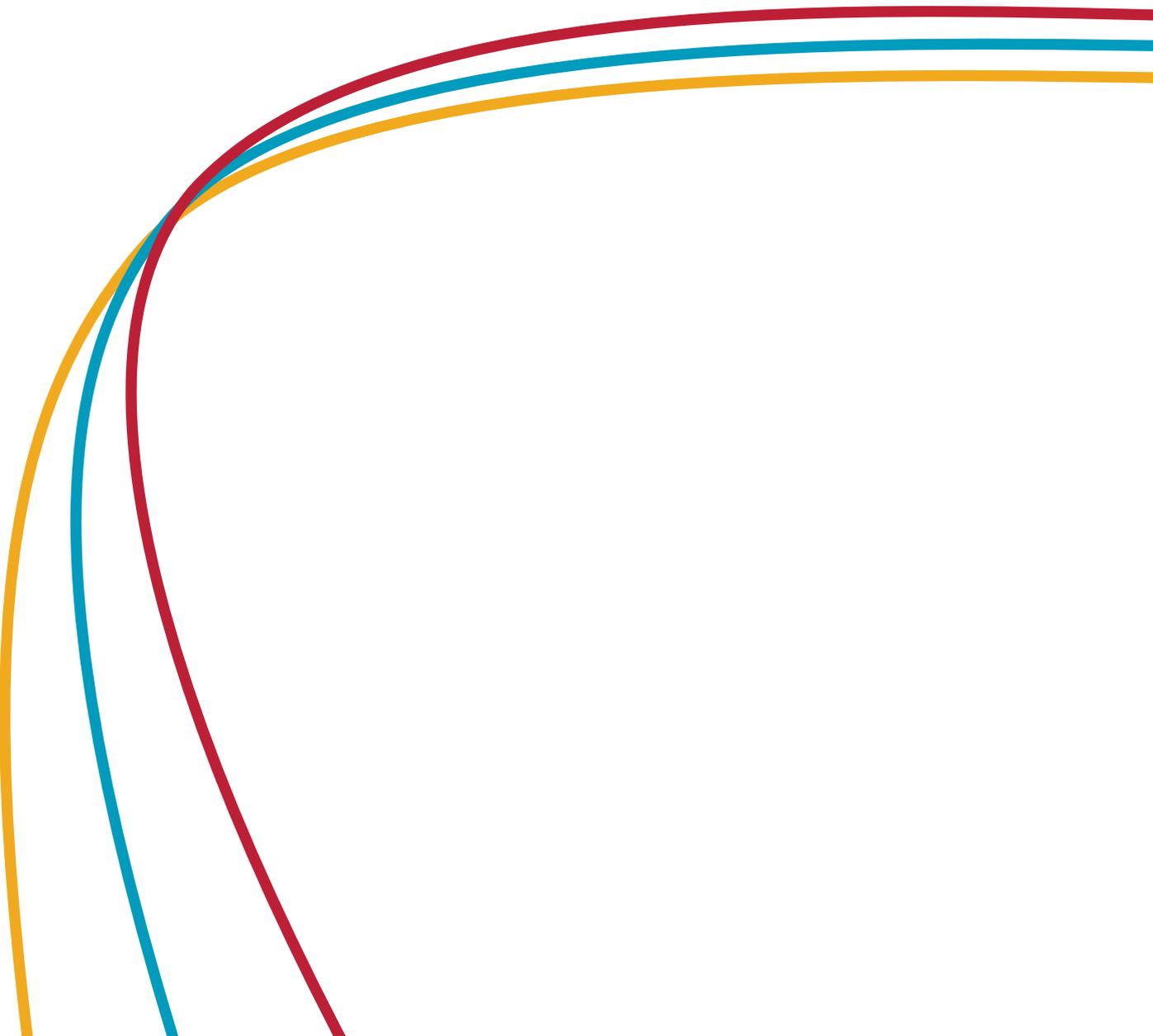




Tripartite Alliance

Annual Report FY20/21





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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

Mr Jason Chen

Mr Chia Der Jiun (*Appointed on 2 Nov 2020*)

Mr Aubeck Kam (*1 Apr 2020 to 2 Nov 2020*)

Mr Silas Sng

Mr Then Yee Thoong

Ms Cham Hui Fong (*Appointed on 23 Jan 2021*)

Mr Heng Chee How (*1 Apr 2020 to 22 Jan 2021*)

Mr Ong Hwee Liang (*Appointed on 23 Jan 2021*)

Mr Tan Hock Soon (*1 Apr 2020 to 22 Jan 2021*)

Ms Ameera Ashraf

Mr Douglas Foo

Mr Han Kwee Juan (*1 Apr 2020 to 22 Jan 2021*)

Ms Ivy Lai (*Appointed on 23 Jan 2021*)

Mr Neo Sing Hwee

Finance Committee

Mr Han Kwee Juan, Chairperson (*1 Apr 2020 to 22 Jan 2021*)

Ms Ivy Lai, Chairperson (*Appointed on 23 Jan 2021*)

Ms Ameera Ashraf

Ms Goh Geok Cheng

Ms Catherine Hu

Mr Then Yee Thoong

Mrs Sheila Wong

Audit and Risk Management Committee

Mr Neo Sing Hwee, Chairperson

Ms Ang Tiong Ling

A/P Foo See Liang

Mr Ong Hwee Liang (*Appointed on 23 Jan 2021*)

Ms Joy Tan

Human Resources Committee

Mr Stephen Lee, Chairperson

Ms Cham Hui Fong (*Appointed on 23 Jan 2021*)

Mr Chia Der Jiun (*Appointed on 2 Nov 2020*)

Mr Aubeck Kam (*1 Apr 2020 to 2 Nov 2020*)

Mr Tan Hock Soon (*1 Apr 2020 to 22 Jan 2021*)

Senior Management

Mr Silas Sng, Executive Director

Mr Then Yee Thoong, Executive Director

Mrs Sheila Wong, Director, Corporate Service



TADM Committee

Mr Jason Chen, Chairperson

Ms Cham Hui Fong (*1 Apr 2020 to 31 Dec 2020*)

Ms Sylvia Choo Sor Chew (*Appointed on 1 Jan 2021*)

Mr Koh Juan Kiat (*1 Apr 2020 to 31 May 2020*)

Mr Sim Gim Guan (*Appointed on 1 Jun 2020*)

Mr Then Yee Thoong

Senior Management

Ms Cham Hui Fong, General Manager (*1 Apr 2020 to 31 Dec 2020*)

Ms Sylvia Choo Sor Chew, General Manager (*Appointed on 1 Jan 2021*)

Mr Kandhavel Periyasamy, General Manager



TAFEP Committee

Ms Cham Hui Fong, Co-chair (*Appointed on 23 Jan 2021*)

Mr Douglas Foo, Co-chair

Mr Heng Chee How, Co-chair (*1 Apr 2020 to 22 Jan 2021*)

Mr Abdullah Shafie bin Mohamed Sidik

Mr Koh Juan Kiat (*1 Apr 2020 to 31 May 2020*)

Ms Faith Li (*Appointed on 14 Sep 2020*)

Mr Edwin Ng

Mr Sim Gim Guan (*Appointed on 1 Jun 2020*)

Mr Saktiandi Bin Supaat

Mrs Roslyn Ten (*1 Apr 2020 to 14 Sep 2020*)

Mr Then Yee Thoong

Senior Management

Ms Faith Li, General Manager (*Appointed on 14 Sep 2020*)

Mrs Roslyn Ten, General Manager (*1 Apr 2020 to 14 Sep 2020*)



WSH Council

Mr John Ng, Chairman

Senior Management

Mr Patrick Han, General Manager

Board of Directors

TA Chairman
(sixth from the left)
Mr Stephen Lee

TA Board of Directors
(left to right)
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





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

2020 is often said to be unprecedented. Few would have expected a virus to sweep through the globe and upend millions of lives and businesses.

Like many organisations, the pandemic also affected the way the Tripartite Alliance Limited (TAL) served the community of employers and workers.

We had to quickly change the way we worked. Our priority was to safeguard the health and safety of TAL's employees and customers while still maintaining high service standards. This meant that we had to disrupt some established work processes and find new ways to reach out to our customers.

The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) engaged employers to ensure that retrenchment exercises were carried out responsibly and fairly. An important part of TAFEP's work in this area is to educate employers, and help them to comply with the mandatory notification requirements and relevant advisories. TAFEP also provides employers with advice on assisting affected employees, including appropriate compensation and employment support.

In addition, TAFEP organised webinars with industry partners to guide employers on responsible retrenchment. At these webinars, company representatives shared how they have saved jobs with cost saving measures and exemplified how retrenchment should be the last resort.

With the onset of the pandemic, many businesses folded, or reduced their workforce, and more employers

and workers needed help with their employment disputes. At the same time, individuals were advised to minimise their movements and interactions, in order to safeguard public health.

The Tripartite Alliance for Dispute Management (TADM) had to quickly adapt to ensure its services, which were usually delivered face-to-face, remained undisrupted. TADM piloted an Online Dispute Resolution (ODR) process and a Phone Advisory option, which allowed employers and employees to resolve their disputes without having to meet in-person. Through communication tools such as phone calls, emails and online conferencing platforms, both parties could exchange messages and present documents to support their claims. TADM plans to further improve the ODR platform by exploring the integration of artificial intelligence and scenario-based conversations to guide decision-making.

Similarly, the Workplace Safety and Health (WSH) Council shifted their engagement platforms online. The WSH Council partnered industry stakeholders to organise e-forums and webinars, which incorporated topics such as Safe Management Measures to help businesses with their operations. The WSH Council also launched the Tripartite Advisory on Mental Well-being at Workplaces during the Singapore WSH Conference 2020, to help employers support their employees' mental well-being and provide resources for employers, employees and self-employed persons. In addition, the WSH Council worked with popular social media owners to reinforce and amplify the National WSH Campaign's key message of setting aside time to take care of one's health.

With a motivated and passionate workforce, I am confident that TAL is well placed to overcome the challenges brought by the pandemic, no matter how it continues to evolve.

I am thankful that TAL's officers have displayed a strong spirit of openness and adaptability to change. We had our fair share of teething problems, but our officers had taken these challenges head on, and were determined to ensure that these new initiatives benefitted employers and workers in Singapore. TAL has continued to improve its service standards, and in a survey of its customers in 2020, 96% rated TAL's services as "good" and above.

It is precisely due to the adaptability, tenacity and resilience of our officers that TAL was able to continue serving the community throughout the pandemic. I would like to take this opportunity to thank them for their hard work and helping TAL to become a valued partner to employers and workers.

With a motivated and passionate workforce, I am confident that TAL is well placed to overcome the challenges brought by the pandemic, no matter how it continues to evolve.



Mr Stephen Lee
Chairman,
Tripartite Alliance Limited



Financial Performance

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2021

	2021	2020
	\$	\$
ASSETS		
Non-current assets		
Plant and equipment	2,191,167	3,253,284
Right-of-use assets	4,042,885	6,192,797
Total non-current assets	6,234,052	9,446,081
Current assets		
Trade and other receivables	1,093,219	459,858
Grant receivables	214,987	1,606,637
Prepaid operating expenses	32,730	275,105
Cash and cash equivalents	23,421,741	10,201,045
Total current assets	24,762,677	12,542,645
Total assets	30,996,729	21,988,726
LIABILITIES		
Non-current liabilities		
Deferred capital grants	1,971,325	2,922,864
Provision for reinstatement cost	568,889	540,358
Lease liabilities	1,870,968	4,094,028
Total non-current liabilities	4,411,182	7,557,250
Current liabilities		
Trade and other payables	21,982,869	10,270,049
Lease liabilities	2,223,060	2,109,602
Current income tax payable	63,923	38,996
Total current liabilities	24,269,852	12,418,647
Total liabilities	28,681,034	19,975,897
Net assets	2,315,695	2,012,829
FUNDS		
Accumulated surplus	556,006	253,140
Fund contribution from a member	1,759,689	1,759,689
Total funds	2,315,695	2,012,829



STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

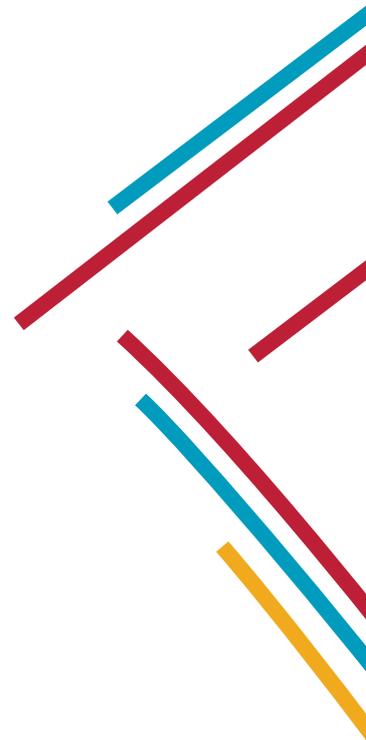
	2021	2020
	\$	\$
Income	307,637	184,048
Other item of income		
Other income	949,121	203,856
Other items of expenses		
Consultancy fees	(1,031,825)	(2,404,770)
Depreciation of plant and equipment	(1,113,917)	(1,153,488)
Amortisation of right-of-use assets	(2,149,912)	(2,149,911)
Employee benefits expenses	(40,387,718)	(37,045,923)
IT and software expenses	(3,511,329)	(3,611,472)
Marketing and distribution costs	(3,686,815)	(5,389,765)
Other operating expenses	(2,410,061)	(2,419,990)
Interest expenses on lease liabilities	(275,408)	(382,644)
Excess of expenditure over income before tax and grants	(53,310,227)	(54,170,059)
Grant income	53,627,427	54,447,384
Excess of income over expenditure after grant before tax	317,200	277,325
Income tax expense	(14,334)	(23,996)
Surplus for the financial year, representing total comprehensive income for the financial year	302,866	253,329

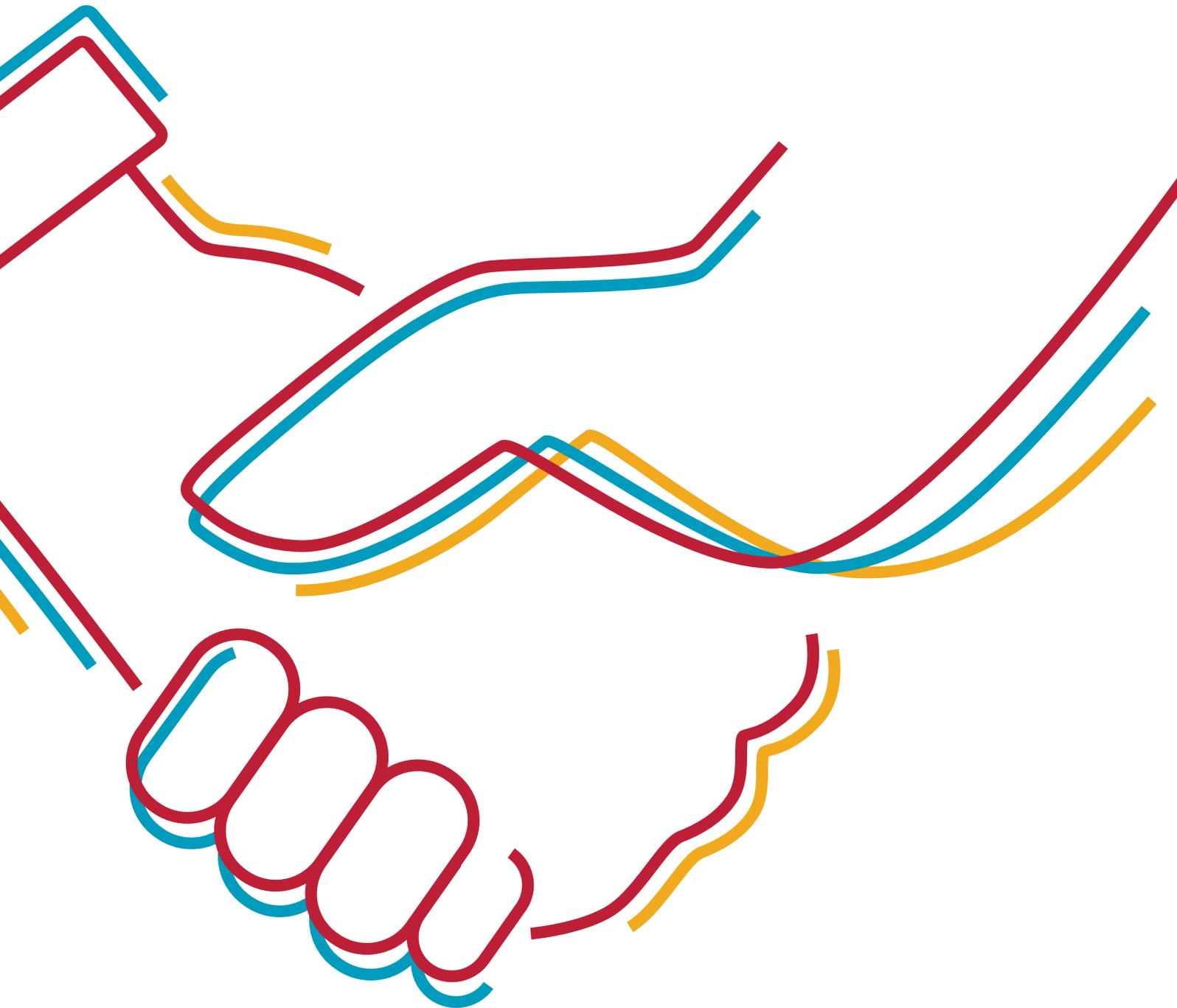
TRIPARTITE ALLIANCE FOR

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.

