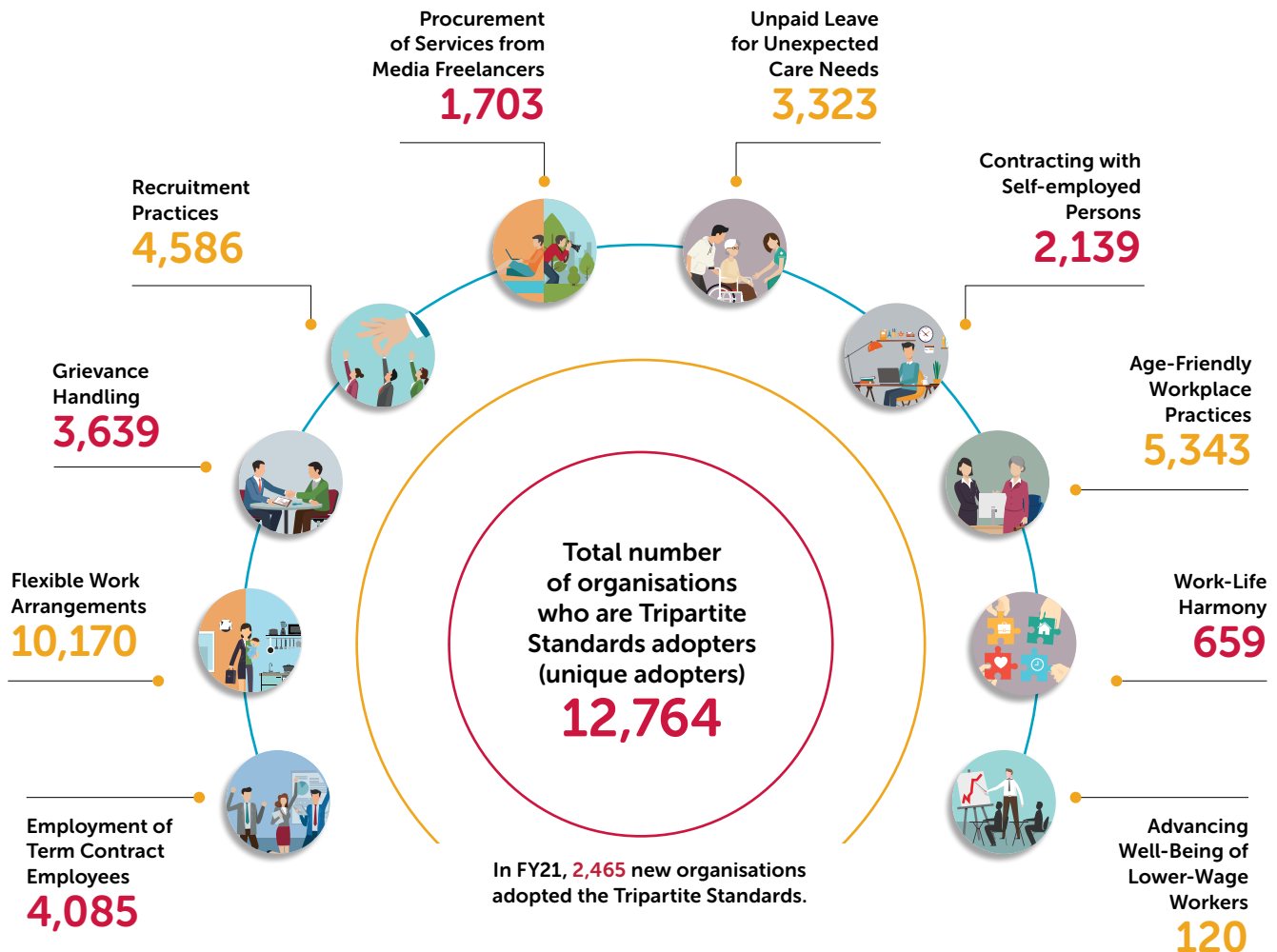
2 new Tripartite Standards were launched in FY21:

- a) The Tripartite Standard on Work-Life Harmony was launched on 26 April 2021 to enhance good work-life practices at the workplace to meet the demands in the new operating environment post pandemic. The new standard was built upon the Tripartite Standard on Flexible Work Arrangements, recognising that flexible work arrangements would be a necessary enabler towards achieving work-life harmony.
- b) The Tripartite Standard on Advancing Well-Being of Lower-Wage Workers was launched on 7 Mar 2022 to encourage employers to provide better workplace support for lower-wage workers, focusing on areas such as training and career development, to provide rest areas as well as care for mental well-being.





## Number of adopters for the Tripartite Standards (Figures are as at 31 Mar 2022)



## Tripartite Standard on Work-Life Harmony Awareness Campaign (Apr 2021 – Mar 2022)

TAFEP carried out a year-long publicity efforts to raise awareness among employers and HR practitioners of the newly-launched TS-WLH.

A simple guide/infographic was developed to highlight seven practices that would help employers enhance work-life harmony at their workplace.

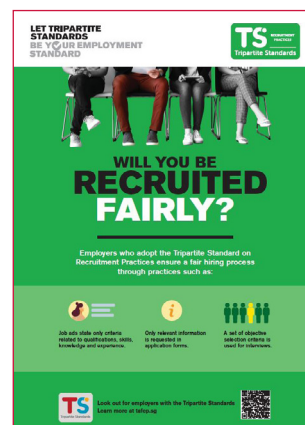
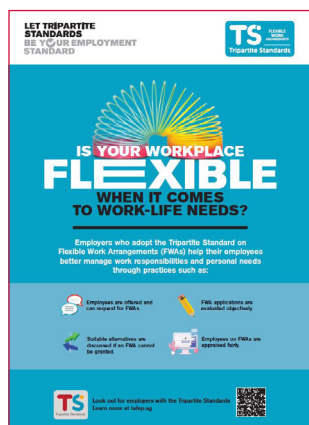




## Tripartite Standards Publicity Campaign (Sep 2021 – Mar 2022)

As part of ongoing efforts to promote the adoption of the Tripartite Standards (TS), an awareness campaign was carried out in 2021, to create a ground-up push amongst the employers by educating and encouraging employees to look out for employers that have adopted the TS. The campaign highlighted the importance for employees and job seekers to proactively look out for employers

who are adopters of the standards. The advertisements focused on five core standards - Recruitment Practices, Grievance Handling, Flexible Work Arrangements, Age-Friendly Workplace Practices, and Work-Life Harmony. The campaign was rolled out across various platforms such as bus shelters, lift lobby screen ads, job portals, programmatic display ads and TAFEP's social media channels.





# HUMAN CAPITAL PARTNERS – EXEMPLARY EMPLOYERS WHO TAKE CARE OF THEIR PEOPLE

The Human Capital Partnership (HCP) 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

We recognise and support our Human Capital Partners' (HCPartners) efforts to invest in human capital and adopt fair and progressive workplace practices. To support their effort, we provide:

- A MOM dedicated hotline for queries of our HCPartners on MOM policies and transactions to be managed expediently. To date, over 15,300 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. These include webinars on human capital development topics such as Talent Acquisition, Performance Management and Succession Planning.
- Other networking opportunities include dialogues with Senior Minister of State Mr Zaqy Mohamad, on Workplace Fairness, and manpower issues relating to the 2022 Budget and the Committee of Supply debates.





## Collaborations with Human Capital Partners

TAFEP continued to collaborate with the HCPartners to feature their human capital development practices, such as in articles in publications like Human Resources Online, and in the quarterly HCP Conversations e-newsletter.

### HCP Conversations E-Bulletins (Apr, Jul, Oct 2021, Jan 2022 issues)



### HumanResources Online – Fedex Singapore, HSBC (Jan - Mar 2022, 4 Apr 2022)



## Human Capital Partnership Programme Brand Videos

Themed "Value what adds Value", these videos featured HCPartners' C-suite leaders with their employees and focused on their best human capital practices. The 60-second videos highlighted the importance of

developing their employees and were featured on Channel NewsAsia and social media platforms. These initiatives raised awareness of the HCP Programme and amplified HCPartners' profile as employers of choice.

### Jan – Mar 2022



OCBC Bank (Leadership)

### Oct – Dec 2021



Gardens By The Bay (Career Mobility)



# TRIPARTITE ALLIANCE FOR WORKPLACE SAFETY AND HEALTH

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

The Council works closely with the Ministry of Manpower and other government agencies, the tripartite partners, the industry, professionals and associations to develop strategies in raising WSH standards in Singapore. The Council's main functions are to build industry capabilities to better manage WSH; promote safety and health at work, and recognise companies with good WSH records; and set acceptable WSH practices.







