

Workplace Safety and Health Guidelines

Procurement in Construction Industry

Draft for Public Consultation

Comment period starts 19 Sep 2023 and ends 17 Oct 2023 (4 weeks)

This is a draft document which is subject to change. Members of the public are invited to submit comments using the consultation form provided.

This draft should NOT be regarded or used as a final guidance document issued by WSH Council. Feedback will be incorporated and copy-editing/visual layout will be undertaken prior to publication.

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1. Introduction

Singapore intends to be a global leader in Workplace Safety and Health (WSH). A key target of Singapore's WSH 2028 vision is to maintain a workplace fatal injury rate of less than 1.0 per 100,000 workers by 2028. Only a handful of developed countries have achieved this.

Reducing fatal injury rates in the construction industry will be a major contributor towards attaining the WSH2028 target. With a strong correlation between construction demand and fatal injury rate of workers in the construction sector (as shown in **Figure 1**), there is a need to further improve WSH standards to reduce construction injuries even as construction demand ramps up.

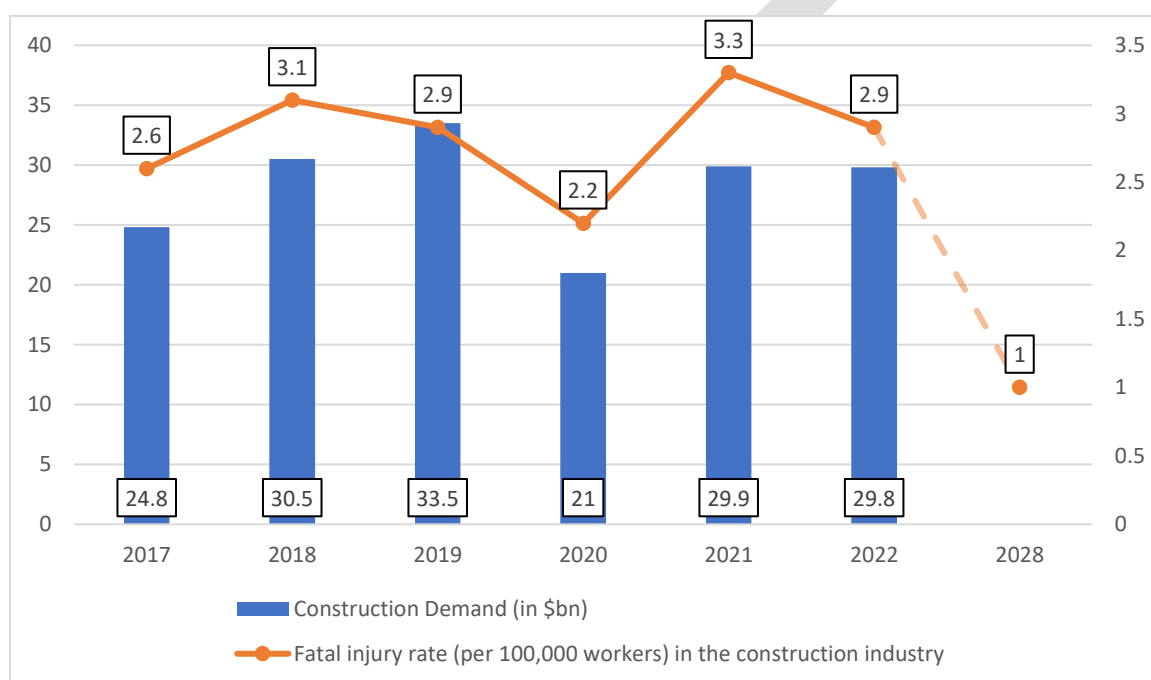


Figure 1. Fatal injury rate (per 100,000 workers) in the construction industry vs Construction demand (in \$bn)

1.1 Role of procurement in influencing WSH Outcomes

Developers, as the apex pay masters in the construction industry value chain, can exert strong influence over strengthening WSH practices and culture across main and sub-contractors through what developers look for and reward in their procurement practices. Principle 2 of the *Code of Practice on Chief Executives' and Board of Directors' WSH Duties* (ACOP) states that company directors can demonstrate leadership in improving WSH performance and management by: **“continuously build[ing] a strong WSH culture, set the tone and demonstrate visible leadership in embodying and communicating highly effective WSH standards.”**

One of the ways CEOs and Board directors can adopt this principle is by setting and demanding effective WSH standards and performance from their vendors and partners. These guidelines give details and examples on how construction companies, particularly developers, should design their procurement practices in support of Principle 2 of the ACOP.