TADM is one of three agencies under TAL, along with the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) and the Workplace Safety and Health Council (WSHC).





Our Services

1. Advisory Services

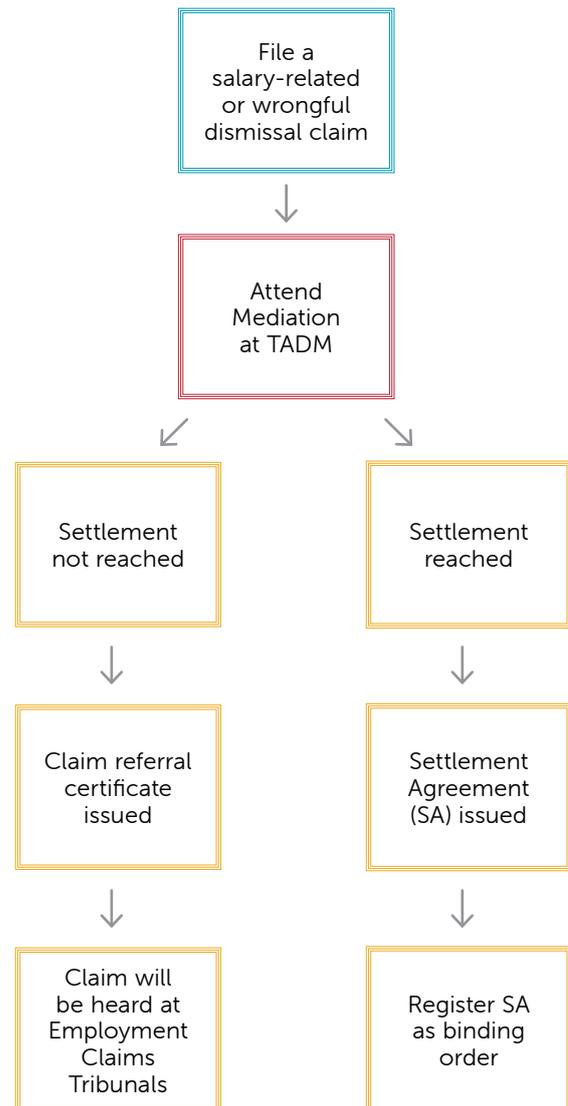
TADM offers advisory services for employees and self-employed persons to help them manage their employment or payment related disputes. They can make an appointment online to speak to a TADM Advisory Officer who will advise them on their options in managing the dispute.

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.

2. Mediation for Salary-related and Wrongful Dismissal Claims

TADM also provides mediation for employees and employers for salary-related and wrongful dismissal claims under the Employment Act and Child Development Co-Savings Act, and appeals under the Retirement and Re-employment Act referred by the Ministry of Manpower.

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



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

If TADM assesses that employers have infringed our labour laws, they will refer such employers to the Ministry of Manpower, 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 channel for assistance such as the Small Claims Tribunals, Singapore Mediation Centre and Law Society.

4. Other Services

TADM also works with our partners to provide assessment and referral for job search and training, social and emotional support, financial assistance and free basic legal advice to employees and self-employed persons.



Year in Review

1 APRIL 2020 - 31 MARCH 2021



18,072

customers assisted through TADM's mediation and advisory services



45,341

cases resolved through TADM's proactive intervention approach¹



81%

of **7,162** salary and dismissal claims under the Employment Claims Act resolved at TADM



\$13 million

of salary arrears recovered and compensation for wrongful dismissal received by employees²



93%

of **4,556** employees fully recovered their salaries or received compensation from their employers²

¹ Refer to "Proactive upstream intervention to manage salary issues" on page 21 for more information on TADM's proactive intervention approach.

² These include cases resolved at the Employment Claims Tribunals.

Calendar of Major Events in 2020/2021

2020

FEB**Feb 2020**

Introduction of digital initiatives during Circuit Breaker period

APR**Apr 2020**

Collaboration with Public Service Centre (PSC) at Our Tampines Hub (OTH) to improve accessibility of TADM's services

Apr 2020

Proactive upstream intervention to manage salary issues

APR**Apr 2020**

Enhanced the Short Term Relief Fund to increase the financial assistance and benefit more lower wage employees

JUN**Jun and Jul 2020**

Partnered MOM, Migrant Workers' Centre (MWC) and other government agencies to ensure that the needs of migrant workers were met effectively



Key Events in the Year that strengthened Employment Dispute Resolution Services



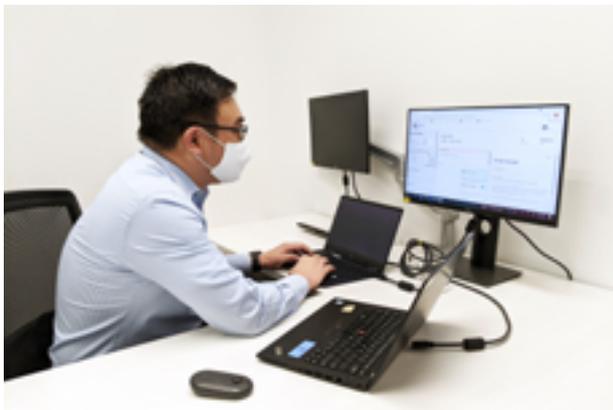
Transformed Ops Processes using Technology to enable Remote Management of Employment Issues During COVID-19

Introduction of digital initiatives during Circuit Breaker period

FEB 2020

Launch of Online Dispute Resolution and Phone Advisory

In February 2020, TADM piloted an Online Dispute Resolution (ODR) process and a Phone Advisory option, which provided a platform for employers and employees to resolve their issues remotely, in lieu of attending physical advisory or mediation sessions.

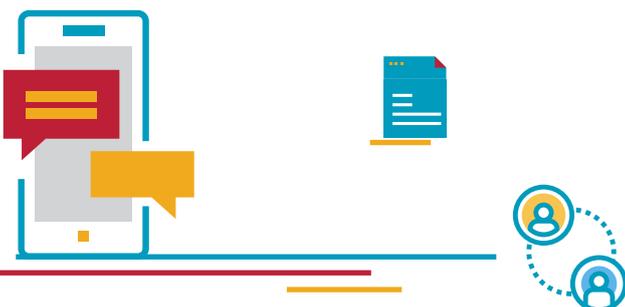


Employees and employers no longer have to juggle their schedules to attend physical mediation sessions. Instead, parties are offered a range of communication tools such as phone calls, emails, WhatsApp Business messages, and online conferencing platforms to discuss and settle their disputes.

This initiative was especially useful during the Circuit Breaker when physical mediation sessions could not be held. The ODR also allowed TADM mediators to review the documents ahead of the mediation to ensure that mediation sessions were conducted more expeditiously.

TADM further enhanced its ODR capabilities in March 2021 to enable employers and employees to submit relevant documents and to subsequently communicate with each other to facilitate settlement amongst themselves even without the mediator's presence.

In the next phases of development, TADM will focus on enhancing the usability of the system to cater to different users' profile, and also improving the users' access to relevant case information and tools to enable both the employee and employer to make informed decisions on the claim. TADM will also explore the use of artificial intelligence and scenario-based conversations to guide parties in the decision-making. The ODR will be the first end-to-end online platform for employment dispute resolution and will be seamlessly integrated with the ECT's claims filing system when fully developed in 2023.



Enhanced Collaboration with Key Partners to provide better support for employees during COVID-19

Collaboration with Public Service Centre (PSC) at Our Tampines Hub (OTH) to improve accessibility of TADM's services

APR 2020

In addition to our digital services, TADM had explored and successfully launched new initiatives to improve accessibility of TADM's services for local employees

who may not be comfortable using digital services or living far away from TADM's Service Centre located at Devan Nair Institute (DNI) at Jurong East.

TADM established a partnership with Public Service Centre (PSC) at Our Tampines Hub (OTH) to provide basic services at their premises. These services included assisting employees to lodge their claims online and make appointments with TADM.

From April 2020 to March 2021, the PSC has attended to more than 100 customers who required TADM's services. The feedback from the public on this initiative has been positive, as customers were able to enjoy more streamlined and holistic assistance on their issues. The partnership also saw TADM being awarded the One Public Service Award which recognises agencies for exemplary inter-agency initiatives.



Proactive intervention to help employees and businesses due to impact of COVID-19

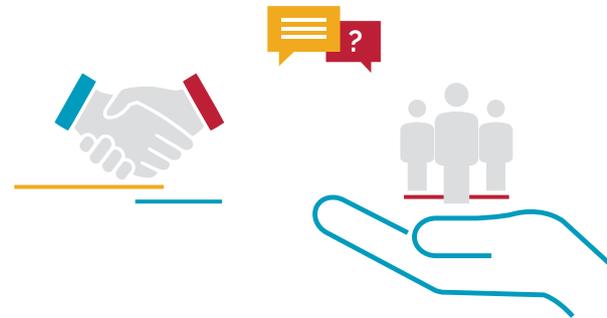
APR 2020

The COVID-19 pandemic put immense pressure on businesses as countries shut their borders and Singapore saw an unprecedented decline in travellers.

The migrant workers residing in dormitories faced a unique set of challenges comprising COVID-19 health risks and sustaining their livelihoods. For migrant workers who were owed salaries, TADM recognised that many were unable to leave their dormitories. Therefore, TADM took a proactive approach to resolve salary issues that the migrant workers raised with the Forward Assurance and Support Team* officers. TADM engaged their employers and facilitated salary resolution for 45,341 cases from 1 April 2020 to 31 March 2021, without requiring employees to come forward to lodge these salary claims.



TADM engaged and facilitated salary resolution for **45,341** cases from 1 April 2020 to 31 March 2021



*The Forward Assurance and Support Teams are a part of the Assurance, Care and Engagement (ACE) Group, a division of the Ministry of Manpower.

Enhancement of Short-Term Relief Fund (STRF)

APR 2020



To better support local workers who were not paid their salaries, MOM enhanced the STRF in April 2020. The STRF support was increased from up to one month's salary capped at \$1,000 previously, to up to two months' salary with a cap of \$4,600. TADM operates the STRF through the NTUC U Care Centre to assist lower income local workers whose employers are unable to pay their salaries due to business failure.



The STRF support was increased from up to one month's salary capped at **\$1,000** previously, to up to two months' salary with a cap of **\$4,600**

Partnership enhancement to provide expeditious assistance to workers

JUN AND JUL 2020

TADM also partnered MOM, Migrant Workers' Centre (MWC) and other government agencies to ensure that the needs of migrant workers were met effectively.

From May 2020, all employers in the construction sector, which traditionally accounted for a high percentage of salary non-payment cases and had a large number

of migrant workers residing in the dormitories, were required to submit monthly declarations on the status of salary payment to their foreign employees.

In June 2020, MOM introduced a module via the FWMOMCare mobile application to allow migrant workers to report any salary, bank account and remittance issues. This allowed migrant workers to report salary issues more easily, and enabled them to receive help from TADM quickly.

In July 2020, TADM also worked with the Migrant Workers' Centre (MWC) to arrange for funds to be credited directly into the bank accounts of migrant workers who were receiving financial assistance from MWC. This enabled migrant workers to continue receiving financial assistance even though they were unable to collect their cheques in-person at MWC's office.

As a result, salary issues did not feature prominently in the management of COVID-19 at the dormitories.

Case Studies and Profile Stories

CASE 1:

Mediator goes the extra mile to recover salary for employee

Madam Quek*, 60 years old, was happy to have found a job working as a stall assistant at a vegetarian food stall. It meant another source of income for herself and her family, and being able to afford small comforts in life.

However, just two months later, Madam Quek and her colleagues were asked to leave the premises by the owner of the coffee shop. They later found out that their employer had not been paying rent for several months.

One week after she lost her job, Madam Quek had still not been paid her salary, despite promises to do so by her employer. She decided to file a salary claim with TADM.

TADM initiated online mediation with both Madam Quek and her employer, to comply with safe management measures. Initially, Madam Quek was hesitant about the

process of online mediation. She told the mediator, Ms Goh, that she was not familiar with the use of a computer and did not have an email account. Hence, she was unable to provide her supporting documents over email.

Ms Goh was quick to reassure Madam Quek that she would try her best to help her. The mediator then arranged to meet Madam Quek to collect the documents from her. With these documents, the mediator was able to verify the amount that was due to Madam Quek.

During mediation, the mediator also found out that the employer was facing financial difficulties. Nevertheless, the mediator emphasised to the employer that payment of salaries is an important part of an employer's obligations, and suggested that he make the salary payment to Madam Quek in instalments. While Madam Quek was initially reluctant to accept this arrangement, she eventually relented as she acknowledged that her employer was also undergoing a difficult time.

The mediator facilitated the signing of a Settlement Agreement, and closely monitored the payments. Within about one month, with TADM's help, Madam Quek received the full amount of the salary and overtime payment that was due to her.



**Names have been changed to preserve confidentiality*



CASE 2:

Allegations of wrongful dismissal must be substantiated

Meng Huat*, a driver for a local electronics company, contacted TADM alleging that he had been wrongfully dismissed. He claimed that his employer, Gin Khoon*, was trying to get rid of him because he was scheduled to have an operation in the coming months.

However, Gin Khoon told TADM's mediator that the company had dismissed Meng Huat for misconduct. Gin Khoon explained that Meng Huat had behaved rudely to the staff of the company's partners.

On one occasion, Meng Huat used vulgarities on a vendor's staff, while in the presence of the vendor's

customers. This resulted in the vendor refusing to conduct any business with the company.

On another occasion, he had threatened the staff of another vendor with physical violence, and had to be held back by Gin Khoon from carrying out his threat.

Meng Huat did not dispute Gin Khoon's assertions, but merely stated he did not receive much education and this was his way of communicating with others.

TADM's mediator assessed that Meng Huat did not have a strong claim, as his aggressive and unprofessional behaviour were valid reasons for his dismissal. Meng Huat was also unable to provide any evidence of his employer dismissing him due to his upcoming surgery. Nevertheless, the company recognised Meng Huat's 7.5 years of service, and decided to offer him a goodwill payment.

**Names have been changed to preserve confidentiality*

CASE 3:

Employment contracts should be structured properly for compliance with the Employment Act

During mediation, TADM's mediators help both parties reach an agreement on how to resolve the dispute. However, this can be very challenging when one or both parties hold very different views and are unwilling to compromise.

Mr Rama* and his employee, Nancy*, presented such a situation when they contacted TADM for help to resolve their dispute.

Nancy had received a bonus of \$1500 after serving the company for eight months, and resigned after serving for a total of 12 months. Subsequently, Mr Rama deducted

\$1500 from her salary as he claimed that Nancy would be entitled to this bonus only if she had completed the full bond period of 16 months.

Nancy, however, pointed out that the employment contract did not state that the company had the right to recover this bonus, and was adamant that Mr Rama should not have deducted this amount from her salary.

Both parties were insistent on their interpretations of the employment contract, and were unable to reach a resolution between themselves during the e-Negotiation phase of online mediation.

TADM's mediator then stepped in to review the arguments made by both parties. According to the Employment Act, employers may only deduct employees' salaries for specific reasons stated in the Act. Recovery of the bonus in this situation was, therefore, not supported by the Employment Act.

With this information, Mr Rama acknowledged that he should not have deducted the bonus from Nancy's salary and accepted the mediator's advice to repay the bonus to Nancy as resolution of this dispute.

CASE 4:

Assisting local employees with the enhanced Short-Term Relief Fund (STRF)

A group of young professionals were excited and eager to start work at an online financial news portal. In their mid-twenties to early thirties, these employees were hired to fill various roles including reporter, strategist and HR executive.

Three months later, their initial excitement soon turned to dismay when the company did not pay their salaries since their first day of employment.

The employees lodged claims for their salaries with TADM. Their cases were subsequently referred to the Employment Claims Tribunals (ECT), which ordered their employer to pay their salaries. However, the employer defaulted on all of the ECT Orders, which left the employees at their wits' end.

Fortunately, TADM was able to assist the employees through the enhanced STRF which has increased support from up to one month's salary capped at \$1,000, to up to two months' salary capped at \$4,600, depending on the worker's income. With the enhanced STRF, the employees were able to obtain sufficient financial assistance to tide them over these difficult times.



*Names have been changed to preserve confidentiality

TRIPARTITE ALLIANCE FOR

Fair & Progressive Employment Practices

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

TAFEP helps employers build workplaces where employees are respected, valued and able to achieve their fullest potential, for the success of the organisation. Employees or individuals who encounter workplace discrimination or harassment can seek assistance and advice from TAFEP.