# YEAR IN REVIEW

(1 APRIL 2021 - 31 MARCH 2022)

## PROGRAMMES



**2,053**

companies have joined the **bizSAFE** programme



**689**

Small and Medium Enterprises (SMEs) benefitted from free WSH consultancy (**StartSAFE** programme or **WSH Assistance Visits**)



**95,368**

workers had access to **Total WSH Services**



**1,261**

workers successfully **returned to work**

## EVENTS



Number of **event participants**:

**12,560**

## UNION



Number of **union leaders** trained:

**526**





## INDUSTRY



Number of workers **trained**  
**in WSH:**

**330,188**



Number of **WSH**  
**Bulletin subscribers:**

**77,000**

## YOUTHS



Number of Institutes of Higher Learning (IHLs) that have adopted the "**Freshman Safety and Health Orientation**" e-learning:

**12**



Number of IHLs that have embedded **Risk Management** learning for their Science or Engineering students:

**11**



Number of IHLs that have introduced **Design for Safety** learning through case studies or talks to students in technical courses:

**6**

## SCHOOLS



Number of students generated **awareness** to:

**300,000**



Number of students reached through **safety & health**  
**education materials:**

**40,000**



# CALENDAR OF MAJOR EVENTS AND INITIATIVES

1 APRIL 2021 - 31 MARCH 2022

## APR

29 Apr 2021

Launch of the National WSH Campaign 2021

## MAY

28 May 2021

Webinar on Safe Boarding of Vessels

## JUN

2 Jun 2021

Singapore Petrochemical Complex's Health, Safety & Environment Campaign

17 Jun 2021

WSH e-Forum for the Food and Beverage Industry and Launch of the Slips, Trips and Falls Campaign

29 Jun 2021

bizSAFE Convention 2021

## JUL

12 Jul 2021

Specialist Trade Alliance of Singapore -WSH Council Webinar

15 Jul 2021

WSH Forum for the Logistics and Transport Industry

21 Jul 2021

Security Association of Singapore's Launch of WSH Guidelines for the Private Security Industry

23 Jul 2021

WSH Webinar for Town Councils 2021

29 Jul 2021

WSH Awards and bizSAFE Awards 2021

## AUG

6 Aug 2021

Jurong Island Vision Zero Forum - Stop Falling for Slips, Trips and Falls Hazards

31 Aug 2021

Towards WSH2028 – Significance of Technological Advancements in MEWPs Webinar

## SEP

17 Sep 2021

Diving Safety Seminar

20 - 23 Sep 2021

XXII World Congress on Safety and Health at Work

## OCT

11 Oct 2021

Singapore Manufacturing Federation's WSH Management System Webinar for the Metalworking Industry

14 Oct 2021

Workplace Safety and Health Symposium on Cranes

21 Oct 2021

WSH Dialogue on Electrical Safety

28 Oct 2021

Jurong Island Vision Zero Forum- Working at Heights

## NOV

8 Nov 2021

Asia Pacific Occupational Health and Safety Training Convention

10 Nov 2021

- World Engineers Summit 2021- Engineering towards a Post-Pandemic Sustainable World
- Singapore Institution of Safety Officers' Workplace Safety and Health Officers Conference

16 Nov 2021

Construction WSH Leadership Dialogue

25 Nov 2021

WSH Forum for the Facilities Management Industry

## DEC

9 Dec 2021

Launch of the Workplace Mental Well-being Campaign

## JAN

20 Jan 2022

WSH Leadership Convention: ChemPact 2022

## FEB

10 Feb 2022

WSH Training Providers' Forum

21 Feb 2022

Jurong Island Vision Zero (JIVZ) forum - Maintaining Confined Space and Mental Wellness

## MAR

1 Mar 2022

Work At Heights Symposium 2022

23 Mar 2022

Launch of the Safe Hands Campaign



# SINGAPORE WORKPLACE SAFETY & HEALTH STATISTICS 2021

## 2021 Workplace Safety Performance Comparable to Pre-COVID Levels<sup>1</sup>

Industry	Year	No.	Rate per 100,000 Employed Persons
Fatal Injuries	2019	39	1.1
	2020	30	0.9
	2021	37	1.1
Major Injuries	2019	629	18.1
	2020	463	14.0
	2021	610	18.5
Minor Injuries	2019	13,111	376
	2020	10,857	329
	2021	12,119	368
<b>Workplace Injuries</b>	<b>2019</b>	<b>13,779</b>	<b>395</b>
	<b>2020</b>	<b>11,350</b>	<b>344</b>
	<b>2021</b>	<b>12,766</b>	<b>387</b>
<b>Occupational Diseases</b>	<b>2019</b>	<b>517</b>	<b>14.8</b>
	<b>2020</b>	<b>494</b>	<b>15.0</b>
	<b>2021</b>	<b>659</b>	<b>20.0</b>

There were 37 workplace fatal injuries in 2021, 2 fatal injuries (5%) fewer than the pre-COVID year of 2019. The workplace fatal injury rate in 2021 was the same as 2019 at 1.1 fatal injury per 100,000 workers. In 2021, there were 610 workplace major injuries, slightly lower than the 629 in 2019. However, due to the smaller workforce in 2021 than in 2019, the major injury rate in 2021 increased slightly to 18.5 injuries per 100,000 workers from 18.1 in 2019.

Under the new provisions in the Work Injury Compensation Act (WICA), employers now need to report all work injuries leading to any instance of medical leave or light duties. With this change, there was a total of 21,539 minor injuries in 2021. The minor injury rate was 653 per 100,000 workers in 2021. Among them, 12,119 were injuries resulting in four or more days of medical leave, which was the previous basis for injury reporting. The minor injury rate, adjusted to 2019 basis<sup>2</sup>, was 368 per 100,000 workers in 2021 – a slight decrease from 376 in 2019.

<sup>1</sup> Most of the data comparisons were made with 2019 (pre-COVID) as 2020 figures reflected one-off effects due to reduced business activities and work stoppages arising from COVID-19.

<sup>2</sup> I.e. when only injuries with four or more days of medical leave were included.



Industry	Year	Major Injuries	Fatalities
Construction	2019	135	13
	2020	74	9
	2021	126	13
Manufacturing	2019	143	4
	2020	110	6
	2021	141	4
Transportation and Storage	2019	62	8
	2020	50	5
	2021	59	9

Construction remained the top contributor for the highest number of fatalities with 13 fatalities, followed by Transportation & Storage industry with nine fatalities and Manufacturing sector with four fatalities. Construction and Manufacturing jointly accounted for 44 per cent of all major injuries in 2021.

Industry	Year	Major Injuries	Fatalities
Falls – Slips, Trips & Falls	2019	216	3
	2020	159	3
	2021	208	2
Falls – Falls from Height	2019	62	7
	2020	51	8
	2021	63	8
Machinery Incidents	2019	82	2
	2020	58	2
	2021	63	1
Vehicular Incidents	2019	41	7
	2020	36	4
	2021	46	11

The top two causes of workplace fatalities were (i) Vehicular Incidents and (ii) Falls from Height. These collectively accounted for 51% (19 fatal injuries) of the total number of workplace fatal injuries in 2021. More than one in three (34%) major injuries that occurred in 2021 involved Slips, Trips and Falls (STF). This was followed by Machinery incidents and Falls from Height, each contributing about 10% of the total of major injuries in 2021.



# BUILDING INDUSTRY CAPABILITIES AND UPLIFTING WSH STANDARDS

The shift to online engagement platforms during the pandemic has affirmed the possibility of uninterrupted learning on safety and health in a virtual setting. With the easing of COVID-19 measures, the Workplace Safety and Health (WSH) Council took the opportunity to explore and host hybrid events. Such events were well-received by participants as they combined the interactivity of an in-person event, along with the reach and convenience of a virtual event.

With companies transitioning to hybrid working arrangements, the WSH Council saw the need to raise

awareness of mental health given its impact on one's performance, and hence, safety. Its efforts included a new workplace mental well-being award that was added to the WSH Awards – CARE (Culture of Acceptance, Respect and Empathy) Award – to encourage companies to advocate mental well-being at the workplace, and a Playbook on Workplace Mental Well-being to provide tips on implementing various mental well-being initiatives at the workplace. The inaugural Workplace Mental Well-being Campaign was also launched in December 2021 to remind people to take time to take care of their mental well-being.

29 APR 2021

## Launch of the National WSH Campaign 2021



On 29 April 2021, over 850 people joined the WSH Council in-person and virtually at the launch of its annual National WSH Campaign.

Reiterating the "Take Time to Take Care of your Safety and Health" message, the Campaign placed the spotlight on WSH ownership and encouraged the industry, employers, and employees to set aside "Care Time", a scheduled half an hour every week for workers to put WSH into action. This could include assessing their surroundings for hazards or engaging in health activities such as taking a rest, drinking water or doing simple stretching exercises. Workers were encouraged to save "Care Time" in their mobile phone's calendar and make a conscious effort to take concrete safety and health actions.

In his welcome address, Mr John Ng, Chairman of the WSH Council, shared how these actions could become

habitual when conducted regularly. This would help improve workers' health and heighten their awareness of unsafe acts or conditions in their work environments in the long run.

Mr Zaqy Mohamad, Senior Minister of State for Manpower, also emphasised in his opening address that "WSH is a collective responsibility". He urged workers not to be afraid to report unsafe conditions and near-misses to their supervisors. He also reminded employers to be diligent in completing risk assessments and to encourage their employees to take time to care for their health.

Companies participated in the National WSH Campaign 2021 by helping their employees set up "Care Time" as a weekly reminder on their mobile phones, and using their company mobile app to push out "Care Time" notification to employees.





28 MAY 2021

## Webinar on Safe Boarding of Vessels



In collaboration with the Maritime and Port Authority of Singapore (MPA), the WSH Council held a webinar on safe boarding of vessels on 28 May 2021.

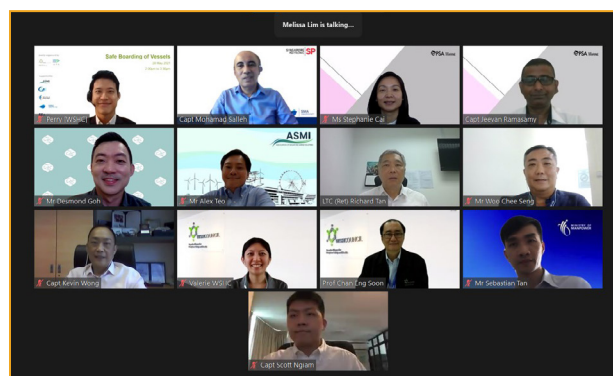
The webinar, which drew more than 520 participants, focused on encouraging the maritime sector to uphold greater WSH standards, and to remain resilient against the spread of infectious diseases.

Professor Chan Eng Soon, Chairman of the WSH Council (Marine Industries) Committee, highlighted that the Committee had made remarkable progress since the last dialogue session with the water transport industry in 2019. He commended the Committee for advocating greater WSH ownership through the tracking of near misses, incorporating health in risk assessment, and boosting WSH awareness through collaterals like the "Safe Boarding of Vessels" posters, which were developed and distributed to the maritime sector via the associations and industry partners.

Mr Zaqu Mohamad, Senior Minister of State for Manpower, reminded participants of the importance of remaining vigilant against COVID-19 transmission on the maritime frontline, while continuing to prevent accidents linked to working on vessels. He also shared that the WSH Council would be collaborating with MPA on initiatives to enhance the WSH capabilities of workers. These initiatives included the extension of bizSAFE workshops to include more maritime

stakeholders, a case studies booklet featuring past incidents with learning points, and a video showcasing WSH practices for the safe boarding of vessels screened at piers and on social media platforms.

While MPA shared the challenges faced by the industry, enhanced measures on COVID-19, and lessons learnt from past incidents, speakers from PSA Marine and GAC (Singapore) presented common issues and best WSH practices pertaining to safe boarding of vessels and other initiatives to improve WSH such as the use of drones. The webinar rounded off with an interactive Q&A session moderated by Prof Chan, with the discussion centred on how WSH ownership should be fostered in the maritime sector, the best WSH practices for working on vessels, as well as the importance of training.



2 JUN 2021

## Singapore Petrochemical Complex's Health, Safety & Environment Campaign



The Singapore Petrochemical Complex (SPC) launched their annual Health, Safety & Environment (HSE) Campaign on 2 June 2021. In his opening speech, Mr Wim Roels, then Chairman of the WSH Council (Chemical Industries) Committee, spoke about fostering open communication, encouraging near miss reporting, and conducting in-situ risk assessment.

In support of the WSH Council's National WSH Campaign 2021, SPC encouraged their workers to

save "Care Time", a weekly scheduled time, into their phone's calendar to remind them to take care of their safety and health at work.

As part of the HSE Campaign, eight out of the nine complex companies commenced a major maintenance shutdown, involving thousands of workers. This joint maintenance signified SPC's intent to instil a strong safety and health message within the petrochemical industry in creating a safe working environment.



17 JUN 2021

## WSH e-Forum for the Food and Beverage Industry and Launch of the Slips, Trips and Falls Campaign



The WSH e-Forum for the Food and Beverage Industry was organised virtually on 17 June 2021 to strengthen WSH ownership, enhance focus on workplace health, and promote technology-enabled WSH. The e-Forum also saw the launch of the Slips, Trips and Falls (STF) Campaign, aimed at promoting the co-creation of safe workplaces by encouraging companies to set and fulfil an STF Resolution to take time to check, clean, and share to minimise or eliminate STF incidents, together with their workers.

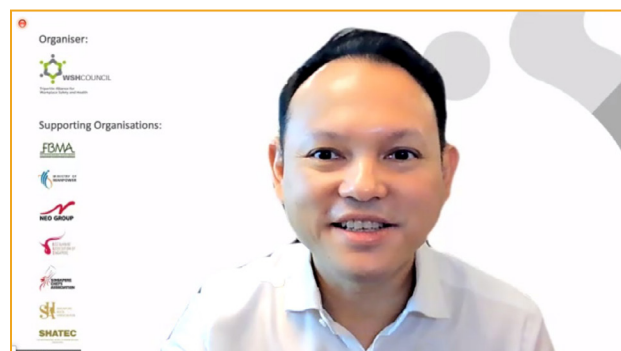
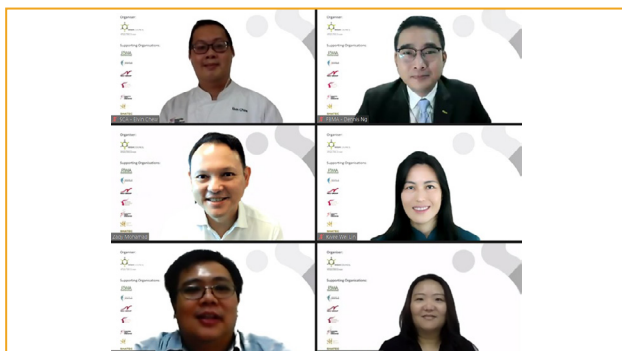
Organised by the WSH Council, with support from the Food and Beverage Management Association (FBMA), Restaurant Association of Singapore (RAS), Singapore Chefs Association (SCA), Singapore Hotel Association (SHA) and SHATEC, the e-forum was attended by over 300 senior management, executives, and safety professionals from various industries, with the majority hailing from the F&B industry.

In her welcome address, Ms Kwee Wei-Lin, Chairperson of the WSH Council (Hospitality and Entertainment

Industries) Committee, encouraged the industry to embrace and adopt technology to maintain productivity and WSH standards, in light of manpower constraints caused by measures implemented to curb the pandemic.

Mr Zaqy Mohamad, Senior Minister of State for Manpower, highlighted in his opening address that the number of STF injuries at the F&B workplace had increased incrementally over the past few years, at a rate of 12 per cent annually, from 2016 to 2019. He emphasised that to arrest this worrying trend, the F&B industry would need to be equipped with effective approaches to tackle STFs.

A series of STF case studies and preventive measures was shared by the Ministry of Manpower. Speakers from FBMA and SCA also shared their best practices to improve kitchen safety. The e-Forum rounded off with a sharing by the Neo Group on how the company achieved its WSH goals through a combination of management and technological methods.





29 JUN 2021

## bizSAFE Convention 2021

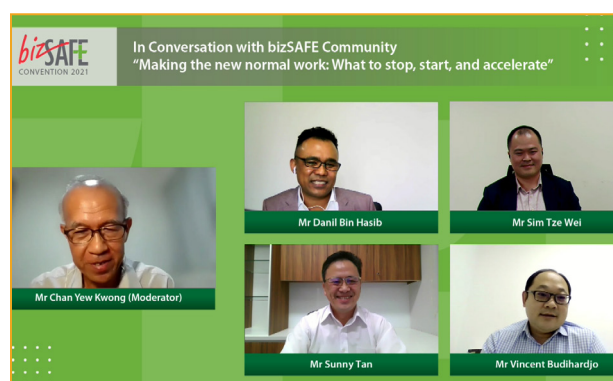


To help companies build their WSH capabilities, the WSH Council organised the bizSAFE Convention 2021 on 29 June 2021. The event garnered massive support, receiving over 1,500 sign-ups.

Themed “A Healthier You is a Safer You”, the Convention delineated the importance of risk management as well as health, and the Total WSH approach for the safety of workers, especially during COVID times.

The Convention was graced by Mr Zaqy Mohamad, Senior Minister of State for Manpower, who, in his opening speech, expressed concern over the spate of workplace fatal accidents mainly caused by basic safety lapses that could have been avoided. Heartened by the support from both industry associations and unions in conducting a Safety Time-Out, he reiterated that safer working conditions can only be achieved when both employers and employees take ownership of their workplace safety and health.

Other speakers at the Convention presented the Traditional Chinese Medicine’s holistic perspective to improving health and mental well-being, ways for employers to stay resilient to evolving conditions, and the Safe Management Measures for protecting workers. During a panel discussion, past bizSAFE Award winners shared their respective challenges and responses to COVID-19.



12 JUL 2021

## Specialist Trade Alliance of Singapore-WSH Council Webinar



On 12 July 2021, the first Specialist Trade Alliance of Singapore (STAS)-WSH Council Webinar focused on raising WSH awareness amongst specialist trade contractors in Singapore was organised. Themed “Safer Work At Height Post-COVID-19”, the webinar reaffirmed the importance of WSH when performing works at height.

Two speakers from the MOM’s OSH Inspectorate and WSH Institute shared insights and case studies on working safely at height with ladders, and technologies that the construction industry could adopt to ensure a safe return to work amidst COVID-19. The webinar concluded with a presentation from HSC Pipeline

Engineering Pte Ltd on its digital transformation journey to adopt the e-Permit-To-Work System, which helped the organisation achieve better WSH outcomes and improve its productivity.





15 JUL 2021

## WSH Forum for the Logistics and Transport Industry



More than 250 senior managers, supervisors, and safety professionals attended the WSH Forum for the Logistics and Transport (L&T) Industry on 15 July 2021. Participants learnt more about adopting a Vision Zero mindset to improve warehouse safety and practical WSH solutions that could be implemented.