Year in Review

AT 31 MARCH 2021



643

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



10,299

companies have adopted the various Tripartite Standards (TS), benefitting 1,030,000 employees



589

firms admitted into the the Human Capital Partnership (HCP) Programme, employing over **201,200** locals with a total workforce of about **257,000** employees

Calendar of Major Events in 2020/2021

2020

AUG

6 Aug 2020
Responsible Retrenchment
Webinar

Aug 2020 - Jul 2021
Flexible Work Arrangements
(FWAs) Publicity Campaign

OCT

Oct 2020 - Present
Tripartite Standards Coaching
Clinics

27 Oct 2020
Work-Life Ambassador
Virtual Event

NOV

5 Nov 2020
The Value of Flex: Leveraging
Flexible Work Arrangements for
Organisational Effectiveness
Webinar

26 Nov 2020
Workforce Resilience: COVID-19
and Beyond Webinar

DEC

17 Dec 2020
Human Capital Development:
A Key to Business Success
Webinar

2021

MAR

4 Mar 2021
Fair and Responsible
Employment Practices
Webinar

23 Mar 2021
Post Committee of Supply
(COS) 2021 Dialogue

25 Mar 2021
Essentials in Fair and
Responsible Termination
of Employment Contracts
Workshop

Understanding the Fair Employment Landscape

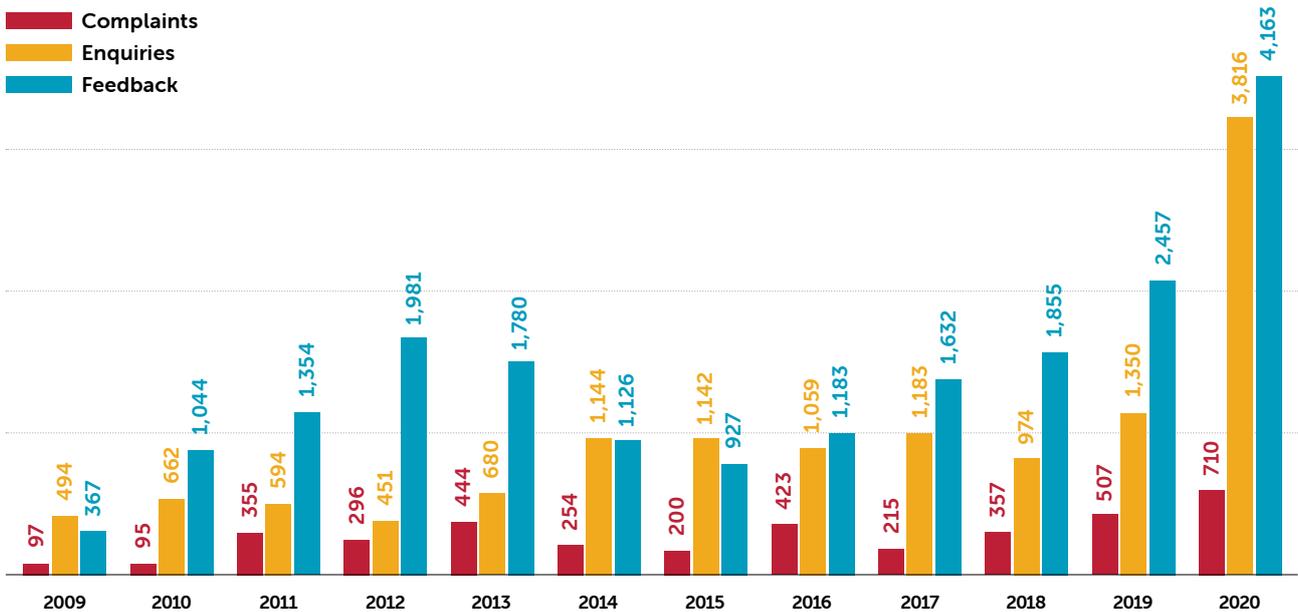
To raise the employment standards of employers in Singapore, TAFEP has been championing fair and progressive employment practices on several workplace issues such as fair recruitment and fair consideration for local employees, as well as managing workplace harassment. To strengthen progressive hiring practices amongst employers upstream, TAFEP and Workforce Singapore rolled out three purpose-built features on the national job portal MyCareersFuture (MCF). These features allow for potential discriminatory job advertisements posted on MCF to be proactively surfaced for further scrutiny. At the same time, job seekers who come across discriminatory job advertisements can easily report to TAFEP via a weblink on the portal.

TAFEP launched the Workplace Harassment Resource and Recourse Centre in 2019 to assist employees and employers in managing workplace harassment issues. In 2020, the referral process was further enhanced with Tripartite Partners and other organisations to better assist affected employees or individuals who have experienced workplace harassment.

During the Circuit Breaker period, those who needed advice and assistance on employment matters were directed to TAFEP’s webforms or to call the hotline. Thus, service to members of the public was not affected. However, there was an increase in the number of queries relating to the new COVID-19 related advisories and FAQs released by the Ministry of Manpower (MOM) and TAFEP’s officers had to familiarise themselves with these so as to help with any queries on COVID-19 matters.

In FY20, TAFEP saw a significant increase in the number of reports and enquiries received. This could be attributed to the enhancements made to the Fair Consideration Framework. Issues related to termination, dismissal, or retrenchment and human resource policies arising from the COVID-19 situation played a part in the rise in numbers as well.

Similar to the last FY, the top three issues* handled from 1 April 2020 to 31 March 2021 were fair consideration for Singaporeans (1 in 3), age (1 in 8) and gender (1 in 13).



*The top issues were calculated based on the total number of cases when each issue was recorded. The total number of complaints do not add up to the total number of cases, as each complaint could lead to more than one case lodged (e.g., religion, gender and race).

Publicity

Embrace senior workers for a fair and inclusive workplace

新加坡 (Singapore)

蔡文美支持 女医生可专心行医

IMPLEMENT FLEXIBLE WORK ARRANGEMENTS FOR GREATER BUSINESS SUCCESS

Brought to you by TAFEP

Have you heard about Flexible Work Arrangements (FWAs) — i.e. variations from the usual work arrangements? You may be familiar with working from home or telecommuting due to the coronavirus pandemic. How about job sharing and staggered start?

Whether it's flexi-time, flexi-leave or flexi-places, FWAs can help employees achieve work-life harmony and at the same time, give companies a competitive edge in attracting and retaining talent.

Take the quiz below to learn more about the different types of FWAs and how you can make flexible work a win-win for the organisation and yourself!

10:00 A.M. GO TO WORK

John's mother recently had a bad fall and fractured her hip. She needs to go for regular physiotherapy sessions at 8.30am, thrice a week. She needs John's help to take her to the appointments. However, as John starts work at 8.30am, he is unable to accompany his mother and make it to the office on-time. What should he do?

- Quit his job
- Use his annual leave to accompany his mum for physiotherapy
- Discuss flexible work arrangements (FWAs) with his employer

motherhip

S'porean missed his dying father's last moments as he was held back at work by manager

"The employer acknowledged that they should have handled the matter more sensitively and empathetically." TAFEP

Senior Reporter | October 10, 2020, 12:08 PM

As your wife, at 11 o'clock, for the 2nd & 3rd time, reading out again & over again "I have to go off & my mother has reached the hospital & is waiting for me, but I received an unexpected response, which is, 'You thought that your mother is not being concerned about your father's wellbeing?'"

But what gives me off is that my CEO did not allow me to run down to the hospital immediately, as prompted by the doctor, to witness my father's passing & having that words & prayers to my father.

Until today, I cannot & will never forgive my CEO for what he had indirectly done to me, father.

男子因公司拒放人而见不到父亲最后一面 TAFEP作出回应

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Today

Employer has apologised to man who was not allowed to visit dying father: TAFEP

Extending assistance for Employers

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 FY20, there were a total of 630 calls and appointments. Most enquiries were COVID-19 related. The top enquiries were on the Job Support Scheme and cost-savings measures.



630 calls and appointments in FY2020



Reviewing Key Achievements and Breakthroughs for the Year

Responsible Retrenchment Webinar

6 AUG 2020

TAFEP organised a webinar on Responsible Retrenchment Practices in collaboration with the Institute for Human Resource Professionals (IHRP) on 6 August 2020, to share ways to conduct retrenchment responsibly and sensitively if retrenchment was indeed the last resort. The webinar was attended by the Human Capital (HC) Partners and IHRP certified professionals.

A panel of experts from TAFEP, the HR community, MOM and Workforce Singapore spoke about the

guidelines from the Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment (TAMEM), and gave their views and advice on responsible retrenchment. Case examples were also shared, and the panel took many questions from the engaged audience.

Close to 600 HCPartners and IHRP certified professionals attended this event.



Flexible Work Arrangements (FWAs) Publicity Campaign

AUG 2020 - JUL 2021

To encourage the long-term adoption of FWAs among employers so they can remain productive and competitive in the new business environment, a series of advertisements on FWAs was rolled out online as well as across TAFEP's social media channels from August 2020. The advertisements aimed to generate a higher awareness of FWAs, educate employers on the various types of FWAs, and facilitate the implementation of FWAs through the provision of useful tips.



WHAT ARE THE TYPES OF FLEXIBLE WORK ARRANGEMENTS EMPLOYERS CAN IMPLEMENT?

If you are an employer who seeks to implement Flexible Work Arrangements (FWAs) for business sustainability, you have to consider the types of FWAs that best meet your business and employees' needs. Though there are many FWAs available, you may begin by considering these few:

<div style="background-color: #f9f9f9; padding: 5px; border: 1px solid #ccc;"> <p style="text-align: center; background-color: #e0e0e0; margin: 0;">Telecommuting</p> <p>What is it?</p> <ul style="list-style-type: none"> • A flexi-place arrangement where employees can perform their jobs at a location other than the workplace • Uses information and communication technologies to enable employees to connect with clients remotely <p>Benefits</p> <ul style="list-style-type: none"> • Reduces commute time which can be spent more effectively at work • Helps business reduce operating costs </div>	<div style="background-color: #e0e0e0; padding: 5px; border: 1px solid #ccc;"> <p style="text-align: center; background-color: #e0e0e0; margin: 0;">Part-Time Work</p> <p>What is it?</p> <ul style="list-style-type: none"> • An arrangement that allows employees to work reduced hours on a regular basis • Employees work less than 35 hours in a week, including those who work less than a full day at week or only some days per week <p>Benefits</p> <ul style="list-style-type: none"> • Allows employers to provide coverage of duties during peak periods or when work needs to be done only at particular times • Access to wider talent pool such as: back-to-work individuals </div>
<div style="background-color: #e0e0e0; padding: 5px; border: 1px solid #ccc;"> <p style="text-align: center; background-color: #e0e0e0; margin: 0;">Job-Sharing</p> <p>What is it?</p> <ul style="list-style-type: none"> • An arrangement that allows two or more part-time employees to share the responsibilities of a single workload • Employees usually work at different times during the day or week, or on alternate weeks <p>Benefits</p> <ul style="list-style-type: none"> • Helps companies attract and retain employees who need reduced work hours • Enables exchange of skills and knowledge between job sharers </div>	<div style="background-color: #e0e0e0; padding: 5px; border: 1px solid #ccc;"> <p style="text-align: center; background-color: #e0e0e0; margin: 0;">Staggered Time</p> <p>What is it?</p> <ul style="list-style-type: none"> • An arrangement that allows employees to vary their daily start and end times to suit their personal commitments • Flexible time bands are created to let employees choose their preferred start and end times <p>Benefits</p> <ul style="list-style-type: none"> • Helps employees avoid peak-hour travelling • Helps the business extend operating hours at no extra labour costs </div>

SUSTAIN YOUR BUSINESS WITH FLEXIBLE WORK ARRANGEMENTS

DISCOVER THE DIFFERENT TYPES OF FWAs AT [TAFEP.SG](https://www.tafep.sg)

Tripartite Standards Coaching Clinics

OCT 2020 - PRESENT



220 participants attended the Tripartite Standards coaching clinics in FY20



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.

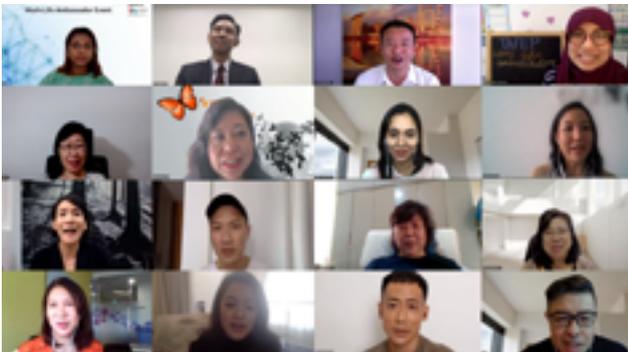
Since October 2020, the coaching clinics have helped educate many employers on three key Tripartite Standards: Recruitment Practices, Flexible Work Arrangements, and Grievance Handling.

Participants were provided an overview of practices pertaining to fair recruitment, flexible work arrangements and grievance handling and were taught the ways to implement them at the workplace. In-class exercises, videos and case studies were shared to showcase examples of common workplace scenarios. A Question-and-Answer segment followed at the end of each session for participants to raise questions and doubts. 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 companies to adopt the Tripartite Standards. About 220 participants attended the clinics in FY20.

Work-life Ambassador Virtual Event

27 OCT 2020



TAFEP organised the inaugural Work-life Ambassador Event on 27 October 2020. This virtual event gathered a core group of 15 Work-Life Ambassadors together with tripartite partner representatives from the Ministry of Manpower, the Prime Minister's Office, Singapore National Employers Federation (SNEF), National Trades Union Congress (NTUC) and TAFEP.

The event served to kick-off the Work-Life Ambassador Scheme, a tripartite initiative developed in response to the Citizens' Panel recommendation to cultivate work-life advocates who will raise awareness about the value of work-life harmony in workplaces and the community. This diverse group of Work-Life Ambassadors, range from business leaders, HR practitioners and consultants to employees across a spectrum of industries, and are part of a growing community of like-minded individuals seeking to encourage and inspire employers to implement sustainable work-life practices.

The Value of Flex: Leveraging Flexible Work Arrangements for Organisational Effectiveness Webinar

5 NOV 2020

TAFEP co-organised 'The Value of Flex: Leveraging Flexible Work Arrangements for Organisational Effectiveness' webinar with the National Council of Social Service (NCSS) on 5 November 2020.

During the webinar, an overview of the current work-life trends was provided by Judith, a TAFEP officer

who is also a trained work-life consultant. She presented the types of work-life programmes available, and shared TAFEP's four-step implementation model that can help companies implement an effective and sustainable work-life strategy. Additionally, participants were taught to develop an effective monitoring system so that the benefits of FWAs to organisations and employees can be tracked.

Ms Leong Lai Cheng, Chief Operating Officer of TOUCH Community Services, a not-for-profit charity organisation in Singapore, proceeded to share on TOUCH's journey in implementing FWAs, which included the roadblocks they encountered and the various steps they took to overcome them.

About 100 participants from the social service sector attended this webinar. The webinar garnered positive feedback, where all the attendees found the content to be relevant and useful.



Workforce Resilience: COVID-19 and Beyond Webinar

26 NOV 2020



TAFEP conducted the 'Workforce Resilience: COVID-19 and Beyond' webinar in partnership with the Workforce Advancement Federation (WAF) on 26 November 2020. The webinar aimed to inspire employers to be flexible in order to preserve the jobs for their employees in the time of crisis. Through the webinar, participants learnt that where retrenchment is the last resort, employers would need to conduct it responsibly in accordance with the Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment.

Company representatives shared insights on how they had successfully saved jobs in the hospitality and training industries during the pandemic through several cost saving measures while at the same time, were preparing for the future by making their workforce future-ready.

Over 200 participants attended this webinar and benefitted from the sharing.

Human Capital Development: A Key to Business Success Webinar

17 DEC 2020

The 'Human Capital Development: A Key to Business Success' webinar was held on 17 December 2020, where Mercer Singapore shared the key findings from a research study which was done in partnership with TAFEP. The aim of the study was to understand how human capital (HC) practices impact business performance. 80 employers had participated in this study across a spectrum of industries.

The research study found that organisations with good HC practices had successfully built a strong partnership between businesses and HR leaders. This had allowed for the successful implementation of HC strategies that effectively drove and sustained business success. This was achieved through:

- A higher awareness of the key role that people play to the business, with HCPartners taking more proactive steps in investing in HR practices and giving HR a voice at strategic business meetings.
- Keeping people as part of the business strategy, where HCPartner leaders believed that HR leaders could influence business decisions, leading to greater alignment of HR programmes to business priorities. They were also committed to investing in people initiatives, and viewed the people development plan as an enterprise, measuring the effectiveness of initiatives through returns on investment.



- HR leaders displaying a strong commercial acumen and a keen awareness to grow the organisation through the effective use of HC practices; and a strong ability to obtain buy-in from key stakeholders.

HCPartners Rohde & Schwarz Asia Pte Ltd and Merlin Entertainments presented their HC best practices in the areas of career development, talent acquisition and employee engagement. Rohde & Schwarz talked about the programmes which they had put in place to address the talent gap that existed when they first set up their first research and development (R&D) lab in Singapore. They spoke about how the strategic approach they took towards their local talent engagement practices had successfully enabled the organisation to remain competitive through their ability to attract and retain the right talent, as well as strengthen their talent pipeline. Merlin Entertainment provided some insights into their talent acquisition strategy and how this had allowed the company to continue to attract talent and remain competitive in the tight workforce market within the tourism industry.

About 120 HCPartners, Tripartite Standards adopters and members of the IHRP community attended this webinar.

Fair and Responsible Employment Practices Webinar

4 MAR 2021

TAFEP co-organised a Fair and Responsible Employment Practices webinar with the National Environment Agency

(NEA) on 4 March 2021. The webinar focused on the principles of fair employment, fair recruitment, and provided quick tips on discriminatory terms and the Tripartite Standard on Grievance Handling. Common pitfalls and case study examples were shared, with a robust discussion during the Question-and-Answer session on fair and responsible employment practices as well as the Employment Act.

Over 200 HR and business leaders from the Cleaning, Waste Management and Pest management industry attended this webinar.

Post Committee of Supply (COS) 2021 Dialogue

23 MAR 2021

Since 2019, TAFEP has been organising post-COS dialogue sessions especially for HCPartners. These sessions focused on manpower issues relating to the Budget as well as COS debates.