In his opening address, Mr John Ng, Chairman of the WSH Council, expressed concern that the Transportation and Storage sector continued to be amongst the top three industries with the highest number of fatal and major injuries. He highlighted two fatal accidents involving forklift operations and urged companies and workers to heed safety rules to avoid the loss of lives.

The Vision Zero Pledging Ceremony was also held in conjunction with the forum, where four main trade associations, namely the Container Depot and Logistics Association (Singapore), SAAA@Singapore, Singapore Logistics Association, and Singapore Transport Association pledged their commitment to collectively

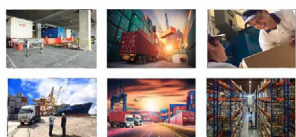
promulgate Vision Zero to more than 1,000 association members and to create the Vision Zero Cluster for the L&T Industry.

Hal Completions Manufacturing shared their "Journey to Zero", along with their various technological enhancements to its forklifts, while the WSH Council (Logistics and Transport) Committee spoke about the importance of proper lighting in warehouses, requirements to achieve this, and the maintenance of such environments in the context of safety and health for workers. In addition, the Ministry of Manpower (MOM) shared the common contraventions and good practices in warehouses, as well as case studies and lessons learnt.

To remind workers of the importance of safe forklift operations, the WSH Council produced safety stickers showing the proper use of forklifts in five different languages, and a pictogram poster with tips on how forklift operators can operate the vehicle properly and safely.

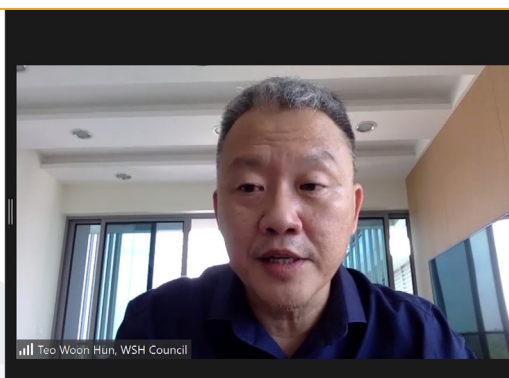


### Improve Warehouse Safety through Proper Lighting Solutions (Q&A)



**Mr Teo Woon Hun**

Member  
WSH Council (Logistics and Transport) Committee



**HALLIBURTON**

### THE JOURNEY TO ZERO ADOPTING TECHNOLOGY FOR WAREHOUSE SAFETY

Alan Muralidharan  
Warehouse Supervisor





21 JUL 2021

## Security Association of Singapore's Launch of WSH Guidelines for the Private Security Industry



On 21 July 2021, the Security Association of Singapore (SAS) launched the WSH Guidelines for the Private Security Industry to improve WSH standards within the industry. Supported by security service buyers and providers, the Union of Security Employees, Ministry of Manpower and WSH Council, the industry-led WSH Guidelines formed a framework for risk assessment and management. It was designed to help stakeholders in the private security industry understand their obligations in providing a safe working environment for private security officers.

At the launch event, Mr Zaqy Mohamad, Senior Minister of State for Manpower, emphasised the importance

of WSH in the private security and investigations industry, given that private security officers were often exposed to occupational hazards, which might lead to workplace accidents. There were around 200 accidents every year within the industry, which meant that a private security officer would get injured at work once every two days. In particular, slips, trips and falls were the top contributors of these injuries, and there was an increase from around 40 per cent in 2018 to close to 60 per cent in 2020.

At the event, Mr Zaqy called upon the industry stakeholders to adopt the WSH Guidelines to reduce workplace accidents and provide a safe working environment for its officers.

23 JUL 2021

## WSH Webinar for Town Councils 2021



The annual WSH Webinar for Town Councils 2021 was held on 23 July 2021 to help Town Councils place greater emphasis on workers' health and safety and raise awareness on the prevention of slips, trips and falls (STF). The event, attended by 100 representatives from 17 Town Councils, also highlighted the latest WSH developments in various issues in estates and township management.

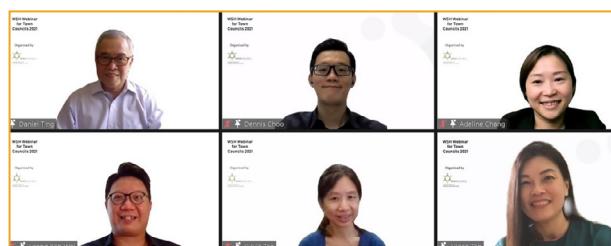
In her opening address, Ms Aileen Tan, then Co-Chairperson of the WSH Council (Facilities Management) Committee, highlighted that STFs were the top cause of non-fatal workplace injuries nationally, accounting for about one-third of all workplace injuries. For the cleaning and landscape maintenance industry, STFs were similarly the top cause of injuries in recent years, with a 13 per cent increase from 2019 to 2020. Ms Tan reiterated the importance for Town Councils to take ownership of workers' physical and mental health through engagement and education.

The Ministry of Manpower elaborated on the role that Town Councils play under the WSH Act, detailing their responsibilities, and shared several case studies. Speakers from the WSH Council also shared practical STF

prevention tips and resources that Town Councils could tap on, as well as the Return-to-Work Programme that helps injured employees to maintain their employability and return to work safely.

Participants were invited to "Take Time to Take Care" of their safety and health by adding "Care Time" to their phone's calendar. The Town Councils were also encouraged to make an STF Resolution to prevent STF injuries at the workplace.

Many participants shared positive feedback that the topics and training resources provided were a timely reminder for the Town Councils to strengthen workplace safety, alongside pandemic prevention measures, to avoid injuries to their workers and contractors.





29 JUL 2021

## WSH Awards and bizSAFE Awards 2021



For the first time, both the WSH Awards and bizSAFE Awards were held together on 29 July 2021 to recognise a total of 256 award recipients for their leadership, commitment, and outstanding achievements in WSH. Their efforts have helped more than 130,000 workers make it home safely every day.

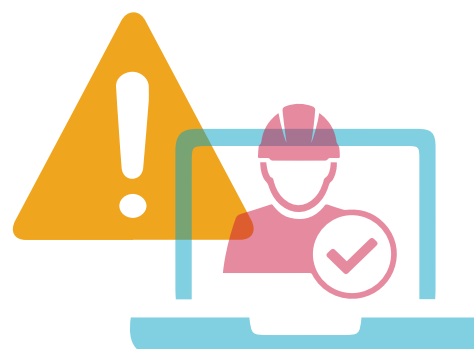
Jointly organised by the WSH Council and the Ministry of Manpower, the award ceremony opened with the livestreaming of speeches by Mr John Ng, Chairman of the WSH Council, and Dr Tan See Leng, Minister for Manpower.

In his welcome address, Mr Ng highlighted that more could be achieved when companies in the same value chain were aligned in strong WSH ownership. He cited two award recipients, namely Lendlease and Wee Chwee Huat Scaffolding and Construction, which

had demonstrated a close WSH partnership as service buyer and contractor respectively.

In his opening remarks, Dr Tan shared three examples of Award winners who had done well in risk management: Petrochemical Corporation of Singapore – recipient of the WSH Performance (Excellence) Award, Mr Chinniah Prabhu from RCY Pte Ltd – recipient of the bizSAFE Champion Award, and JCDecaux Singapore Pte Ltd – recipient of the bizSAFE Enterprise Exemplary Award.

The event, which saw a turnout of close to 800 attendees, had various virtual rooms such as the auditorium where the speeches were livestreamed, the Hall of Fame which featured videos and writeups of several award recipients, and a photobooth where participants could snap a photo of themselves and their colleagues to commemorate the occasion.





6 AUG 2021

## Jurong Island Vision Zero Forum - Stop Falling for Slips, Trips and Falls Hazards

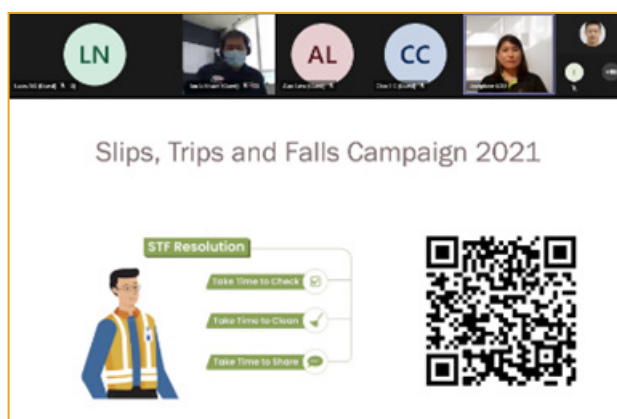


The third edition of the Jurong Island Vision Zero (JIVZ) Forum was held virtually on 6 August 2021. Jointly organised by the WSH Council, Singapore Chemical Industry Council, and Association of Process Industry, the forum was attended by over 110 participants and focused on the prevention of slips, trips and falls (STFs).

Er. Lucas Ng, Chairman of the JIVZ Group, kickstarted the forum with a reflection on the spate of accidents that occurred in May and June 2021, and shared that over 10,700 companies were rallied through the various industry associations to conduct a Safety Time-Out. He further emphasised that STF had been the top cause of major and minor injuries since 2012 and urged companies in the JIVZ cluster to make an STF Resolution to reduce STF hazards in the workplace.

At the forum, ExxonMobil shared several STF reported incidents, while Advance Technic shared its initiatives

and challenges in managing STF at different worksites with differing cultures. Vulcan AI also presented technology-aided solutions designed specifically to address STF hazards. Moderated by Er. Ng, the session ended with an engaging conversation on practical STF prevention tips.



31 AUG 2021

## Towards WSH2028 – Significance of Technological Advancements in MEWPs' Webinar



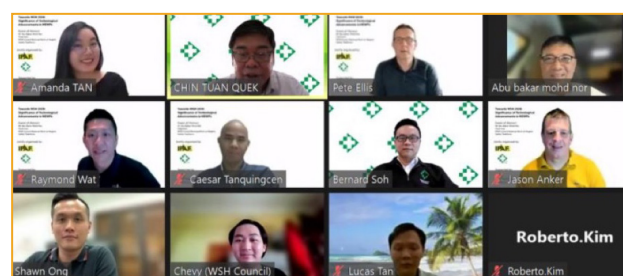
Organised by the International Powered Access Federation (IPAF) and Singapore Institution of Safety Officers, and supported by the WSH Council, the "Towards WSH2028 – Significance of Technological Advancements in MEWPs" webinar was held on 31 August 2021.

Close to 200 participants attended the event, where they learnt of innovative solutions for working safely with Mobile Elevated Work Platforms (MEWPs) to help raise safety standards.

In his opening address, Mr Abu Bakar Bin Mohd Nor, Chairman of the WSH Council (National Work at Heights Safety) Taskforce, shared that there were many incidents of injuries involving the use of MEWPs. Some of the common causes included workers not being adequately trained, equipment failure, not adhering to the manufacturer's recommendations of safe operations, and not fully assessing the hazards and risks of the job, site, and equipment.

During the webinar, speakers shared how accidents could be prevented by leveraging technology, such as affixing a wearable sensor to a helmet which alerts its wearer of possible surrounding hazards to prevent entrapment.

IPAF also introduced its "MEWP Operator Proficiency Verification" course, a refresher course for MEWP operators to strengthen their competencies and to develop good situational awareness when operating and manoeuvring MEWPs through the use of virtual reality and simulator mediums.





17 SEP 2021

## Diving Safety Seminar



Held on 17 September 2021, the annual Diving Safety Seminar was organised by the Commercial Diving Association (Singapore) (CDAS), with support of the Shipbuilding and Marine Engineering Employees' Union and the WSH Council. Aimed at raising WSH awareness among the commercial diving community, the seminar attracted more than 140 participants.

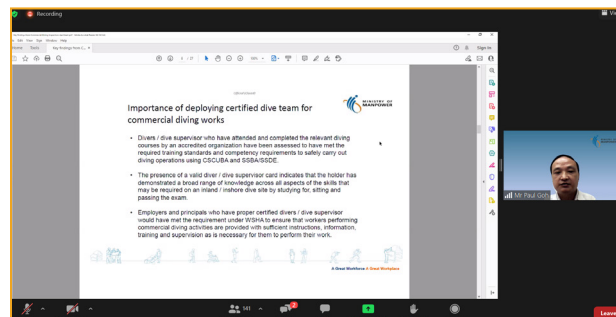
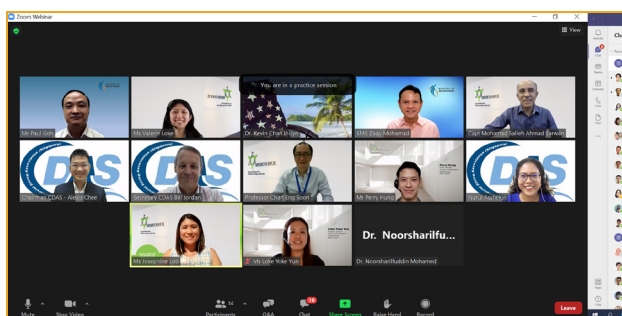
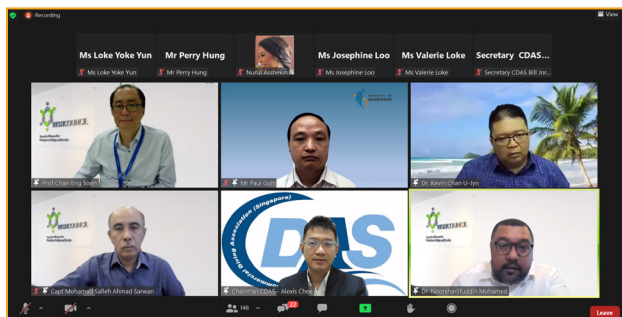
Mr Alexis Chee, Chairman of CDAS, welcomed participants by highlighting the increased interest in safety within the commercial diving community. This included the commercial diving industry, ship classification bodies, process plant operators and construction companies. He also reminded all participants to remain vigilant, especially during these uncertain times.

In his opening remarks, Mr Zaqy Mohamad, Senior Minister of State for Manpower, announced the launch of the revised WSH Guidelines for Inland/ Inshore

Commercial Diving. Even though there were no fatal commercial diving cases since August 2018, there were unsafe commercial diving practices reported. He urged the commercial diving community not to let its guard down, and encouraged the industry to adopt the revised Guidelines and implement good WSH practices to ensure the safety and health of every commercial diver.

The seminar saw various presentations, including a sharing by the Ministry of Manpower on key findings from commercial diving inspections. Members from the WSH Council (Commercial Diving) Working Group also shared key enhancements to the Guidelines and the processes involved.

The webinar concluded with a Q&A session moderated by Professor Chan Eng Soon, Chairman of the WSH Council (Marine Industries) Committee. Participants raised questions on compliance with the Guidelines, as well as the roles and responsibilities in ensuring safety in commercial diving.





20 – 23 SEP 2021

## XXII World Congress on Safety and Health at Work



Themed “Prevention in the Connected Age: Global Solutions to Achieve Safe and Healthy Work for All”, the triennial XXII World Congress on Safety and Health at Work was held from 20 to 23 September 2021. One of the world’s largest events for the international occupational safety and health community, the Congress saw the participation of more than 3,000 delegates from across the world.

For the first time, the Congress was held virtually with over 200 speakers in six technical sessions and 21 symposia, along with in-depth discussions and dialogue sessions. The WSH Council was invited to share its views at three technical sessions and two symposia.

At the technical session on “Tripartite leadership to Create Safer Work for All”, Mr John Ng, Chairman of the WSH Council, shared Singapore’s strong commitment towards tripartite governance of workplace safety standards. Through the support and advice from leaders across industries, unions, academics and professionals, the WSH Council has been able to develop programmes to strengthen the capability of employers to better manage workplace safety and health.

Mr Silas Sng, Member of the WSH Council and Commissioner for Workplace Safety and Health, Ministry of Manpower (MOM), spoke at one of the Congress’ symposia on “Innovation of OSH Governance – Institutions Responsible for Standards Setting and Compliance”. The session featured an overview of the innovations in safety and health administration in the context of rapidly changing forms of work organisation and work practices.

Er. Ho Siong Hin, then Member of the WSH Council and Senior Director (International WSH), MOM, was one of the moderators for the symposium on “Global Collaborative Efforts for Advancing Vision Zero and a Culture of Prevention”, which showcased the various prevention culture initiatives and how collaborative efforts could contribute to improve the culture around occupational safety and health in the future. He also shared his in-depth WSH expertise as a speaker for technical sessions on topics such as “COVID-19 and the Protection of Workers: Lessons From the Global Pandemic” and “Vision Zero: Prevention for People – at Work, in Pandemics and Beyond”.





11 OCT 2021

## Singapore Manufacturing Federation's WSH Management System Webinar for the Metalworking Industry

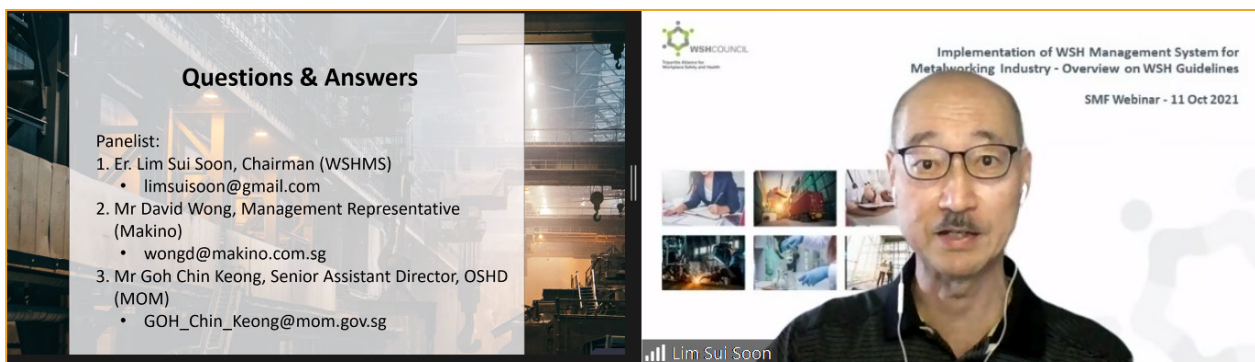


The WSH Council collaborated with the Singapore Manufacturing Federation (SMF) to launch the revised WSH Guidelines on the Implementation of WSH Management System (WSHMS) for the Metalworking Industry on 11 October 2021. The webinar, which was attended by 300 participants, aimed to provide guidance for organisations to develop and implement a WSHMS for the metalworking industry in accordance to ISO 45001. The ISO 45001 specifies the requirements for an occupational health and safety management system intended to improve the safety and health of both employees and other personnel. At the event, the industry was also strongly urged to adopt the guidelines and to address identified gaps as part of its WSHMS.