At the 23 March 2021 session, MOM shared on the various grants and policies under COS 2021 and covered the key measures for businesses such as the SG United Package, Progressive Wage Model (PWM), Job Transformation Map (JTM) and how the government was supporting business growth and the upskilling of employees amidst the pandemic.

During the dialogue session which was moderated by Professor Annie Koh, Senior Minister of State for Manpower,



Mr Zaqy Mohamad fielded questions on employment workplace practices, work pass issues, and labour concerns during the time of COVID-19.

Attended by close to 200 participants, the session also saw the recognition of 11 newly-admitted HCPartners representing 15 firms into the HCP community of exemplary employers.

Essentials in Fair and Responsible Termination of Employment Contracts Workshop

25 MAR 2021

A new workshop on the Essentials in Fair and Responsible Termination of Employment Contracts was developed to focus on the salient features of dismissal and retrenchment together with the sharing of best practices. Participants learnt the proper ways to bring employment contracts to a close in the unfortunate event that employees were retrenched, even though retrenchment should be considered only as a last resort. This is in line with the intent of the Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment which is to ensure that retrenchment is done in a fair and responsible way.

Over 20 employers attended the first run of the workshop and found the training to be useful and informative.



New initiatives on Fair Employment Practices

Employer Education and Engagement in a Hybrid Work Environment



COVID-19 saw TAFEP moving onto virtual platforms to engage employers and HR professionals, to ensure that our education and capability development efforts continued even as most organisations shifted to work-from-home; while concurrently deepening partnerships to strengthen outreach. This allowed us to provide easy access to information and resources to support employers in managing key employment issues and challenges facing them throughout the year.

TAFEP eNews

To ensure that employers were informed of key employment issues and workplace trends, TAFEP continued with the dissemination of content via regular newsfeed "TAFEP eNews", covering a wide range of topics on fair and progressive employment practices.

During the Circuit Breaker, we increased the frequency of the TAFEP eNews so that employers received timely and relevant information, such as updates on relevant advisories, as well as resources and guides on workplace issues of growing importance. These included information on how to implement telecommuting, important elements in a responsible and compassionate retrenchment and tips for supervisors on managing remote teams.

To allow better ground sensing on current issues of concern, TAFEP also conducted dipstick polls online to better understand employers' experiences and challenges faced in these areas such as working from home and how employees were coping with changes in technology during the year. These insights allowed us to develop suitable resources to support employers and address issues and challenges surfaced.

In FY20, TAFEP sent about 50 issues of the TAFEP eNews to an average of 6,000 individuals monthly from our database of mailing list subscribers and Tripartite Standards adopters, and further shared the content on our social media platforms.



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Workshops

To develop employer capability to address key employment issues faced during this time period, TAFEP also introduced new workshops, including:

- **Essentials in Fair and Responsible Termination of Employment Contracts:** Employers learnt not only to bring employment contracts to a close so that they are in line with legislations, but also fair and responsible ways to manage retrenchment.
- **Tripartite Standards Coaching Clinics:** Employers gained a deeper understanding of the various good employment practices that should be implemented at the workplace. The clinics are Tripartite Standards on Recruitment Practices, Flexible Work Arrangements, and Grievance Handling.
- **Fair Hiring Clinics:** Employers understood the importance of adhering to the Tripartite Guidelines on Fair Employment Practices (TGFE) and adopting fair and merit-based recruitment practices. They were guided in ways to assess and select job applicants on merit as well as techniques on how to recruit fairly, e.g. crafting fair job advertisements and job application forms, and conducting job interviews in a fair manner.

Use of Technology to Crawl Job Advertisements

To strengthen fair and inclusive hiring practices amongst employers and tackle the issue of discrimination upstream, TAFEP worked with Workforce Singapore to proactively crawl and review all job postings published on MyCareersFuture via social listening technology, so that employers can be notified of any potentially discriminatory terms or mentions that they have included in their job advertisements.

e-Learning Modules & Videos

- **Tripartite Standards:** An overview of the Tripartite Standards (TS) and a step-by-step guide on how to adopt them.
- **What is Grievance Handling?:** A two-part video series on the specifications of TS on Grievance Handling, comprising an introduction to grievance handling, its purpose and benefits, and key features of a grievance handling procedure.
- **Fair Recruitment Practices for Employment Agencies:** A video aimed at providing employment agencies with information on the new Employment Agency Licencing Conditions and how to comply with the fair recruitment requirements set out in the TGFE when recruiting on behalf of their clients.



Building Work-Life Harmony and Flexible Work Arrangements within the Community



The promotion of work-life harmony practices, particularly flexible work arrangements (FWAs), was an important focus in FY20, as the latter gained prominence as a way for organisations to ensure business continuity amidst the safe management measures in place, and for employees to manage work and personal responsibilities. TAFEP stepped up efforts to engage the community and raise awareness of the value of work-life initiatives as well as develop resources to support employers in implementing sustainable and effective work-life strategies.

Engagement Initiatives to Promote Work-life Practices

The Work-Life Ambassador scheme (WLA scheme) was initiated as a tripartite response to the recommendations from the 2019 Citizen's Panel. TAFEP has undertaken the engagement efforts for this scheme, supported by tripartite partners, to nurture a community of work-life advocates made up of business leaders, HR practitioners and individuals.

The WLA Scheme currently has over 100 Work-Life Ambassadors (WLAs), and is poised to grow as more join the effort to promote work-life harmony in Singapore.

Supporting the Alliance for Action on Work-Life Harmony (AfA-WLH)

The AfA-WLH was launched in March 2021 to entrench and enhance work-life practices in local workplaces during the COVID-19 pandemic and beyond. As part of this effort, TAFEP organised three forums for participants to ideate and create novel initiatives to propagate the work-life message amongst employers and the community. To synergise and multiply efforts, TAFEP also shared work-life trends and best practices at sector-specific forums organised under the auspices of the AfA-WLH.

WLAs have also been mobilised to lead the development of the various work-life initiatives that were mooted at the WLH Community of Practice sessions, and will be showcased by the end of 2021.

Telecommuting Guide

The Telecommuting Guide was developed to encourage and support Singapore employers in the implementation of a sustainable telecommuting arrangement as an option that meets both the organisational and operational needs of the employer, as well as the personal and professional needs of employees, during and beyond the COVID-19 pandemic.

Developed as a practical guide for human resource leaders and practitioners, this resource aims to address key employment practices and highlight processes that are impacted by the shift to a new way of working and operating environment, where flexible options such as hybrid working are the new norm.

The Guide focuses on important considerations and best practices, combined with insights from Singapore-based employers who have successfully integrated telecommuting as a part of their overall people strategy and/or in their response to the COVID-19 crisis, and covers 5 key areas:

- **Plan:** Considerations before the implementation of telecommuting.
- **Attract:** Considerations for conducting virtual hiring and virtual onboarding processes; and key differences to note.
- **Engage:** Ways to keep the hybrid workforce engaged through 5Cs – Care, Connection, Camaraderie, Collaboration, Communication.
- **Perform:** Areas of the performance management process that needs to be reviewed to ensure fair and effective evolution of virtual employees' performance.
- **Develop:** Ways organisations can encourage the continuous development of knowledge and skills in a hybrid workforce.



Developing Progressive Employers

In FY20, TAFEP continued to invest resources into developing progressive employers and uplift employment standards in Singapore. These efforts included research studies conducted on exemplary employers in order to distil the practices and programmes that set them apart as employers of choice.

Beyond 2020: DNA of Progressive Employers

TAFEP commissioned the Human Capital Leadership Institute to analyse data collected from the Tripartite Alliance (TA) Award 2021 finalists, who have excelled in the respective award categories, to decode the DNA of progressive employers.

The data was gathered through:

- TA Award submission forms;
- Employee opinion surveys;
- Focus group discussions;
- Interviews with CEO and senior management; and
- supplemented with practitioner and academic articles.

The research identified five building blocks that make up the DNA of progressive employers which enabled the adoption and sustained implementation of progressive employment practices:

#1. Collaborative Networks: Progressive employers cultivate mutual trust (between the organisation and employees, as well as between employees) and social capital within the organisation to encourage open as well as transparent communication, and facilitate relationships between diverse employee groups to achieve business goals.

#2. Employee Voice: Progressive employers value employees' feedback and leverage multiple platforms for employees to share their views and to surface concerns to top management. They also provide a safe and secure environment for all employees to express themselves without fear of negative repercussions and take appropriate action on feedback given.

#3. Continuous Evolution: Progressive employers embrace change and continually improve their processes, programmes, and practices to achieve superior business outcomes. They must be willing to experiment with new ways of working to improve the status quo and leverage data to track and measure effectiveness.

#4. Talent Optimisation: Progressive employers look beyond employees' current capabilities by considering their future potential. They leverage employees' strengths and capabilities by investing resources and providing fair opportunities to facilitate skills development thus enabling employees to reach their full potential and safeguard their employability.

#5. Holistic Care: Progressive employers adopt a holistic approach to caring for their employees' well-being. They provide adaptive workplace programmes and practices, different career pathways and work arrangements, to better meet employees' career and life stage needs and aspirations for professional and personal success.

Building the five blocks requires employers to constantly align and realign their *organisational essentials* (i.e. pre-requisites that employers must have such as culture, organisational commitment and communication strategies) with their *pathways* (i.e. actions employers can execute such as policies, programmes and practices) to be progressive. The report also shares key actions that organisational stakeholders (i.e. leaders, HR professionals, managers and employees) can take to develop the DNA and advance progressive employment practices in their organisation.

The report was launched at the TA Award Presentation Ceremony in August 2021 and is available on TAFEP's website.

Research Study on Human Capital Partners (HCPartners)

TAFEP partnered with Mercer Singapore on this research study to understand how Human Capital (HC) practices impacted business performance, and involved 80 organisations across different industries, including 52 HCPartners.

The findings of the research study were shared at the "Human Capital Development: A Key to Business Success" webinar held on 17 December 2020. More findings from the survey will be shared at various forums in the following year.



Supporting the National Wages Council's Call for Flexible Wage Systems

In October 2020, the National Wages Council (NWC) reiterated the call for employers to implement a flexible wage system (FWS) in its Supplementary Guidelines recommendations under the challenging circumstances posed by the COVID-19 outbreak. As part of long-term measures to sustain businesses and employability, TAFEP began its efforts in developing a suite of employer education, tools and various forms of assistance to support employers in their implementation journey. Key resources and platforms included partnerships on workshops, clinics, webinars, advisory and mentorship through 1:1 consultations.

Multi-pronged efforts to enable adoption of Progressive Workplace Practices

TAFEP provides advice and assistance to individuals who have experienced discrimination at the workplace or in the recruitment phase. When a complaint is filed, TAFEP reviews the HR practices of the company involved and advises 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 build fair, inclusive and progressive workplaces. For companies that are found to have breached the Tripartite Guidelines on Fair Employment Practices (TGFE), TAFEP works closely with the Ministry of Manpower to take action against these companies.

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

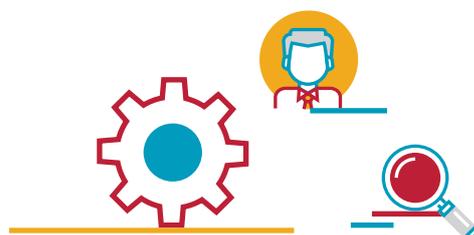
Words or phrases that indicate a preference for non-Singaporeans should not be used in job advertisements

A member of the public reported to TAFEP on a discriminatory job advertisement that had been posted on an online job portal by a company from the telecommunications sector. The advertisement was for the role of an Accounts Assistant and specified that it preferred a candidate with a valid Singapore Employment Pass.

Outcome:

The company explained that their intention was to fill the role with a candidate who was eligible to work in Singapore, clarifying that this included Singaporeans, and that the phrase "preferred" was meant to reflect a candidate who had the required credentials to work in Singapore. It added that there were Singaporean applicants whom they were also considering for the role. The company, however, acknowledged that the job advertisement did not represent their intentions clearly enough, and removed the advertisement immediately when TAFEP contacted them.

TAFEP assessed that the company failed to abide by the TGFE and referred the case to MOM, who assessed that the company did not provide a valid explanation and debarred it from applying for and renewing work passes for 12 months.



CASE 2:**Gender**

Companies 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 posting on Facebook. The advertisement specified that the company was "Hiring Male Workers".

Outcome:

The company, a manufacturer of packaging and paper products, explained that the job was physically demanding and that the employee would be required to move heavy loads of 300-500 kg of raw materials and 50 kg of paper daily. Hence, they felt that females would not be suitable for this role. By indicating "Hiring

Male Workers" in the job advertisement, the company thought that they were making their requirements clear and could avoid dealing with enquiries from ineligible candidates.

It was found that the staff responsible for posting the job advertisement was unaware of the TGFEF and had inadvertently included the discriminatory specifications. The company expressed regret about their oversight and removed the discriminatory post immediately after being contacted by TAFEP.

TAFEP assessed that the company failed to abide by the TGFEF and referred the case to MOM, who assessed that the company did not provide a valid explanation and debarred the company from applying for and renewing work passes for 12 months.

CASE 3:**Workplace Harassment**

Workplaces should be safe, and a zero tolerance approach towards workplace harassment should be adopted so that everyone can carry out their work productively

Mary*, a former HR manager of a company within the financial industry, alleged that the HR Head of Department (HOD) verbally harassed her at a meeting by passing inappropriate comments with sexual overtones. Greatly affected by the comments, she filed an internal report within the company but was not provided an update.

Mary eventually approached her Member of Parliament (MP), appealing for an investigation to be conducted, so that the company could take appropriate action against the harasser.

Outcome:

The MP referred the appeal to TAFEP. TAFEP engaged the Chief Executive Officer (CEO) on the matter as the alleged harasser was the HOD of the HR Department. The CEO and the Legal Counsel investigated into the complaint. The company then acknowledged that inappropriate comments were made, and served the HOD with a warning letter.



Subsequently, the company provided TAFEP with their whistle blowing and grievance handling policy for review, which TAFEP found to be robust. TAFEP then requested for the company to update the complainant on the outcome of the investigations as well as actions taken.

The case was closed after TAFEP assessed the company's investigations and follow-up actions to be adequate, fair, and in adherence to the Tripartite Advisory on Managing Workplace Harassment. TAFEP also reiterated the need to communicate clearly and promptly to employees so that they are aware of the policies and procedures pertaining to filing of reports and handling of grievances.

*Names have been changed to preserve confidentiality

How TAFEP's engagements helped to achieve better outcomes on Retrenchment Benefits

TAFEP engages employers who embark on retrenchment exercises to ensure that they carry out the retrenchments responsibly and fairly, and that measures undertaken by the company adhere to the Ministry of Manpower's mandatory retrenchment notification requirements 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 company'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 companies that are unionised. This will achieve positive outcomes for both employers and employees.

In May 2020, MOM released the Advisory on Retrenchment Benefit Payable To Retrenched Employees As A Result Of Business Difficulties Due To COVID-19. With this advisory in force, companies facing financial difficulties were urged to provide ex-gratia lump sum payments (equivalent to 1 to 3 months' salary) to the retrenched employees if they were unable to pay the retrenchment benefits stipulated in the TAMEM.



Case 1

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

Linda* worked as an Accounts Manager for a company in the retail industry. The COVID-19 pandemic had caused the company to lose a major contract in 2020, which was a major component of its revenue stream. As a result, the company had to shut many of its retail shops linked to the contract. Linda, along with 10 other employees servicing the contract were retrenched as a result. Linda was aggrieved that the impacted employees were not given any retrenchment benefit despite their years of service and sought TAFEP's assistance to get compensation from the company.

The company initially refused to pay retrenchment benefits, and said that there was no legal requirement to do so. In addition, it had been making losses since 2020 and thus had no financial capacity for payment.

Outcome:

TAFEP found that the company had some reserve funds, but the company insisted that the funds were to be set aside for its restructuring plans. It took TAFEP several

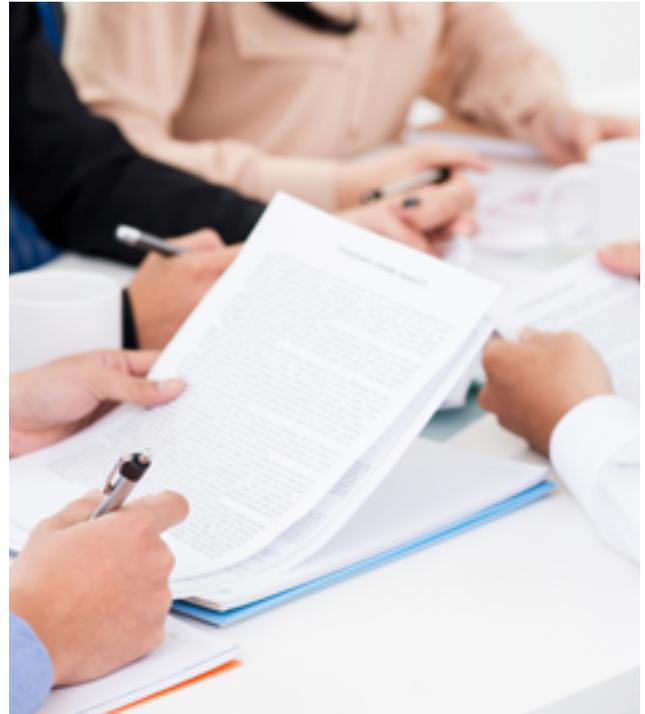
months of persistent engagement with the company to finally change their position on non-payment of retrenchment benefits. Through TAFEP's engagement, the company agreed to pay an ex-gratia sum to all employees affected by the retrenchment.