In his welcome address, Mr Lawrence Pek, Secretary General of the SMF highlighted the need to maintain

high standards of WSH within the metalworking industry. Mr Douglas Foo, then Chairman of the WSH Council (Manufacturing) Committee, highlighted the latest national WSH statistics for the first half of 2021 and emphasised the importance of upholding WSH standards. To guide the industry on the steps to ensure proper WSH, he announced the launch of the revised Guidelines, which was developed through a working group comprising representatives from the industry, unions, and government entities.

Er. Lim Sui Soon, Chairman of the working group, introduced the revised guidelines with the enhancements made. These included the strengthening of WSH ownership among workers, management and other stakeholders, the promotion of technology to improve WSH, and elements to address workers' mental well-being.





14 OCT 2021

## Workplace Safety and Health Symposium on Cranes



Themed “Ensuring Safe Lifting Operations in Workplaces and a Healthy Workforce, in the New Normal”, the annual Workplace Safety and Health (WSH) Symposium on Cranes was held on 14 October 2021.

Close to 900 participants attended the virtual event which aimed to raise WSH standards and professionalism in the crane and lifting community and to share the best practices and latest developments in technology, capacity building, and health and well-being.

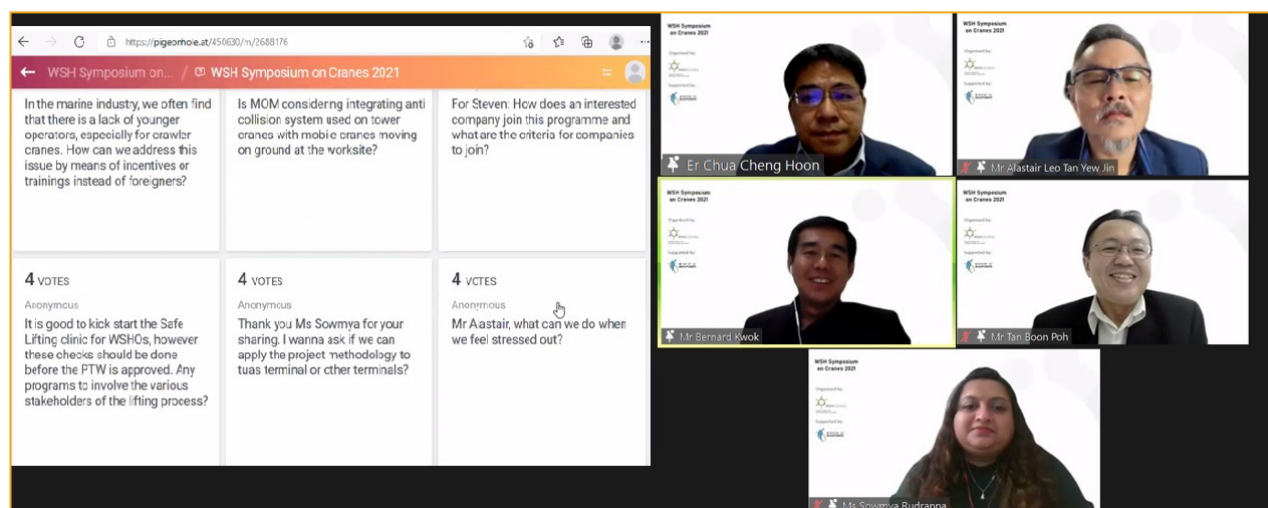
In his opening address, Mr John Ng, Chairman of the WSH Council, said crane-related fatalities were amongst key concerns facing Singapore back in 2009. Following efforts by the WSH Council (Crane and Lifting) Taskforce, with strong support from the tripartite partners, the number of crane-related fatalities dropped from 10 cases in 2009 to one in 2019. He urged the industry to continue its efforts for zero crane-related dangerous occurrences through the WSH 2028 strategies:

1) **Strengthening WSH Ownership** by instilling a right mindset and fostering a culture of care within the organisation. To aid the industry in deepening its risk management capabilities, he announced the release of a new Lifting Supervisor Assessment Guide, which would be launched by the first quarter of 2022.

2) **Enhancing focus on Workplace Health** so that the industry could manage and conduct safer crane lifting operations, especially during the COVID-19 pandemic, as work responsibilities for crane operators could be physically and mentally demanding.

3) **Promoting Technology-Enabled WSH** such as the Stability Control System for lorry cranes, and data loggers for mobile and crawler cranes. Such technologies had proven to be effective in making crane operations safer.

The Symposium concluded with a lively and candid Question and Answer session, where the speakers addressed pertinent WSH issues faced by participants at their workplaces.





21 OCT 2021

## WSH Dialogue on Electrical Safety

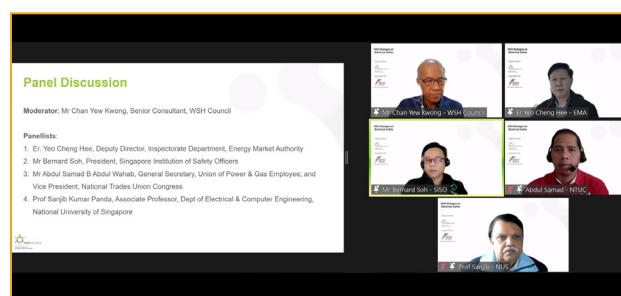


On 21 October 2021, the WSH Dialogue on Electrical Safety was held to remind the industry of safe practices on electrical safety and measures that companies could undertake to ensure a safe workplace for workers. More than 200 participants attended the virtual dialogue, organised by the WSH Council and supported by the Energy Market Authority (EMA).

Mr Yeo Cheng Hee, Deputy Director of the Inspectorate Department from EMA, kicked off the session with an insightful sharing on high voltage electrical maintenance and safety issues. He also shared important compliance and prevention measures which stakeholders would need to take note of and past case studies for learning.

This was followed by a panel discussion, where experts from the electrical field, WSH, academia and labour

movement shared best practices and measures that could be implemented at the workplace. The key takeaways from panellists included not being complacent when completing work, carrying out a 'last-minute' risk assessment so as not to miss any details, harnessing technology to unlock more possibilities when carrying out maintenance work, and building up electrical core competencies and WSH knowledge to remain relevant in the industry.



28 OCT 2021

## Jurong Island Vision Zero (JIVZ) Forum – Working at Heights



The WSH Council, together with the Singapore Chemical Industry Council and the Association of Process Industry jointly organised the fourth run of the Jurong Island Vision Zero (JIVZ) Forum on 28 October 2021. Focused on work at height, the forum saw over 260 participants in attendance.

Er. Lucas Ng, Chairman of the JIVZ Group, kickstarted the forum by reminding participants that falls from height were one of the top causes of fatalities. He added that with scaffolds and ladders being commonly deployed for various work activities in Jurong Island, the risk of falling from height should not be neglected.

At the forum, the Ministry of Manpower shared several inspection findings relating to scaffolds and ladders, particularly the common contraventions observed. Aedge Technologies spoke about how scaffolds

could be mobilised to minimise risks when working at height and using radio-frequency identification (RFID) technology for real-time asset management and scaffolding inspections. Finally, Changi Aviation Medical Centre provided their perspective from a human factor's angle, shedding light on how work processes could be designed to make them intrinsically safer. This was followed by an active discussion that delved deeper into challenges and proposed solutions to address work at height activities.





8 NOV 2021

## Asia Pacific Occupational Health and Safety Training Convention



The WSH Council supported the Singapore Institution of Safety Officers (SISO) in organising the 4th Asia Pacific Occupational Health and Safety (OHS) Training Convention on 8 November 2021.

This year's event, themed "WSH Training in the COVID-19 Endemic Environment", focused on helping the WSH training community manage current challenges through the adoption of technology to make OHS training more resilient. More than 120 participants attended the hybrid event.

Taking reference from strategies outlined in WSH 2028, Mr Chan Yew Kwong, Senior Consultant from the WSH Council, shared the importance of strengthening workers' WSH ownership, and how the creation of a metaverse would help participants interact with a computer-generated environment to enhance the learning process.

Speakers then shared how digital and online tools could be used to engage the audience. Mr Rayvan Ho from ACKTEC Technologies demonstrated how gamification could motivate participants to learn independently, while Mr Jackson Kwa from TechSociety showed how online contents could be developed to catch people's attention and meet their needs. Dr Helen Bound from the Institute of Adult Learning highlighted the "6 Principles of Learning Design" which could help adult educators design and facilitate learning and assessment holistically to meet the evolving development needs of the workforce.

The event also included a segment on managing workers' mental well-being, which became more significant during the pandemic. Mr Christopher Koh, General Manager of the WSH Council, urged companies to tap on the iWorkHealth tool and Total WSH programme to help support employees' mental well-being.