Despite the better outcome, Linda was dissatisfied with the ex-gratia amount. She felt that the company had the means to provide more, especially to the longer-serving employees. Further consultations with the company revealed that it was unable to provide more as it needed funds for business continuity, to support salary payments for remaining employees and debt repayments. The company also expected to continue making losses for the next few years as it tries to pivot its business during trying times. TAFEP explained to Linda and her colleagues that while companies were encouraged to abide by the Tripartite Advisory, the current pandemic had resulted in business difficulties for many employers and there was a need to keep businesses afloat and safeguard jobs. Moreover, the company had acceded to provide an ex-gratia payment to Linda and her colleagues, which was an improved outcome from having no retrenchment benefits. Linda accepted this outcome after TAFEP explained the situation.

Case 2

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

A manufacturer of professional audio-visual equipment released 15 employees without paying any retrenchment benefit to them. Some of the employees lodged their cases with the Tripartite Alliance for Dispute Management (TADM) for wrongful dismissal and non-payment of retrenchment benefit. There were also union members amongst them. TAFEP engaged the company to find out more about their circumstances. This was done in close coordination with TADM who was assisting the affected union members.



*Names have been changed to preserve confidentiality

Outcome:

TAFEP spoke to the company's Financial Controller and requested for the company to review their decision, urging them to offer a fair retrenchment package to the affected employees in accordance with the TAMEM. Although retrenchment benefit is not mandatory under the law, the company should align itself with the practices outlined in the TAMEM and pay 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 company. Concurrently, TADM also spoke to the company, mediating on behalf of affected union members in the group. Both TAFEP and TADM reinforced the same message in nudging the company to retrench fairly and responsibly.

The company shared with TAFEP that its business had been severely impacted by the COVID-19 pandemic. Its orders had dropped by more than 65% compared to the previous year's. Globally, many countries had gone into lockdowns and customers were either putting their projects on hold or had cancelled them. The company was facing great uncertainties in the months ahead. Nevertheless, after listening to our advice and persuasion, the Financial Controller agreed to discuss the matter with the company's headquarters overseas to seek approval for any retrenchment benefit to be paid. After several rounds of follow-up engagements, the company eventually agreed to pay retrenchment benefit to eligible employees based on 0.3 months of salary per year of service with no cap on the number of years of service.

Tripartite Standards

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 named 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 working through trade associations and HR partners. Since the launch of the Tripartite Standards on 31 July 2017, more than 10,000 organisations have declared their commitment to having fair and progressive workplaces and have adopted the Tripartite Standards. Due to the COVID-19 situation, clinics and briefings were moved to virtual platforms from April 2020. Also, more employers were seen adopting the Tripartite Standard on Flexible Work Arrangements (FWA) following the announcement of the Work-Life Grant to incentivise companies to sustain the use of FWAs during the pandemic and beyond. On 24 April 2021, the ninth Tripartite Standard on Work-life Harmony was launched.



>10,000 organisations have declared their commitment to having fair and progressive workplaces and have adopted the Tripartite Standards

Employer Quotes



“Amity benefits from a diversity of talent, drawn from a multi-cultural and multi-generational workforce. Hiring is based on merit and attitude; and we believe in encouraging and supporting employees in their professional development. The Tripartite Standards (TS) have helped add value to our organisation, making a positive impact on our corporate image and identity. It is what differentiates us, through progressive practices such as offering multiple FWA options and promoting other work-life balance practices such as Birthday Leave, Eat With Your Family Day (EWYFD). We are very proud to have adopted the TS.”

Prof Leon Choong

Chief Executive Office
Amity Global Institute



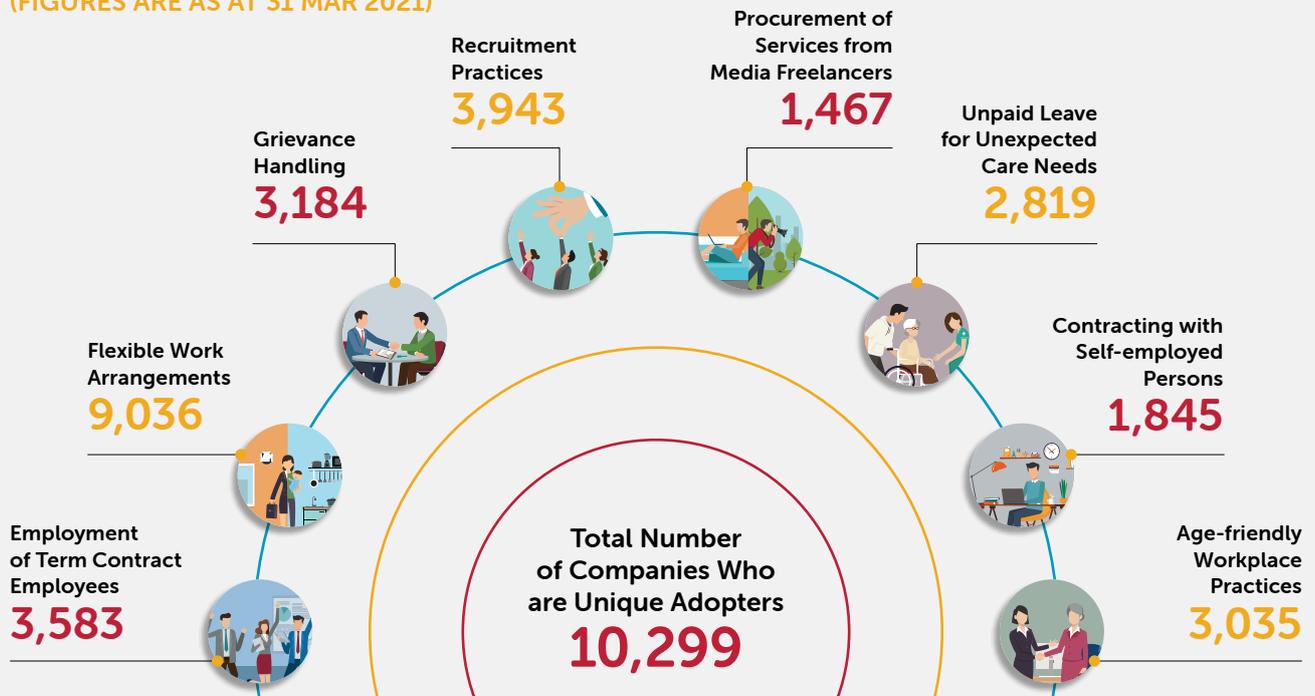
“Garlock Singapore embraces diversity where one’s differences in culture, values and experiences are greatly valued as we believe that diversity drives creativity and innovation. Our hiring practices are based on the suitability and cultural fit to our organisation. Across Garlock, we conduct unconscious bias training to further emphasise the importance of diversity. The Tripartite Standards (TS) allow for our efforts to be recognised. With the TS, we are positively regarded by the public, and this helps in our corporate branding. It also promotes the attraction and retention of internal talent. By adopting the TS, we are more vigilant in advocating for work-life balance and encouraging diversity. It was a wise choice as we have received a lot of positive feedback to the direction in which the organisation is heading.”

Ms Sherin Lee

Regional Marketing Manager
Garlock Singapore

Number of adopters for the Tripartite Standards

(FIGURES ARE AS AT 31 MAR 2021)



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 HCPartners (Service Standards)

We recognise and support our HCPartners' efforts to invest in human capital and adopt fair and progressive

workplace practices. To support their effort, we provide an MOM dedicated hotline for queries from our HCPartners on MOM policies and transaction to be managed expediently. To date, over 11,800 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, such as the webinars on responsible retrenchment and on how human capital development is a key to business success, as well as a dialogue with Senior Minister of State, Mr Zaqy Mohamad, on manpower issues relating to the 2021 Budget and 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 the Human Resources Magazine, and in the quarterly HCP Conversations e-newsletter.

HCP Conversations E-Bulletins
(Apr, Jul, Oct 2020, Jan 2021 issues)

1. Shopee is a major player in the regional e-commerce industry supported by a diverse group of talents. To Shopee's management, what is the role of human capital in business success?

Talent is one of the key drivers of competitive advantage for businesses to do well. It is essential for companies to continue to invest in their employees and take a long-term view in talent development.

At Shopee, we are committed to attracting top talents and ensuring that they continue to grow and remain competitive. We do this by taking a systematic and robust approach towards Learning and Development across the region. We have Shopee Academy, a training initiative where we give our employees the opportunity to attend a variety of training workshops and programmes across numerous disciplines.

We also have the 'TechReady' initiative, where we organise internal technical sharing sessions and workshops conducted by our in-house subject matter experts and tech teams. Through this, we seek to expand employees' engineering and technical capabilities, and foster their knowledge of data science and big data technology to date. Shopee also invests expertise such as university partnerships, to spearhead learning solutions to meet our employees' knowledge in their respective fields.

At Shopee, we firmly believe in a constant cycle of self-improvement by giving every employee the opportunity to upgrade themselves regularly.

2. The e-commerce industry is growing fast, with new competitors entering the market consistently. What are some of Shopee's key strategies to attract, retain and uplift talent amid this rapidly evolving landscape?

The e-commerce industry is a fast-evolving and rapidly growing one which sets us face new challenges opportunities and demands every day of the way. Having in the upskilling of our workforce is an important part of our talent retention strategy. With this, we developed an effective mix of talent attraction and development strategies that include leadership programmes and developmental initiatives to nurture our local talent pipeline.

At Shopee, we recognise our talent as an integral part of our team and we strive to work with high-impact projects with the potential to make real change. Our mentorship programmes are aimed at providing employees with job shadowing and mentorship to help them grow in their field. We also place the Sea Management Associates program, which is an in-house talent development program for our local talent pipeline.

Firstly, Shopee's office space was designed in a way that ensures our employees have a conducive, well-equipped and comfortable environment that instils a sense of belonging and purpose. Launched in 2018, our new office space gives the opportunity to work in a better project that helps keep them engaged, motivated and excited to work.

For instance, the engineering and design team was tasked to develop a new hardware solution called the 'lightning system' made in wood. This project was supported by our innovation projects that was led by the Singapore Tech Innovation Council at the peak of the pandemic.

All these measures served well for Right employees. As all our staff, Logistics Supervisor and long serving staff who had worked with the company for almost 20 years. It had given us an opportunity to work and keep engaged despite the current situation. There has been no pay cut and the company's future allowed us to be successful again.

More employers in Singapore have pledged their commitment to growing their businesses and staying competitive through progressive employment practices this year. These 28 companies join the HCP family of over 600 employers who believe in practices such as nurturing a stronger local workforce, developing its people across all ages and levels, facilitating skills transfers from foreign to local employees and more. Today, these HCPartners collectively employ over 200,000 locals.

This batch of new HCPartners received their HCP certificates from Mr Josephine Teo, Minister for Manpower and Second Minister for Home Affairs.

At the Engagement Session with Human Capital Partners and Tripartite Alliance Award Winners held on 14 February, Teo said of exemplary employers: **"Beyond embracing a mindset of doing right by their employees, these employers put commitment into action - through long-term people strategies which are core to their business plan, and deliberate effort to meet the changing needs of their workforce. I am heartened that this community of exemplary employers continues to grow."**

Mr Teo also highlighted the best practices of a few companies. Leading new HCPartner Monocast Marine for its efforts in redesigning jobs for mature workers, she said, **"The seniors in our workforce have much to contribute. Enabling them to do so through different phases of a company's growth and transformation can be a boon to the business."**

"It has been a win-win outcome for both Monocast Marine and its employees," she commented.

See the full list of new HCPartners at [TAFEP's website](#).

HumanResources Magazine
– Katoen Natie, Rigel
(Jan - Mar 2021)

OPINION Unconventional wisdom

EMPLOYERS IMPLEMENT COST-SAVING MEASURES WHILE KEEPING EMPLOYEE SAFETY FRONT AND CENTRE

For essential services provider **Katoen Natie**, stringent safety measures allowed those working in the office to observe safe management protocols, while for **Rigel Technology**, an early focus into cost-saving measures such as the option to bring forward leave days from 2021 to 2020 enabled it to keep salaries intact. **TAFEP** finds out more in this exclusive.

When the pandemic struck and Singapore entered the circuit breaker in early April 2020, companies across industries were forced to halt all non-essential activities. In the midst of this, many businesses were forced to close their doors, and those that did not close their doors had to make difficult decisions on how to manage their operations. In the industry, the Tripartite Alliance for Workforce Employees (TAFEP) issued a list of key factors for companies to Singapore - Rigel Technology and Katoen Natie - implemented such measures in their organisations, and how these benefited employees.

CASE STUDY: RIGEL TECHNOLOGY

When the Circuit Breaker started, Rigel Technology (Rigel), a local manufacturer of sanitary ware and fixtures, saw its revenues fall 80% as a result of its business being reliant on the construction sector. Leaders knew it was time to take on cost-saving measures while keeping the shop in afloat - there had to be layoffs, and that employees would continue working their regular working hours.

The first of these measures came in the form of job cuts related to the senior management team. The group CEO led by example by voluntarily going on a month's pay at the start of the circuit breaker, which had helped plenty of employees in offering local employees' wages being an immediate catalyst of the first cost-saving measure. Rigel offered employees the option to bring forward their leave days from 2021, to the next best date used up of that their leave days in 2020. This helped to prevent an impact on their pay as much as possible. Further, the salary of leave was used for older employees aged above 55, helping to meet that the group is more vulnerable to COVID-19.

With the cost-saving measures safely in place, the next priority was to support its employees. One way was through a 'Right to Work' policy, which covered areas such as personal development, a pocket fund assistance, and a list of music. Employees were also given the opportunity to take on development projects that would help keep them engaged, motivated and excited to work.

For instance, the engineering and design team was tasked to develop a new hardware solution called the 'lightning system' made in wood. This project was supported by our innovation projects that was led by the Singapore Tech Innovation Council at the peak of the pandemic.

All these measures served well for Right employees. As all our staff, Logistics Supervisor and long serving staff who had worked with the company for almost 20 years. It had given us an opportunity to work and keep engaged despite the current situation. There has been no pay cut and the company's future allowed us to be successful again.

Unconventional wisdom OPINION

CASE STUDY: KATOEN NATIE SINGAPORE

Katoen Natie, a global supplier of logistics and applied engineering services, was classified as an essential service provider under Singapore's Circuit Breaker regulations. Thus, an essential function of employees was allowed to work in the office during this period.

To ensure the operations were carried out smoothly and safely, the company's first response was to form a taskforce to regular a series of compliance and safety measures to be observed, such as the implementation of the facility safety for strict protocol, which included:

- Work from home programs for 50% of its support staff, although their headcount numbers were approved for a return to the office.
- Staff wear masks and engaged most hours to ensure proper social distancing activities.
- Increased cleaning of the offices and stringent visitor checks.
- Dropping all contractors with large workers being a departure from entering their premises at the start of the circuit breaker, before the Circuit Breaker.
- Checkered board for operations staff to avoid safety hazards.

These measures were also implemented for the period of the circuit breaker.

Carrie Tan, Group Director, Corporate Development & HR, reaffirmed the firm's commitment to its employees. "We have to be on top of our response of making Rigel a safer home for employees as we continue to take care of their wellbeing, health, and safety as far as possible under the difficult times," she said.

"It is an innovation-driven company. We have always viewed employees as one of our greatest assets and a key driving force in our business success. We believe that mutual understanding, flexibility, and communication is especially vital during periods of turbulence and uncertainty."

Employees were also given the opportunity to take on development projects that would help keep them engaged, motivated, as well as better prepare them for the future.

"We truly believe in our company's motto - 'let people make the difference'. As a management team, we especially value each and every individual, and we are committed to ensuring that our employees are able to always play their part in our success. We have always placed our staff's safety and wellbeing first. It allowed a company culture that has always put its people and its people can only be confirmed if we are committed to doing for them. The care of our people can only take care of the company."

Human Capital Partnership Programme Campaign

Brand Videos and Digital Ads

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 highlight the importance of developing employees and were featured on Channel NewsAsia and social media platforms. These videos aimed to raise awareness of the HCP Programme and brand HCPartners as employers of choice.

Despite the COVID-19 pandemic situation, the team continued to work closely with the HCPartners to execute the production of the videos successfully whilst adhering to safety measures and IMDA guidelines. By doing so, we were able to achieve an optimum balance between following regulations, avoiding public scrutiny and enhancing creative storytelling.

NOV - DEC 2020

FedEx Express Singapore
(Talent Development)



MAR 2021

Rohde & Schwarz Asia Pte Ltd
(Skills Transfer)



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 WSH Council is one of three agencies under TAL, along with the Tripartite Alliance for Dispute Management (TADM) and the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP).

The Council works closely with the Ministry of Manpower and other government agencies, the tripartite partners, the industry, and professional 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.



Statistical Highlights

AT 31 MARCH 2021

Programmes



37,943

companies have joined the bizSAFE programme



2,200

Small and Medium Enterprises (SMEs) were visited through the StartSAFE programme



More than

235,000

workers now have access to Total WSH Services



2,370

workers were assisted through the Return To Work programme, of whom **2,081** have successfully returned to work

Industry



Number of workers trained in WSH:

179,690*



Number of WSH Bulletin subscribers:

74,000



Number of SnapSAFE users:

29,000

Schools



Number of students we generated awareness to:

300,000

annually*



Number of students reached through safety & health education materials:

80,000



Number of Student Leaders trained in Student Safety Leadership Programme:

1,500

Youths



Number of Institutes of Higher Learning (IHL) courses infused with safety and health learning:

128



Number of IHL student leaders trained in risk assessment:

8,000



Number of IHL students with WSH learning:

180,000

Union



Number of union leaders trained:

1,581

*Figures are not cumulative and are for the fiscal year 2020/2021

Calendar of Major Events in 2020/2021

2020

- APR** – **27 Apr 2020**
National WSH Campaign 2020
- MAY** – **19 May 2020**
Safe Hands Campaign 2020
- JUN** – **29 Jun 2020**
Singapore Hotel Association's Hotel WSH Week
- 30 Jun 2020**
E-Workshop on Mental Well-Being
- JUL** – **8 Jul 2020**
Singapore Petrochemical Complex (SPC) Annual Health, Safety & Environmental (HSE) Campaign 2020
- AUG** – **6 Aug 2020**
E-Workshop on Office Ergonomics
- SEP** – **1 Sep 2020**
WSH e-Forum for the Logistics and Transport (L&T) sector - WSH amidst COVID-19

- SEP** – **9 Sep 2020**
Webinar on Safe Management Measures and WSH, in collaboration with the Singapore Manufacturing Federation
- 18 Sep 2020**
WSH Webinar for the Landscape Sector
- 25 Sep 2020**
WSH e-Forum for Healthcare Workers
- OCT** – **22 Oct 2020**
Media Learning Journey to Kuan Aik Hong Construction
- NOV** – **5 Nov 2020**
E-Forum on Taking WSH Ownership and Communication by Jurong Island Vision Zero Cluster
- 9 Nov 2020**
WSH Awards 2020
- 17-18 Nov 2020**
Singapore WSH Conference 2020
- DEC** – **1 Dec 2020**
Media Learning Journey on the Meetings, Incentives, Conferences and Exhibitions (MICE) Industry at Marina Bay Sands

- DEC** – **4 Dec 2020**
Webinar on WSH Challenges and Smart Solutions for the Facilities Management Industry
- 7 Dec 2020**
Student Safety Leadership Programme
- 17 Dec 2020**
Webinar on Overview to Total Workplace Safety and Health, in collaboration with the Association of Singapore Marine Industries (ASMI)

2021

- FEB** – **18 Feb 2021**
Webinar on WSH Near-Miss Reporting, in collaboration with ASMI
- MAR** – **4-5 Mar 2021**
Work at Heights Symposium 2021
- 10 Mar 2021**
Training Providers' Forum 2021
- 25 Mar 2021**
Safe Hands Campaign 2021

Singapore Workplace Safety & Health Statistics 2020

There were fewer workplace injuries in 2020, due largely to the suspension of workplace activities in the second and third quarters of 2020 to manage the COVID-19 outbreak. However, injury rates in the fourth quarter of 2020 escalated to pre-pandemic levels.

2019		2020		
No.	Rate per 100,000 Employed Persons	No.	Rate per 100,000 Employed Persons	
39	1.1	Fatal Injuries	30	0.9
629	18.1	Major Injuries	463	14.0
13,111	376	Minor Injuries	10,857	329
13,779	395	Workplace Injuries	11,350	344
517	14.8	Occupational Diseases	528	16.0

Despite work stoppages, Construction continued to account for the highest number of fatalities. Manufacturing was a growing area of concern as its number of fatalities increased from 4 in 2019 to 6 in 2020. In addition, it was the top contributor of non-fatal injuries in 2020, with 110 major and 2,330 minor injuries.

2019		2020		
Major Injuries	Fatalities	Industry	Major Injuries	Fatalities
135	13	Construction	74	9
143	4	Manufacturing	110	6
62	8	Transportation and Storage	50	5
65	2	Accommodation and Food Services	50	0

Falls from height continued to be the top contributor of workplace fatalities, with eight cases in 2020, compared to seven in 2019. Vehicular incidents accounted for four fatality cases in 2020, compared to seven in 2019. Both contributed to 40 per cent of all fatal workplace accidents last year. Slips, Trips and Falls (STF) and Machinery Incidents remained the leading causes of non-fatal injuries, contributing to nearly half of all major injuries in 2020.

2019		2020		
Major Injuries	Fatalities	Causes of Workplace Injuries/Fatalities	Major Injuries	Fatalities
216	3	Falls – Slips, Trips & Falls	159	3
62	7	Falls – Falls from Height	51	8
82	2	Machinery Incidents	58	3
41	7	Vehicular Incidents	36	4

Building Industry Capabilities and Uplifting WSH Standards

Singapore Hotel Association's Hotel WSH Week

29 JUN 2020

Supported by the WSH Council, the Singapore Hotel Association (SHA) kicked off its Hotel WSH Week on 29 June 2020.

During the online launch, Ms Kwee Wei-Lin, SHA President and Chairperson of the WSH Council (Hospitality and Entertainment Industries) Committee, applauded the hotel industry for its resilience and responsiveness to adapt to tough times. She encouraged the industry to keep WSH at the forefront, even in the new norm.

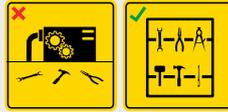
Representatives from Copthorne King's Hotel Singapore, Fairmont Singapore and Swissôtel The Stamford shared good practices, such as the use of a robotic vacuum cleaner and egg machine to reduce contact with guests, hence limiting COVID-19 transmissions. They highlighted that these technologies also helped to protect employees' safety and health by reducing the frequency of repetitive movements and contact with hot surfaces. Other efforts to promote workplace health and employee well-being included virtual workouts and counselling sessions for staff. Similarly, Fairmont Singapore and Swissôtel The Stamford had implemented contactless check-ins and transactions, as well as regular spot audits to ensure the safety and health of guests and employees.

The event, which lasted for a week, ended on a high note on 3 July 2020, with over 100 hotels pledging their commitment to uphold WSH standards and practices.

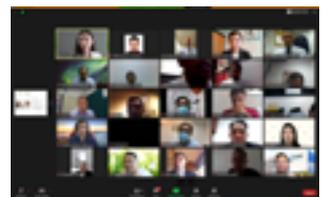
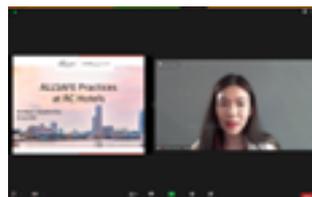
LOOK, THINK, DO.
Look out for danger. Think of how you can protect yourself. Do your work safely.

6 Basic Workplace Safety and Health (WSH) Rules for Workplace Housekeeping

Effective housekeeping can eliminate many workplace hazards, and help get work done safely and properly. **Every year, accidents have occurred as a result of poor housekeeping.** Do your risk assessment and practise good workplace housekeeping.

<p>Organise for safety and productivity.</p> 	<p>Keep walkways and stairways free of obstruction.</p> 
<p>Keep floors clean and dry.</p> 	<p>Return hand tools to original place.</p> 
<p>Regularly inspect the condition of equipment and safeguards.</p> 	<p>Check that signs, labels and floor markings are clearly visible.</p> 

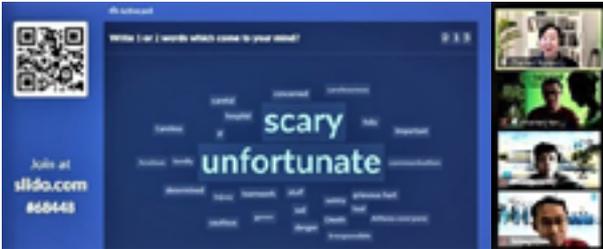
Learn more from the WSH Guidelines on Workplace Housekeeping at www.wshc.sg/resources.



Over 100 hotels pledged their commitment to uphold WSH standards and practices

Student Safety Leadership Programme

7 DEC 2020



Organised and facilitated the inaugural virtual Student Safety Leadership Programme (SSLP) for 30 secondary school Student Leaders

On 7 December 2020, the WSH Council, in collaboration with Hai Sing Catholic School, organised and facilitated the inaugural virtual Student Safety Leadership Programme (SSLP) for 30 secondary school Student Leaders. These Student Leaders came onboard the SSLP, a programme supported by the Ministry of Education (MOE), as part of their preparation for the school's Secondary 1 Orientation in 2021.

The virtual SSLP session covered areas such as basic cognitive understanding of what is "Safety", an introduction to "Hazards" and a Risk Assessment matrix, and the implementation of a risk assessment for various orientation scenarios. An interactive polling survey platform "SLIDO" was also used to assess students' level of understanding of key safety messages and lessons.

Both students and teachers found the session informative and took special interest in the "SLIDO" interactive session and safety video clips. In view of the positive feedback received for this inaugural virtual session, the WSH Council is continuing its efforts to further extend its SSLP outreach to other schools in Singapore.

Work at Heights Symposium 2021

4 & 5 MAR 2021

The Workplace Safety and Health Symposium on Work at Heights 2021 was held on 4 and 5 March 2021. Co-organised by the WSH Council, Singapore Institution of Safety Officers (SISO), Singapore Contractors Association Limited (SCAL), and supported by the Ministry of Manpower, the event aimed to remind the industry of the importance of working safely at height and managing work at height (WAH) safety in the new normal.

In his opening address, Mr John Ng, Chairman of the WSH Council, reminded stakeholders of the spate of workplace fatalities in February, which saw the highest number of recorded fatalities since 2016, at 11 deaths. He called upon the industry to remain vigilant and conduct a Safety Time-Out especially on the use of machinery, and to review all existing WSH provisions and address any potential lapses, so that workers can go home safe and sound to their families.

Hyundai Engineering & Construction Pte Ltd presented the company's innovative project that won them the WSH

Innovation Award in 2020. The innovation not only helped to eliminate WAH hazards but allowed the company to achieve productivity gains and monetary savings. Other speakers from MOM and Wong Fong Academy presented enforcement-related updates on falls from height and insights on Total WSH respectively.

On the second day, SISO and SCAL organised two workshops for WSH professionals and management professionals respectively, where they learnt practical WAH control measures to implement at workplaces and organisational models to address systems and processes relating to WAH safety.

The Symposium, which attracted more than 500 attendees, ended with an interactive panel discussion moderated by Mr Abu Bakar bin Mohd Nor, Deputy Chairman of the WSH Council. In his closing remarks, he urged the industry to have ingrained ownership for better WSH outcomes, leverage technology and innovation for greater productivity while looking after workers' health during the pandemic.



The Symposium attracted more than 500 attendees

WSH Forums/ Webinars

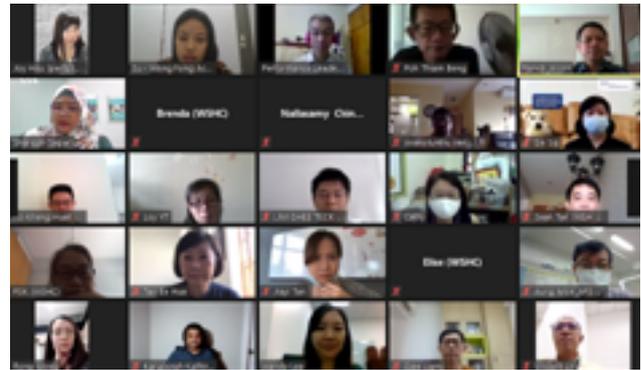
E-Workshop on Mental Well-Being

30 JUN 2020

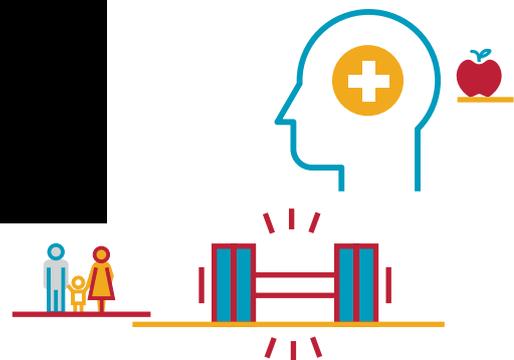
Following the launch of the National WSH Campaign, the WSH Council kickstarted a series of campaign e-workshops to complement the Campaign Microsite and equip employers with in-depth knowledge on how to keep employees healthy.

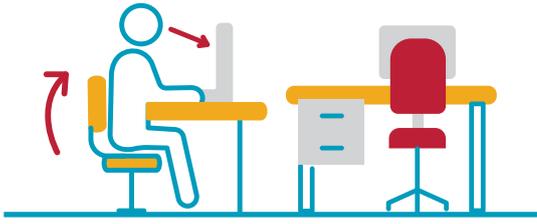
Held on 30 June 2020, the first session titled, "Moving beyond setback – Bouncing back through resilience" focused on managing mental well-being at the workplace amidst the pandemic and was facilitated by Wong Fong Academy, a Total WSH service provider appointed by the WSH Council.

Twenty-five participants, comprising WSH and HR professionals, engineers, educators, as well as



management personnel, learnt about the importance of identifying thinking patterns that caused emotional stress and how to reframe negative events and develop positive thought patterns, amongst others. They were also reminded of the need to show care to other employees through simple acts such as ensuring adequate rest breaks and putting in a word of care.





E-Workshop on Office Ergonomics

6 AUG 2020

As part of the National WSH Campaign launched in April 2020, the WSH Council organised the second session of a series of health-related e-workshops on 6 August 2020. Mr Edwin Yap, Managing Director of ESIS Asia Pacific, an appointed Total WSH service provider, presented an e-workshop titled, "Office ergonomics assessment methodology – virtual assessment".

Recognising that office ergonomics was commonly neglected during the Circuit Breaker period where many were working from home, Mr Yap shared the implications of how poorly designed workstations and poor ergonomic work practices could contribute to common body aches at the back, neck, and shoulder areas. A web-based office ergonomics assessment tool was shared during the e-workshop to help remote workers spot issues related to workspace design and working postures that contributed to their body aches. Mr Yap also encouraged participants to tap on the ergonomics intervention programmes that were funded under the WSH Council's Total WSH Programme.

Twenty WSH and HR professionals, engineers, and management personnel benefitted from this e-workshop and learnt tips on reducing the impact of body strains due to prolonged poor postures.



20 WSH and HR professionals, engineers, and management personnel benefitted from this e-workshop

WSH e-Forum for the Logistics and Transport (L&T) sector: WSH amidst COVID-19

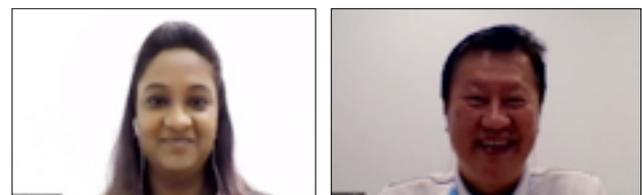
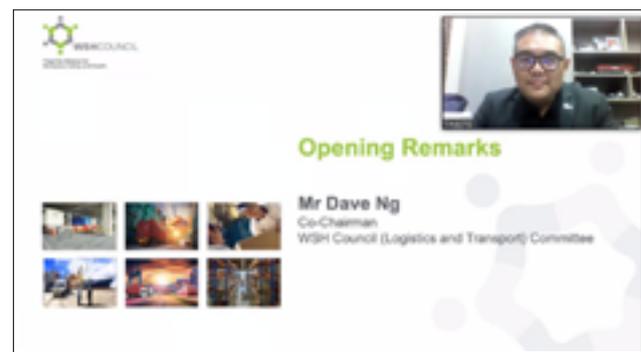
1 SEP 2020

On 1 September 2020, the WSH Council organised its first WSH e-Forum for the Logistics and Transport (L&T) sector, as part of ongoing outreach and engagement efforts, even amidst the pandemic.

The e-forum kickstarted the WSH Council's Drive Safe, Work Safe Campaign 2020 with a video to remind workers to take care of their health to prevent vehicular accidents.

In his opening speech, Mr Dave Ng, then Co-Chairman of WSH Council (L&T) Committee, reminded the industry on the importance of upholding WSH standards while managing the pandemic situation. Mr Ng also encouraged Small and Medium-sized Enterprises (SMEs) to tap on government grants to help them adopt fleet safety management solutions that were made available within the refreshed Logistics Industry Digital Plan. Guest speakers from Sin Chew Woodpaq, the Ministry of Manpower, and YCH Group shared with the audience the integration of Safe Management Measures (SMM) into WSH practices and how technology could be leveraged to better manage operations and uphold safety.

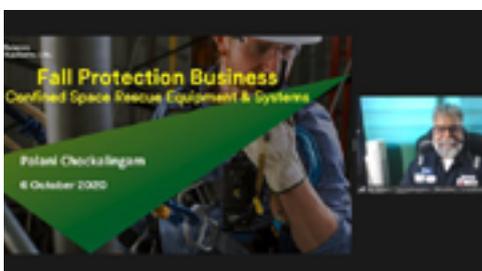
The virtual event saw a turnout of more than 300 senior managers, supervisors, and safety professionals.





Webinar on Safe Management Measures and WSH, in collaboration with the Singapore Manufacturing Federation

9 SEP 2020



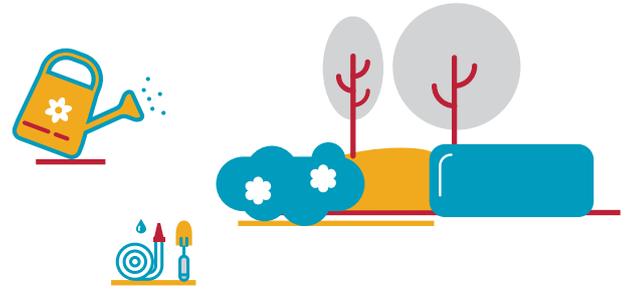
The Singapore Manufacturing Federation (SMF) collaborated with the WSH Council to organise a half-day webinar on Safe Management Measures (SMM) for businesses in the manufacturing sector on 9 September 2020.