10 NOV 2021

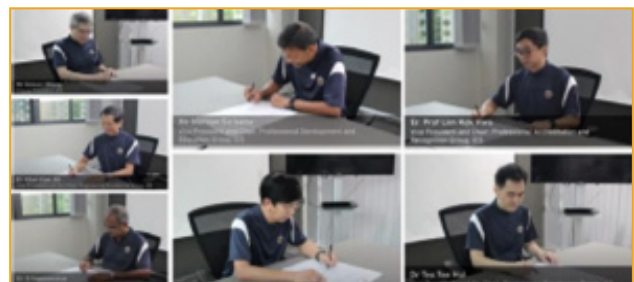
## World Engineers Summit 2021 – Engineering towards a Post-Pandemic Sustainable World



At the World Engineers Summit 2021 on 10 November 2021, the Institution of Engineers Singapore (IES) signed the Vision Zero pledge. Then Deputy Prime Minister Heng Swee Keat witnessed the IES President, IES Deputy President, and Vice-Presidents of the various industry groups signing the IES Vision Zero pledge virtually at the event.

Mr John Ng, Chairman of the WSH Council, congratulated IES and commended the engineering community for embracing the Vision Zero mindset. The initiative

also signified that every engineer in IES believes that all injuries and ill health are preventable at the workplace.





10 NOV 2021

## Singapore Institution of Safety Officers' Workplace Safety and Health Officers Conference



The third revision of the Code of Practice for Workplace Safety and Health Risk Management (RMCP) was revealed at the 19th Singapore Institution of Safety Officers (SISO) Workplace Safety and Health Officers (WSHO) Conference on 10 November 2021 by Mr Zaqy Mohamad, Senior Minister of State for Manpower.

Mr Zaqy highlighted the need for employers and WSH officers to look beyond traditional safety and health issues by addressing the risk of infectious disease transmissions at the workplace as well as workers' mental well-being in the new normal. In addition, as the threat of terrorism continued to be real and present, risk management processes must be kept relevant to address such threats and its associated risks to ensure the safety and health of workers. This was echoed by Mr Silas Sng, Commissioner for WSH, who strongly encouraged employees who were working from home to take ownership of their own safety and health.

Mr Seet Choh San, Chairman of the RMCP Working Group, presented the third revision of the RMCP, which had incorporated considerations of workplaces' preparedness for infectious disease outbreaks, mental well-being, and terrorism threats. The additions also included the WSH Community's response to the terrorism threat in Singapore, recommendations to mitigate infectious disease transmission risk in the workplace, and ways to manage workers' mental well-being.



16 NOV 2021

## Construction WSH Leadership Dialogue



On 16 November 2021, over 300 industry professionals attended the Construction WSH Leadership Dialogue 2021 which emphasised the importance of WSH leadership and being resilient in challenging times.

In his opening address, Mr Abu Bakar bin Mohd Nor, Deputy Chairman of the WSH Council, reminded participants not to take workplace safety and health for granted and emphasised that leadership and ownership were key tenets to a safe workplace and healthy workforce.

The Dialogue on "WSH Leadership for a COVID-Resilient Industry", which was moderated by Mr Yam Ah Mee, Chairman of the WSH Council (Construction and Landscape) Committee, saw both onsite and online attendees discussing the important role held by leadership in having a strong WSH culture in the

organisation and the need to ingrain WSH across all levels, including project managers.

Mr Yam closed the Dialogue by urging the construction industry stakeholders to remain united and committed to help Singapore achieve the WSH 2028 strategic outcome of a sustained reduction in the workplace fatality rate of less than 10 per 100,000 workers.





25 NOV 2021

## WSH Forum for the Facilities Management Industry



On 25 November 2021, the WSH Council held its annual WSH Forum for the Facilities Management (FM) Industry which consisted of two distinct tracks, with presentations by a diverse panel of speakers from the government and industry.

The morning track focused on "Safety in Refuse Handling Equipment", where Mr Milton Ng from the Waste Management & Recycling Association of Singapore emphasised that the industry must do more to prevent accidents. This was in light of the fatality involving a cleaner who died while operating a piece of refuse handling equipment. Mr Ng added that companies should adopt programmes such as Total WSH Programme to improve their workers' safety, health, and well-being.

In the afternoon track themed "Total WSH in a Pandemic Impacted Singapore", Mr Daniel T'ng, Co-Chairman of the WSH Council (FM) Committee, stressed that safety should be regarded as a shared responsibility between employers and employees, and urged employers to do more to ensure that their employees are safe and healthy at work. Mr T'ng also launched the "WSH Guidelines on

Working Safely During Installation, Maintenance and Replacement of Escalators and Moving Walks" to raise WSH knowledge and competencies amongst escalator specialists and technicians.

Participants also learnt more about a diverse range of safety and health related topics relevant for FM stakeholders, which included WSH challenges that the industry would face, technologies that could better WSH outcomes, ways to improve indoor ventilation to prevent transmission of infectious diseases, and tips on caring for workers' health and mental well-being.

Both tracks of the Forum saw a turnout of 580 practitioners and stakeholders from the FM industry, with lively exchanges between the panellists and audience.



9 DEC 2021

## Launch of the Workplace Mental Well-being Campaign



The WSH Council launched its first Workplace Mental Well-being Campaign on 9 December 2021 to remind employers and employees to take time to take care of their mental well-being. To drive home this message, the Council produced a light-hearted Campaign Video depicting how Fred, a "Cloud of Stress" Campaign persona, was able to overcome his mental stress with the support of his co-workers and management.

Participants also enjoyed the candid sharing by Ms Lyn Lee, Chief Diversity and Inclusion Officer from Royal Dutch Shell PLC, who spoke about how companies could create healthier working environments.

A Playbook on Workplace Mental Well-being, jointly produced by the Institute for Human Resource

Professionals, WSH Council, and Ministry of Manpower was also launched at the event. The Playbook includes easy-to-use and step-by-step guides and templates on implementing various mental well-being initiatives at the workplace. The virtual launch was attended by 620 participants.





20 JAN 2022

## WSH Leadership Convention: ChemPact 2022



The WSH Council, together with the Singapore Chemical Industry Council and the Association of Process Industry, jointly organised the inaugural WSH Leadership Convention: ChemPact 2022.

Held on 20 January 2022, the hybrid event served as a platform for chemical industry leaders to share personal experiences and philosophies on workplace safety and health. Close to 270 participants, ranging from C-suites to WSH professionals, attended the event.

Mr Wim Roels, then Chairman of the WSH Council (Chemical Industries) Committee, highlighted how ChemPact 2022 marked a significant milestone for the chemical industries, and rallied industry leaders to demonstrate proactive leadership through their WSH Pledges for their respective companies. Thirty companies' WSH Pledges were featured, demonstrating their commitment towards providing a safer and healthier working environment for their employees. He also commended the good work that the Jurong Island Vision Zero Cluster had done, including spearheading

numerous initiatives to raise the WSH standards on Jurong Island.

In his opening address, Mr Zaqy Mohamad, Senior Minister of State for Manpower, emphasised the importance of leadership, stewardship and mentorship in strengthening WSH ownership among employers. He also launched the national Vision Zero video, which stressed that employees are a company's greatest asset. The video also promoted the Vision Zero movement, which is an ongoing, lifelong process that requires everyone to be onboard.

Speakers from Dow Chemical Pacific (Singapore) Pte Ltd, Shell Energy and Chemicals Park, and Economic Development Board spoke about their companies' Total WSH and mental well-being initiatives, corporate philosophy on technology use, as well as the chemical industry's economic outlook and development. Mr Tony Fam from Rotary IMC Pte Ltd rounded off the event with the company's philosophy in developing the WSH Pledge.





10 FEB 2022

## WSH Training Providers' Forum



The WSH Council held its annual WSH Training Provider's Forum on 10 February 2022 to drive awareness and adoption of technology amongst training providers. Close to 200 participants learnt more about various online tools and how they can be used to enhance training through blended learning.

In his opening address, Mr Silas Sng, Commissioner for Workplace Safety and Health, highlighted that online learning would continue to supplement in-person training so that WSH training would be more resilient and accessible to every worker. He urged training providers to continue to introduce innovations into WSH training through more pervasive adoption of technology, thus facilitating better assimilation and more effective learnings for the workforce.

Speakers from the Institute for Adult Learning Innovation Centre shared a diverse range of useful learning technologies, and how training providers can leverage

them to enhance learning and improve learners' attention span in both online and physical settings.

A sharing by the Risk Management Code of Practice (RMCP) Review Committee on the latest enhancements to the RMCP highlighted key considerations for workplace preparedness for infectious disease outbreaks, staff mental well-being and terrorism threats. Participants were given case examples to better their understanding and appreciation of these new topics. Participants were also informed about the Slips, Trips and Falls (STF) Campaign and how they could make their STF Resolutions to protect their workers. The event ended with a Q&A session, where panellists and participants had a lively discussion.



21 FEB 2022

## Jurong Island Vision Zero (JIVZ) Forum – Maintaining Confined Space and Mental Wellness



Held on 21 February 2022, the quarterly Jurong Island Vision Zero (JIVZ) Forum was attended by over 340 participants, the most well-received session since its inception. Jointly organised by the WSH Council, Singapore Chemical Industry Council, and the Association of Process Industry, the forum took on the theme of Maintaining Confined Spaces and Mental Wellness.

Er. Lucas Ng, Chairman of JIVZ Group, highlighted that confined spaces were one of the most common work environments in this sector. In order to work safely in confined spaces, maintenance of such spaces is required and this involved careful planning to execute work flows more efficiently. ExxonMobil also shared the hazards associated with confined spaces, such as inadequate ventilation, presence of residual materials, and noise and ergonomic issues, with the corresponding safety measures to mitigate them.