In his welcome address, Mr Douglas Foo, Chairman of the WSH Council (Manufacturing) Committee, emphasised the importance of implementing SMM at the workplace and ensuring high WSH standards, especially during the COVID-19 pandemic. Mr Foo commended the 382 companies that came forward to pledge their commitment to keep workers' hands and fingers safe at work since the launch of the Safe Hands Campaign in May 2020.

During the webinar, Mr Gregory Tay, Senior Assistant Director of Occupational Safety and Health Division at the Ministry of Manpower (MOM) spoke about SMM requirements at the workplace and how to implement them, while Mr Ahmad Ridzwan Bin Ahmad Azali, an official from Senoko Energy shared how its company had implemented SMM requirements and maintained good WSH standards. About 220 participants from the manufacturing sector attended the webinar, with many commenting that they had acquired more SMM-related knowledge from the session.

WSH Webinar for the Landscape Sector

18 SEP 2020



Co-organised by the WSH Council, Landscape Industry Association Singapore, National Parks Board, Singapore Arboriculture Society and Singapore Institute of Landscape Architects, the WSH Landscape Webinar 2020 was held on 18 September 2020.

In his opening speech, Deputy CEO of Professional Development and Services at National Parks Board, Dr Yap Him Hoo, commended companies for embracing the challenging times brought about by the pandemic and promptly implementing Safe Management Measures (SMM) to protect their landscape workers. Dr Yap, who is also the Deputy Chairman of the WSH Council Landscape Sub-Committee, emphasised the importance of WSH for workers, businesses, and the community. He urged all

to continue to strive for higher WSH standards by taking ownership to ensure good WSH practices are upheld, looking after workers' health, and adopting technology to eliminate or mitigate workplace risks.

Topics on Stability Control System for Lorry Cranes, Working at Height, and Design for Safety were shared at the webinar, which was attended by more than 260 participants. An interactive Q&A session was also held, where participants sought clarifications on funding support for utilising technology solutions and key WSH concerns for the landscape industry. Many shared positive feedback that the topics and training resources provided were a timely reminder for the industry amidst the pandemic.

WSH e-Forum for Healthcare Workers

25 SEP 2020

Organised by the WSH Council and supported by Tan Tock Seng Hospital, the inaugural WSH e-Forum for healthcare workers was held on 25 September 2020. Themed "Taking Care of the Safety & Health of Carers – A New Normal beyond COVID-19", the e-forum emphasised the importance of continuing WSH in the new normal and featured physical and mental well-being programmes available to help healthcare workers.





In his opening speech, Adjunct Professor Eugene Soh, Chairman of the WSH Council (Healthcare) Committee, thanked the healthcare workers for keeping the nation safe and reminded them to embrace WSH to protect their safety, health and well-being. During the e-forum, guest speakers from the Singapore General Hospital, Tan Tock Seng Hospital, and Johnson & Johnson shared insights on looking at WSH holistically.

Moderated by Professor Teo Yik Ying, Dean, Saw Swee Hock School of Public Health and Deputy Chairman of WSH Council (Healthcare) Committee, the e-forum was attended by close to 200 healthcare workers. The event ended with an interactive Q&A session, where participants were able to glean information on how they can implement WSH effectively on the ground.

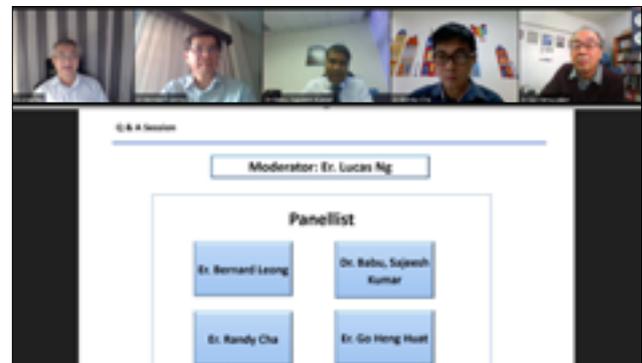


E-Forum on Taking WSH Ownership and Communication by Jurong Island Vision Zero Cluster

5 NOV 2020

With support from the Association of Process Industry (ASPRI) and the Ministry of Manpower (MOM), the WSH Council and the Singapore Chemical Industry Council (SCIC) held the first of a series of Jurong Island Vision Zero Cluster e-forums on 5 November 2020. Themed "Taking WSH Ownership and Communication", the event focused on overcoming operational challenges faced during a plant turnaround.

In his opening address, Mr Lucas Ng, Chairman of Jurong Island Vision Zero Cluster, envisioned every organisation and individual in Jurong Island to be fully accountable for their own safety, health and well-being, and also for their co-workers' and peers'. He urged the top management



to take the lead and openly communicate its commitment to WSH to all employees and stakeholders.

Other guest speakers included Mr Bernard Leong from Petrochemical Corporation of Singapore and Dr Babu Sajeesh from Rotary Engineering, who shared their experiences on how their organisations could overcome WSH challenges during a plant turnaround and reiterated the need for clear communication at every stage. Mr Randy Cha from MOM presented findings from past incidents and insights from some of the lessons learnt. The e-forum attracted more than 200 participants from the Chemical and Process Construction and Maintenance industries.

Webinar on WSH Challenges & Smart Solutions for the Facilities Management Industry

4 DEC 2020

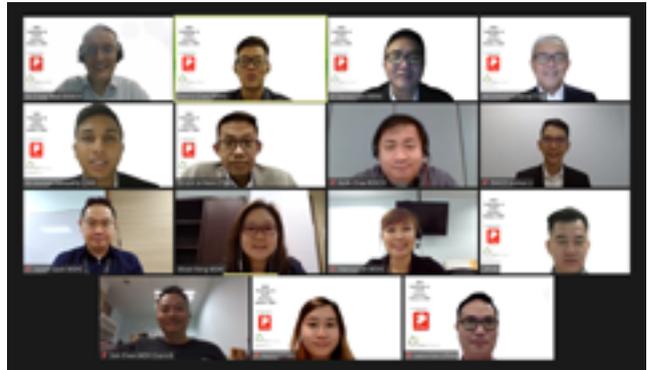
The WSH Challenges and Smart Solutions Webinar 2020 for the Facilities Management industry was co-organised by the WSH Council and the Singapore International Facility Management Association (SIFMA) on 4 December 2020. The webinar was focused on helping the industry place greater emphasis on workers' health and safety, and redesign workplaces into a safer environment amidst the COVID-19 pandemic.

Mr Daniel T'ng, Co-Chairman of the WSH Council (Facilities Management) Committee, reiterated the importance of WSH for workers, businesses, and the community. He urged all to continue to strive for higher WSH standards and performance for the industry by looking after workers' health and mental well-being to build a more productive workforce, taking ownership to ensure good WSH practices

are upheld to prevent workplace accidents, and leveraging technology to eliminate or mitigate workplace risks.

Aligned with the National WSH Campaign 2020's call to "Take Time to Take Care of Your Safety and Health", a video reminding workers in the Facilities Management industry to be mindful of their own health was also screened. The video was a timely reminder that poor health could affect their focus on safety and result in accidents such as slips, trips and falls (STF) in the workplace.

More than 300 participants attended the webinar, with speakers sharing insights on lessons learnt in managing WSH during the pandemic and the impact it has had on the industry.



Webinar on Overview to Total Workplace Safety and Health, in collaboration with the Association of Singapore Marine Industries (ASMI)

17 DEC 2020



Co-organised by the Association of Singapore Marine Industries (ASMI) and the WSH Council, the "Overview to Total Workplace Safety and Health" webinar was held on 17 December 2020 to encourage the marine industries to adopt the more holistic Total WSH approach in improving the safety and health at the workplace.

In his opening speech, Professor Chan Eng Soon, Chairman of the WSH Council (Marine Industries) Committee, emphasised the intricate relationship between the work environment and overall health, safety, and wellbeing of employees, where compromise on either facet could severely affect companies. He also commended ASMI, as well as the various marine companies, for supporting the nation-wide Safety Time-Out (STO) exercise and urged the marine industries to conduct their own STO soon.

During his closing remarks, Mr Simon Kuik, President of ASMI and Deputy Chairman of the WSH Council (Marine Industries) Committee, reiterated the importance of WSH and shared that health would not only affect workplace safety but also worker's productivity and morale. He urged the marine industries to continue striving for reduction of lost time due to injuries and to achieve zero fatalities.

More than 130 participants attended the webinar, where speakers shared an overview of Total WSH, examples of good ergonomic practices, and how companies could adopt best WSH practices to manage safety and health challenges.



Webinar on WSH Near-Miss Reporting, in collaboration with ASMI

18 FEB 2021

Jointly organised by the Association of Singapore Marine Industries (ASMI) and the WSH Council, the “WSH Near-Miss Reporting” webinar was held on 18 February 2021. The webinar aimed to encourage the marine industries to set up a dedicated system for near-miss reporting and to have constant communication with workers.

In his opening address to over 80 participants, Mr Alex Teo, Chairman of the ASMI WSH Committee, emphasised the importance of WSH ownership and employee participation in near-miss reporting. He urged the marine industries to empower their workers to stop unsafe work operation and behaviour.



Mr Geoffrey Siaw, Principal Manager (WSH Practices and Technology) of the WSH Council, introduced attendees to near-miss reporting at workplaces, including the benefits of near-miss reporting and ways to implement it.

In addition, Mr Jeyakani Kaliraj, Senior HSE Manager (Investigation & Measurement Branch) from Keppel Offshore & Marine, shared the company's near-miss reporting system and the review process. With a reward system in place, workers were motivated to help create a safer and healthier workplace through sharing near-misses.

Training Providers' Forum 2021

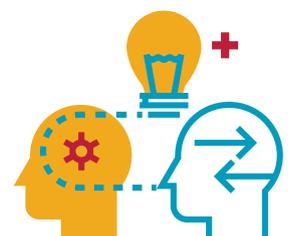
10 MAR 2021

Themed “Adoption of Technology in WSH Training”, the annual Training Providers’ Forum 2021 was held on 10 March 2021 to keep training providers (TPs) abreast of the latest updates and developments on WSH and training matters.

The highlight of the forum was the virtual focus group discussion (FGD), where the training providers shared candidly their views and experiences on the use of technology to enhance WSH training. The participants also shared how the current pandemic situation has challenged them further to harness innovative technologies in their training courses and rethink existing training processes so as to make WSH learning more spontaneous, relatable, and memorable.

The participants also voiced their concerns on the low digital literacy and language skills amongst groups of migrant workers and elderly local workers, the high investment cost in technology training, as well as the inconsistent use of technology in training across different training providers.

More than 90 participants from over 50 WSH training providers and representatives from SkillsFuture Singapore, the Singapore Accreditation Council, and other associated certification bodies participated in the event.



Promoting Workplace Safety and Health

National WSH Campaign 2020

27 APR 2020

The National WSH Campaign 2020, organised by the WSH Council together with the Ministry of Manpower (MOM) and tripartite partners - the National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF), was launched on 27 April 2020 on the WSH Council's Facebook page.

The Campaign, which comprised a series of video posts with an accompanying microsite, called upon industry, employers, and employees to "Take Time to Take Care" of their safety and health at work in order to build a safer and healthier workforce.

In his welcome remarks, Mr John Ng, Chairman of the WSH Council, emphasised the importance of health, taking into consideration the COVID-19 situation, lower birth rate, and an ageing workforce. He urged companies and workers to embrace Total WSH as a shared responsibility. Mr Zaqy Mohamad, then Minister of State for Manpower shared

three ways to improve WSH during this period – firstly, by focusing on workers' health; secondly, by reviewing and improving WSH processes through training especially with the closure of non-essential workplaces; and lastly, through leveraging technology to improve WSH performance.

Employers and employees were invited to visit the Campaign microsite and download WSH training materials on common hazards at the workplace. Employers could download the Campaign CARE kit, available on the microsite, to learn and share educational health messages, health tips, and other resources with their employees. Employees could also learn about health risks in the workplace, participate in a quiz to discover their personas, and receive health improvement tips customised for their personas. The Campaign microsite garnered more than 137,500 page views and 1,800 downloads for the Campaign CARE kit.



The Campaign microsite garnered more than **137,500** page views and **1,800** downloads for the Campaign CARE kit

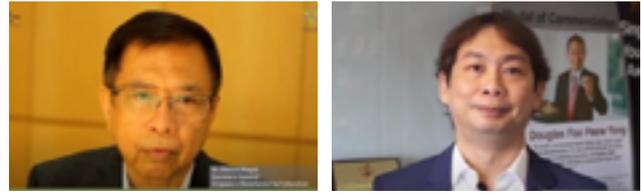


Safe Hands Campaign 2020

19 MAY 2020

Led by the Singapore Manufacturing Federation (SMF) and supported by the WSH Council, the Safe Hands Campaign was launched and broadcasted online on SMF's Facebook and YouTube pages on 19 May 2020.

The Campaign urged employers to provide a safe environment for workers by building a culture of prevention. It also focused on the risks of hand and finger injuries at the workplace and how such injuries would impact workers due to amputations. Mr Zaqy Mohamad, then Minister of State for Manpower, articulated his support for the Campaign through his Facebook post, where he encouraged companies to remain safe, vigilant, and healthy during this period.



Secretary-General at SMF, Dr Ahmad Magad, also implored employers and employees to play their part in preventing accidents at the workplace. Echoing this theme of prevention, Mr Douglas Foo, Chairman of the WSH Council (Manufacturing) Committee spoke about how prevention also extended to the prevention of virus clusters forming at the workplace. He encouraged companies to adopt the Safe Management Measures advised by the Ministry of Manpower (MOM) and to tap on Safe Hands kits customised for the manufacturing industry, specifically for the metalworking, food and beverage manufacturing, and woodworking sub-sectors.

A total of 284 companies participated in the Campaign by pledging their commitment to prevent hand injuries and implement safer work processes.

Singapore Petrochemical Complex (SPC) Annual Health, Safety & Environmental (HSE) Campaign 2020

8 JUL 2020



The Singapore Petrochemical Complex (SPC), supported by the WSH Council, launched its annual Health, Safety & Environmental (HSE) Campaign on 8 July 2020. SPC's Campaign was streamed online on its Facebook page, in support of the government's call for Safe Management Measures (SMM) to counter COVID-19.

The Campaign theme "Health is the Greatest Wealth" reaffirmed the strong commitment of SPC and its group of nine companies, as well as their contractors and vendors, to take the lead in sustaining good WSH systems and practices in the petrochemical industry. Due to the pandemic, this year's Campaign broadened to include managing COVID-19 at the workplaces.

In his opening address, Mr Tokumoto Kazuya, Managing Director of Denka Singapore Pte Ltd, highlighted the importance of communication, and how it played a key role in upholding safety during this period of time.

Mr John Ng, Chairman of the WSH Council, gave the keynote address and reminded employers and employees of SPC that WSH must take priority during this momentous time. He shared that prior to commencement of work, employers should conduct proper risk assessments, establish safe work procedures, and ensure that workers had been adequately trained and briefed. He also commended the companies within SPC for doing their part in keeping their workers safe and healthy through the implementation of SMM to curb the risk of re-emergence of COVID-19 cases.



Media Learning Journey to Kuan Aik Hong Construction

22 OCT 2020

The Ministry of Manpower, the Singapore Contractors Association Limited (SCAL) and the WSH Council organised a worksite visit to the Jurong Lake Gardens on 22 October 2020. The visit allowed industry partners to observe good WSH practices implemented by Kuan Aik Hong Construction, as well as witness how Safe Management Measures (SMM) was implemented on-site through the use of safe distancing devices.

Speaking at the event, Senior Minister of State (SMS) for Manpower, Mr Zaqy Mohamad, cautioned businesses against rushing to start their operations to make up for lost time at the expense of WSH, and highlighted some of the efforts made by the host company to uphold WSH standards. These included increasing the frequency of site walks by their management, having "Safety Time-Outs", enforcing WSH training for their workers, as well as implementing online WSH reporting to make it easier for workers to flag up any unsafe practices, conditions, and near-miss incident.

The company also placed great emphasis on their workers' health. Leveraging technology, they utilised a hydraulic



ring static pile breaker, instead of the traditional hand-held pneumatic pile breakers, to eliminate potential exposure of occupational diseases, such as hand-arm vibration syndrome, excessive noise, dust, and lower back pain. Not only were the workers' reported injuries due to the above symptoms reduced, there was also a 50 per cent improvement in productivity.

WSH Awards 2020

9 NOV 2020

Due to the COVID-19 pandemic, the WSH Awards 2020 was commemorated via an intimate Presentation Ceremony in the morning of 9 November 2020 for selected award recipients, followed by the launch of a commemorative e-book in the afternoon.

A total of 190 companies and individuals were recognised by the WSH Council for their outstanding contributions to WSH excellence at the annual WSH Awards. The commemorative e-book featured some of the inspiring stories of the award winners who had

ensured that their workers went home safely and healthily to their loved ones. The interactive pages not only showcased videos of the recipients depicting their journey towards achieving safety and health excellence, but also 3D renderings of some of the innovation projects.