The Ministry of Manpower shared two components as

part of the WSH management system, namely fitness-for-work (FFW) and permit-to-work (PTW). FFW refers to the matching of job requirements with a worker's health capacity so that the tasks can be performed with minimal risk to the worker, while PTW ensures the safe execution of specific work activities, with communication among stakeholders (i.e. plant occupier, PTW authority and PTW user). Wong Fong Academy concluded the forum by giving tips on how to spot and render assistance to colleagues with signs of mental distress, as well as how to improve mental health through the administration of self-help to modify one's behaviour and lifestyle.





1 MAR 2022

## Work At Heights Symposium 2022



Organised by the WSH Council and supported by the Ministry of Manpower (MOM), the Work at Heights Symposium 2022 saw a record turnout of over 1,000 participants. Held on 1 March 2022, the Symposium reminded the industry of good practices for working safely at height, by placing greater importance on preparations needed before starting work.

In his opening address, Mr Abu Bakar Mohd Nor, Chairman of the WSH Council (National Work at Heights Safety) Taskforce, gave insights into fall from height statistics. He highlighted that with falls from ladders being the top contributor to non-fatal fall injuries, building greater awareness on ladder safety would be one of the Taskforce's focus areas.

At the event, MOM shared inspection findings and how to manage heat stress, while industry leaders spoke about

workers' welfare and well-being, roof safety initiatives and technology adoption.

The Symposium also featured a ladder exhibit by the Prefabricated Access Suppliers' & Manufacturers' Association, which showcased good practices in ladder safety such as the correct usage of portable ladders and tips for inspecting ladders.



23 MAR 2022

## Launch of the Safe Hands Campaign



Launched on 23 March 2022, this year's Safe Hands Campaign garnered more than 900 pledges to keep workers safe from hand and finger injuries. Jointly organised by the WSH Council and the Singapore Manufacturing Federation, the annual Campaign focuses on raising awareness of the prevention of hand and finger injuries at the workplace. Its launch was well-attended by close to 700 participants.

This year's Campaign focused on the food manufacturing sub-sector, which was the second highest contributor to amputations within the manufacturing sector in 2021. The Campaign highlighted how technology adoption could prevent amputations at the workplace. A Behavioural Observation and Intervention video was also unveiled, showcasing examples of companies promoting safe and healthy work behaviours.

In his welcome address, Mr Douglas Foo, then Chairman of WSH Council (Manufacturing) Committee, commended the industry for taking the initiative in adopting technology to enable WSH. He encouraged the industry to visit the WSH Council's website to gain access to WSH kits, which included photo libraries for

machine safety, guides on safe operations of machines, and case studies for each sub-sector.

Mr Zaqy Mohamad, Senior Minister of State for Manpower, gave the opening address, where he applauded companies that have made the Safe Hands pledge. He also encouraged companies to automate processes to minimise the need for human intervention which in turn, would reduce the potential of injuries.

A site tour video at Thong Siek Food Industry Pte Ltd was screened and the company also shared innovative ways to adopt technology so as to improve work practices and reduce the risk of hand and finger injuries and amputations.





# STORIES OF EXEMPLARY COMPANIES

## Strengthening WSH Ownership



### Moderna Homes Pte Ltd

For Moderna Homes, receiving the WSH Performance (Gold) Award is a significant milestone in its business growth and sustainability. A specialist contractor in modular high-rise construction in Prefabricated Prefinished Volumetric Construction (PPVC), the company has always put an emphasis on Design for Safety and a positive safety culture.

While trying to foster the near miss reporting culture at the workplace, the company faced a challenge. Many workers were uncomfortable with this culture as it did not give a good image to the project. To help workers see this reporting process as being part of a positive safety culture, the company rewarded them when they reported near misses and their safety concerns. This change in perception helped to make it easier for the company to maintain the culture.

Workplace complacency had also made building the safety culture a daunting task. To strengthen the

safety culture, the company promoted WSH ownership across all levels through: (1) safety communication — increasing workers' buy-in by having them lead the talks; (2) training — getting workers to embrace the safety culture more readily with increased awareness of hazards; (3) leading by example — having management model the way so workers follow suit; (4) positive reporting — rewarding workers who report safety hazards; and (5) involving workers — garnering ground-up feedback on reporting processes and communication methods.

To enable workers to work safely, a "Collapsible Barricade" was installed at factories during fit-out work and placed in a collapsed position for transportation. Upon reaching the worksite, the collapsed barricade was flipped up before being hoisted in its final position. This barricade protected workers from falling while working near the edge of the PPVC. It also raised workers' productivity.





## Enhancing Workplace Health



### **Petrochemical Corporation of Singapore Pte Ltd**

The Petrochemical Corporation of Singapore (PCS) is the centre company of the Singapore Petrochemical Complex on Jurong Island, the premier hub of Singapore's petroleum and petrochemical industries. They are no stranger to the WSH Awards.

Since 2008, PCS had been steadily attaining the WSH Performance Award, displaying consistent efforts and perseverance in improving their safety track record over the years. They have long taken pride in their WSH policies and programmes which empowered everyone, at any level, to speak up, intervene and stop any unsafe acts without fear of repercussion.

In addition, PCS has always treated their contractors as partners in WSH, firmly believing that contractors deserve the same treatment and protection in WSH as that of employees.

During the COVID-19 pandemic, one of the company's focuses was on workplace health and mental well-being. At the core was the Employee Assistance Programme, designed to provide confidential professional support and consultation to those who required assistance to better manage their overall well-being which led to an overall improvement in staff morale.



### **Lendlease**

Lendlease is a multinational construction, property and infrastructure company who received its 10th WSH Performance Award and 25th Safety and Health Award Recognition for Projects (SHARP) Award in 2021. These Awards recognise companies and projects or worksites that have performed well in safety and health through the implementation of sound safety and health management systems. In addition to recording good WSH performance for their multiple projects, the company boasted an established framework that holistically supported their workers' health and well-being through various programmes and initiatives.

One initiative the company had implemented since 2015 was the Well-being Leave, where eligible employees

received up to three days of such paid leave per calendar year. This demonstrated its proactivity in helping its employees prevent illnesses and maintain positive well-being. Other laudable initiatives included the Friend in Need programme that aided the management of mental stress at the workplace, the Project Fatigue Management Plan that used a biometric man-hours tracking system to guide employees on their working arrangements and prevent them from overworking, and an in-house online portal and mobile app loaded with lifestyle programmes to facilitate healthy living.

Lendlease also has a stringent contractor pre-qualification system, assessing contractors based on their ability to adhere to the company's own in-house safety rules.



## Harnessing Technology to Improve WSH



### Wee Chwee Huat Scaffolding and Construction

Wee Chwee Huat is a specialist in scaffolding, and an Approved Training and Testing Centre (ATTC) appointed by Access Solution Industry Association (ASIA), Building and Construction Authority (BCA) and the Ministry of Manpower (MOM).

Since its incorporation in 1991, the company has been maintaining zero fatality, an impressive track record in the high-risk construction sector. The Small-Medium Enterprise first came onboard bizSAFE in 2008 and has been a bizSAFE Star Enterprise since 2010. It has won the bizSAFE Enterprise Exemplary Award for six consecutive years since 2016. In 2021, it received its fourth

Gold Exemplary Award. It has also bagged the bizSAFE Champion Award five years in a row, since 2017.

Aligned with the WSH 2028 strategy to promote technology-enabled WSH, the company designed and created a Fall Experience Simulator that enabled its workers to experience common situations that might be life-threatening onsite. It also has an Artificial Intelligence solution known as the Advanced Human Hazard Alert and Avoidance System, which could be mounted on moving vehicles, like forklifts, to help workers detect movements and obstacles at worksites and warehouses.



### Hwa Seng Builder Pte Ltd

Hwa Seng Builder is a leading civil engineering and construction provider that provides an integrated range of professional civil engineering works and construction-related services. The company is a winner of the Safety and Health Award Recognition for Projects (SHARP) Award in 2021, which recognises projects or worksites that have good safety and health performance and workplace safety and health management systems.

For one of the projects involving the construction of a new road between Lorong Halus and Pasir Ris Industrial Drive, they developed smart and unique construction solutions to improve safety, reduce environmental impact, increase productivity, and ensure project quality for critical construction processes and methodologies. This was made possible with the adoption of Building Information Modelling or Virtual Design and Construction, coupled with concrete technology.

Firstly, they expanded the precast elements such as prestressed precast beam to include precast crossheads to reduce work at height risks and eliminate heavy shoring work. Secondly, they used prefabricated

formwork for deck slabs, a self-supporting falsework system, as a substitution for installing supporting work platforms and wooden plywood for concreting work. This reduced work duration by more than 70 per cent and work at height risks. Lastly, they tested the construction processes and methodologies by simulating the work in a virtual environment to pick up any design clashes and surrounding conditions or restraints before constructing it in reality. This approach allowed them to reduce safety risks associated with the construction process and avoid rework that would impose safety risks on the site team.

At Hwa Seng Builder, their top management also rallied the team to work together for a common goal "One Team, One Spirit, Zero Accident" as reflected by the company's tagline. This positive WSH culture has led to higher productivity and efficiency in their workplace, resulting in higher employee satisfaction and retention. They also strived for WSH excellence by adopting digitalisation and technology. This has helped them to build engineering capabilities so as to respond swiftly during the COVID-19 pandemic.



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