During the Presentation Ceremony, seven WSH Performance Awards winners from the Excellence and Gold categories were presented with trophies by then Minister for Manpower, Mrs Josephine Teo, and Senior Minister of State for Manpower, Mr Zaqy Mohamad.

In her address, Mrs Teo emphasised the importance of continued WSH efforts to keep our workplaces and workforce safe. She also urged companies to constantly look for ways to incorporate the WSH 2028 strategies into their operations to improve WSH performance.



WSH Council Chairman, Mr John Ng, acknowledged that while the pandemic had changed the way the WSH Awards was being organised, the WSH Council had harnessed the use of technology to continue providing recognition to those who had performed well. In addition, he encouraged more companies to remain resourceful in the face of the pandemic, explore new ways and leverage technologies in promoting the adoption of good WSH practices across business communities.



A total of **190** companies and individuals were recognised by the WSH Council for their outstanding contributions to WSH excellence at the annual WSH Awards



Singapore WSH Conference 2020

17 & 18 NOV 2020

The sixth edition of the Singapore WSH Conference was held virtually on 17 and 18 November 2020.

In her opening address, then Minister for Manpower, Mrs Josephine Teo, reiterated that it was more crucial than ever for everyone to step up in the areas of workplace health, technology and ownership, particularly after witnessing first-hand how a public health crisis of such a magnitude could cripple businesses and economies. She called upon employers to take care of their employees' mental well-being and ensure that they have adequate rest outside work hours. In addition, companies were encouraged to adopt technology in advancing WSH outcomes, and for all individuals to make WSH their way of life.

On behalf of the Ministry of Manpower, the National Trades Union Congress and the Singapore National Employers Federation, Mrs Teo also launched the new "Tripartite Advisory on Mental Well-being at Workplaces" which sets out practical guidance on measures that employers can adopt to take care of their employees' mental well-being, and the resources employers and self-employed persons can tap.

In his welcome address, Mr John Ng, Chairman of WSH Council, rallied all stakeholders to collectively share and impart new knowledge with each other in order to gain

valuable insights into implementing good WSH practices with Safe Management Measures. He added that this would allow Singapore to emerge stronger from this crisis to take on greater challenges ahead.

During the Tripartite Panel Discussion, the panellists spoke on the new ways of living and working amidst a pandemic and how the workforce could leverage technology to better prepare for the future of work.

Mr Zaqy Mohamad, Senior Minister of State for Manpower, concluded the conference by emphasising the importance of enhancing workers' mental health. In his closing speech, he reiterated that stress and strain associated with the COVID-19 crisis could be addressed through rearrangement and redesign of job duties and work processes to further boost work productivity and mental well-being.

Mr Zaqy also described how the International Advisory Panel for WSH had called for greater accountability by company leadership in supporting the development of an Approved Code of Practice to educate and engage company directors on their responsibilities and the ways to ensure WSH risks were effectively managed.

Over 1,800 participants from Singapore and across the Asia Pacific, including Japan, South Korea, and Australia, attended the two-day conference.



Media Learning Journey on the Meetings, Incentives, Conferences and Exhibitions (MICE) Industry at Marina Bay Sands

1 DEC 2020

The WSH Council and the Ministry of Manpower organised a Media Learning Journey at Marina Bay Sands (MBS) on 1 December 2020 to remind the Meetings, Incentives, Conferencing, Exhibitions (MICE) industry on the importance of WSH.

Showcasing the Safe Management Measures (SMMs) and WSH practices implemented at MBS, the learning journey was led by Senior Minister of State for Manpower, Mr Zaqy Mohamad, who was joined by tripartite partners from the industry associations and unions. Mr Zaqy commended MBS on its SMMs and WSH efforts, and urged industry stakeholders to ensure a safe restart as MICE activities resumed gradually.

Some notable WSH best practices showcased during the site walk included robotic floor scrubbers and sweepers for exhibition halls and carpeted spaces, which were pre-programmed to clean the premises autonomously. Aside from eliminating ergonomic strain on workers, they reduced the need for overnight cleaning shifts and freed up the workers for other tasks. MBS also took the lead to import and use custom-made mobile food warmers, which was a first for the industry. These mobile food warmers allowed up to three food warmers to be latched



onto a tug machine, to be towed at once, resulting in greater productivity and greatly reducing strenuous work activities.

While some of the equipment showcased may not have been new to the industry or unique to MBS, the extent and willingness to use them indicated the entertainment company's strong corporate ownership of WSH.

A total of 30 tripartite partners from the industry associations and unions, such as the Singapore Association of Convention and Exhibition Organisers and Suppliers, Singapore Hotel Association and Attractions, Resorts and Entertainment Union, participated in the learning journey.

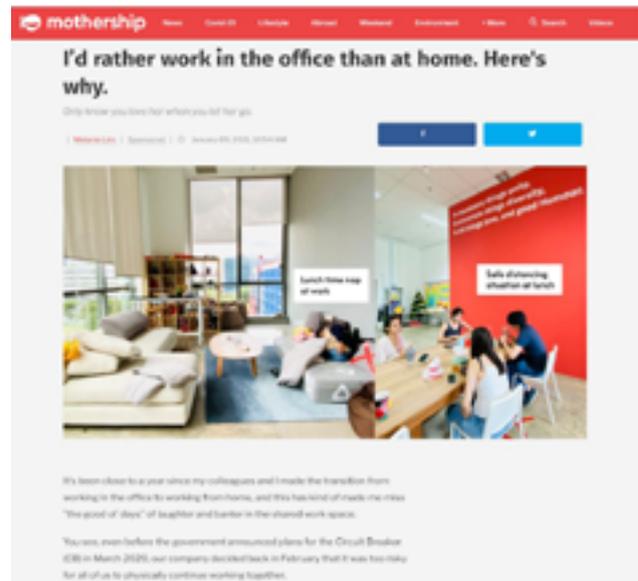


Collaboration with Mothership to Promote the Importance of Health

JAN 2021

In January 2021, the WSH Council collaborated with Mothership, to broaden its reach to the community and industry, with the aim of reinforcing the National WSH Campaign 2020 message on the importance of setting aside time to take care of one's health.

An informative video was produced where Dr Melvin Seng, an Occupational Medicine Specialist from GlaxoSmithKline, shared tips on good health practices that could be applied at work and in one's personal life. He also explained that lifestyle habits, such as lack of sleep and poor eating habits, could have a spillover effect on one's performance and safety at work. Mothership also wrote a sponsored article about working from home during the pandemic, touching on the pros and cons from a health standpoint. The article advised readers to visit the WSH Council's Campaign microsite for relevant resources on how to improve their health and mental well-being.



Safe Hands Campaign 2021

25 MAR 2021

Jointly organised by the WSH Council and the Singapore Manufacturing Federation (SMF), the Safe Hands Campaign 2021 was launched on 25 March 2021. The annual campaign focused on raising awareness on hand and finger injuries at the workplace, and how to prevent them.

SMF President, Mr Douglas Foo, kickstarted the virtual event with a reminder that hand and finger injuries are preventable and encouraged companies to gear towards Industry 4.0.

In light of the spate of workplace fatalities in February 2021, Senior Minister of State for Manpower, Mr Zaqy Mohamad urged everyone to conduct a Safety Time-Out to review their risk assessments and practise Lock-Out Tag-Out, a safety procedure to ensure that machines are properly shut off to prevent any accidental activation. He also highlighted that machinery incidents accounted for nearly one-third of all injuries in the manufacturing sector and emphasised the need to strengthen WSH ownership to safeguard workers' safety.

To illustrate technology-enabled WSH, a learning journey video featuring SMS's visit to 3M Innovation Singapore

Pte Ltd was shown at the event. The video showcased how 3M had adopted technology to reduce hand and finger injuries. An example featured was the automatic packing machine to replace all manual packing processes, limiting the exposure to safety hazards while improving productivity.

A video titled "Safer Machines, Safer Hands" was also shown. Produced by the WSH Council in collaboration with NatSteel Holdings Pte Ltd and Rockwell Automation Singapore, the video highlighted good practices on machinery use within the manufacturing industry. These included the installation of light curtains, which are sensors that can detect if an operator's hands or fingers get too close to the machine's moving parts. The event was attended by about 450 attendees and it ended with a lively Q&A discussion with guest speaker, Mr Mark Ratzlaff, Asia TEBG Plant Operations Leader from 3M, with questions ranging from WSH ownership to near miss reporting being raised.

In total, 303 companies pledged their commitment in preventing hand injuries and implementing safer work processes in Safe Hands Campaign 2021.



Stories of Exemplary Companies

Strengthening WSH Ownership:

Asiabuild Construction Pte Ltd

Asiabuild Construction Pte Ltd believes that for a business to be truly sustainable, adequate resources and time must be spent to ensure that workplace safety and health is not being compromised at the expense of higher profitability. It places the safety of their staff and workers at all their workplaces as the single most importance factor and all efforts are centred towards achieving that. They do this by regularly keeping every individual updated and motivated in the area of safety. For instance, good practices on site are often praised while improvements are regularly made to others. Safety is also included as part of key performance indicators in staff's performance appraisals.

Asiabuild Construction continuously integrates technology into their construction process. This includes building a SMART worksite that will create a digital lifestyle in construction and enhance the safety, health and well-being of their workforce. Some technological processes or innovations which have been implemented include their Mobile Environment, Health, and Safety (EHS) System, as well as a Building Information Modeling (BIM) safety system to enable site utilisation, construction sequencing planning, crane capacity study, and fall prevention development process.



ARLANXEO Singapore Pte Ltd

Safety is deeply ingrained as a core value and a top priority at ARLANXEO. The company prides itself for constantly engaging its employees and stakeholders on safety matters through various initiatives, such as safety dialogues, hazard recognition, toolbox talks, and Last-Minute Risk Assessments (LMRA). These platforms help employees and contractors perform their work in a safe manner and provide the necessary triggers for them to take a step back, either individually or as a group, and do a final assessment of the risks faced at the immediate work area prior to commencing their tasks.

For higher risk activities, the company adopts a detailed assessment methodology known as the Health, Safety, Security, and Environment (HSSE) Pre-Plan, where work executioners, interface and support teams collectively discuss ways to reduce risk to the lowest level possible by using control measures and tools available to them.

At ARLANXEO Singapore, they strongly value the close safety collaborations with business partners, vendors, and contractors. Regular meet-ups are organised to discuss and drive ARLANXEO Singapore's Goal Zero plan, which aims to achieve zero accidents at the workplace.

Despite the ongoing global COVID-19 situation, ARLANXEO's employees have been relentless in maintaining rigorous HSSE standards. Safe Management Measures were put in place to protect all at the workplace from COVID-19 exposure. Focusing on employees' health and well-being is a priority for ARLANXEO Singapore, which is why activities such as virtual health talks, fruits distribution, and online work-out sessions were organised to pave the way for a better environment that leads to improved employee well-being and productivity.

Enhancing Workplace Health:

Amgen Singapore Manufacturing

As one of the world's leading biotechnology companies, creating a safe and healthy workplace its staff has always been a priority for Amgen Singapore Manufacturing.

As the challenge of COVID-19 continues to evolve and with the longer horizon of working from home in this 'new normal', Amgen extended their 'Actively Caring' safety culture beyond their onsite employees to include those who were working from home. They implemented an interactive ergonomics learning and risk assessment programme, which was complemented with a WFH support programme.

Staff identified with ergonomic risks were personally connected to a safety officer for a thorough ergonomics assessment to better address and support their needs. Upon assessment, ergonomics equipment, peripherals, and furnishings such as monitors, chairs, and hands-free headsets were delivered and installed at their homes. Almost all of employees working from home have benefited from this programme.

Cognisant of the emotional and mental wellbeing of their regular workforce, including contingent workers, Amgen also curated a series of care packs to meet the needs of all staff and their families. From the initial packs that contained essential hygiene and healthy food items to thematic packs comprising a variety of festive treats, card games, and wellbeing items such as essential oils, these care packs were well received by employees and encouraged them to spend quality time with their family or take mental breaks from work.

To further alleviate the burden on employees who are working parents or caregivers supporting ageing parents, various virtual activities, such as storytelling and fitness workouts, were conducted to cater to different age groups. There were also virtual lunch and learn sessions, with local medical practitioners or Amgen subject matter experts, for employees and their families to learn and ask topical questions related to COVID-19.

Harnessing Technology to Improve WSH:

Hyundai Engineering & Construction Co. Ltd

Hyundai Engineering and Construction recognised the existing risks its workers faced when constructing the wharf line of Tuas Terminal Phase 2, with prefabricated concrete caisson units sunk down to the seabed.

Previously, workers had to manually use a one-hand nozzle sprayer to apply the coating agent, Silane, onto the surface of concrete units to prevent corrosion in seawater while working at height in a suspended man cage or boom lift basket.

This process not only exposed workers to the risk of working at height, but also other hazards such as exposure to toxic fumes and stress injuries due to the tedious and repetitive method. Furthermore, the nozzle hand sprayer covered a small area each time and only two workers could be operating at a single time, resulting in lower productivity. To eliminate the risks associated with this process, the team at Hyundai Engineering & Construction Co. Ltd designed and fabricated an unmanned sprayer for use on internal and external concrete walls.

Silane Apache is used for internal walls and consists of four pressure rotating sprayers lowered by chain hoists, whereas Silane Alpinist, a 14m-long spreader raised and lowered by a tower crane, is used for external walls. Both devices have resulted in increased productivity through the use of automation, improved health of workers by removing the exposure to toxic fumes and eliminated the risk of working at height. "SASA has managed to reduce the work time of our project by more than 50 per cent and achieved S\$2.5 million in cost savings without compromising on the quality of work. It is well received by workers due to the significant improvement made to their safety and welfare," says Hyundai Engineering & Construction Co. Ltd's Project Manager, Mr Lee Phill Young.

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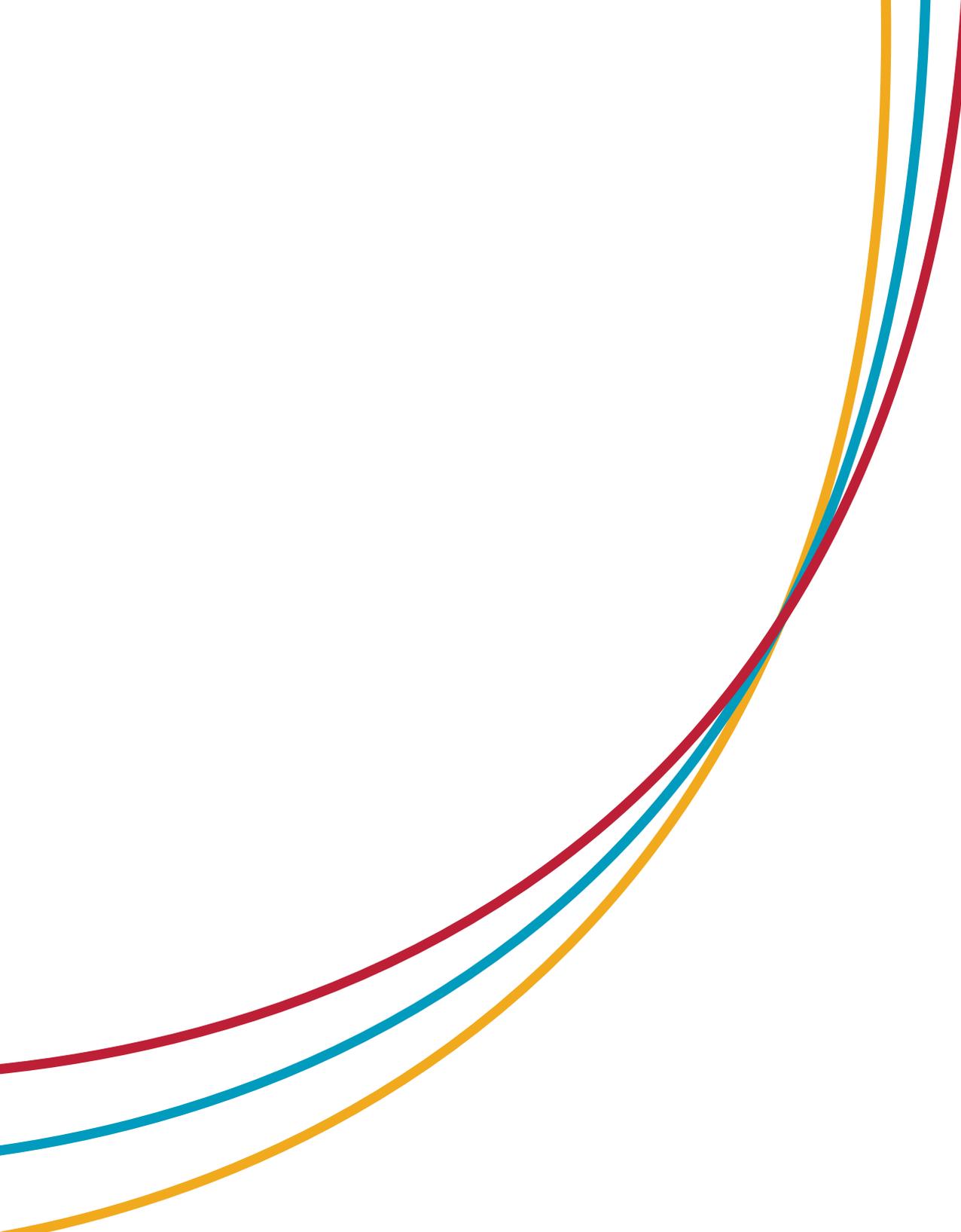
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