1.2 Scope of Guidelines

While there are several models of construction processes (e.g., build only, design & build, etc.), this guidelines will refer to the construction process of a typical construction project (**Figure 2**).

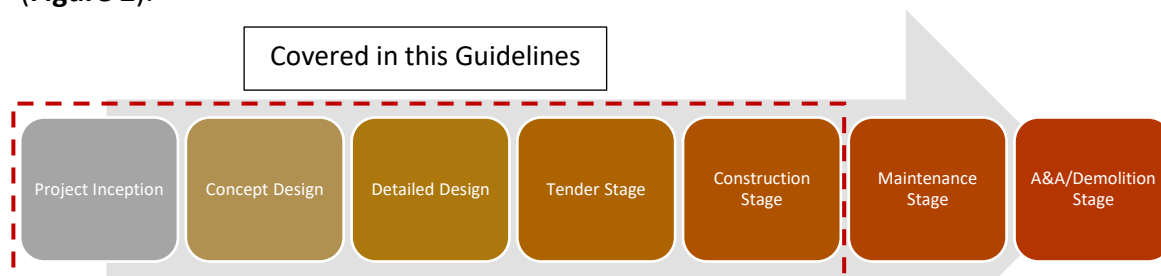


Figure 2: Different Stages of a typical construction project construction process

The scope of this Guidelines is shown by the red dotted rectangle in **Figure 2**. While the maintenance and A&A/Demolition stages will not be discussed in this guidelines, the principles of procurement remain applicable in the maintenance, A&A and demolition stages. The procurement practices shared in this guidelines should also be contextualised to the complexity, size and models of construction projects.

Several of the guidelines take reference from the Multi-Agency Workplace Safety and Health Taskforce's (MAST) recommendations for Government Procurement Entities' (GPEs) contracts. For more information on these enhancements, refer to **Annex B**. Private sector developers should emulate such practices to reduce the likelihood of workplace incidents in their projects.

2. Summary of Key WSH Recommendations

Developers can demonstrate strong WSH ownership by incorporating WSH principles into their procurement process. Eliminating tenderers who may struggle to cope with WSH risks can help to improve WSH performance across the construction industry.

Table 1 provides a summary of the WSH considerations and key recommendations for developers to adopt in their procurement process to improve WSH outcomes.

Table 1. Summary of key WSH recommendations for procurement

Project stage	WSH considerations	Key WSH recommendations for procurement requirements
Project Inception	Identify WSH hazards early	Focus on positive WSH outcomes early in the project
	Learn from past projects	
	Adopt Design for Safety	
Concept & Detailed Design	Implement a framework for selecting consultants	Set aside a WSH budget of at least 1% of the total contract value
	Set aside a WSH budget	
	Involve contractors early (if possible)	
	Adopt collaborative contracting models	
Tender Stage	Incorporate WSH into tender specifications	Provide a WSH Performance Incentives Scheme of at least 0.5% of contract value (capped at a reasonable amount)
	Implement a WSH Performance Incentives Scheme	
	Prequalify contractors	
	Appoint a competent tender evaluation team	Disqualify all main contractors and sub-contractors with poor WSH records from tendering for the project
	Adopt a two-envelope system	
	Evaluate WSH standards of tender submissions	
	Focus on WSH during tender interviews	Incorporate a safety weightage of at least 5% into tender evaluation framework
	Establish WSH roles and responsibilities	
Construction Stage	Manage sub-contractors	Extend the pre-qualification and tender evaluation framework to all sub-contractors
		Track the WSH performance of all sub-contractors working on the site
		Implement a WSH Performance Incentives Scheme for all sub-contractors

3. WSH Considerations for Procurement in Construction Projects

To ensure that WSH remains a key focus of a construction project, WSH principles must be consistently infused into every business decision. **Figure 3** describes how developers can incorporate WSH into each stage of the process.

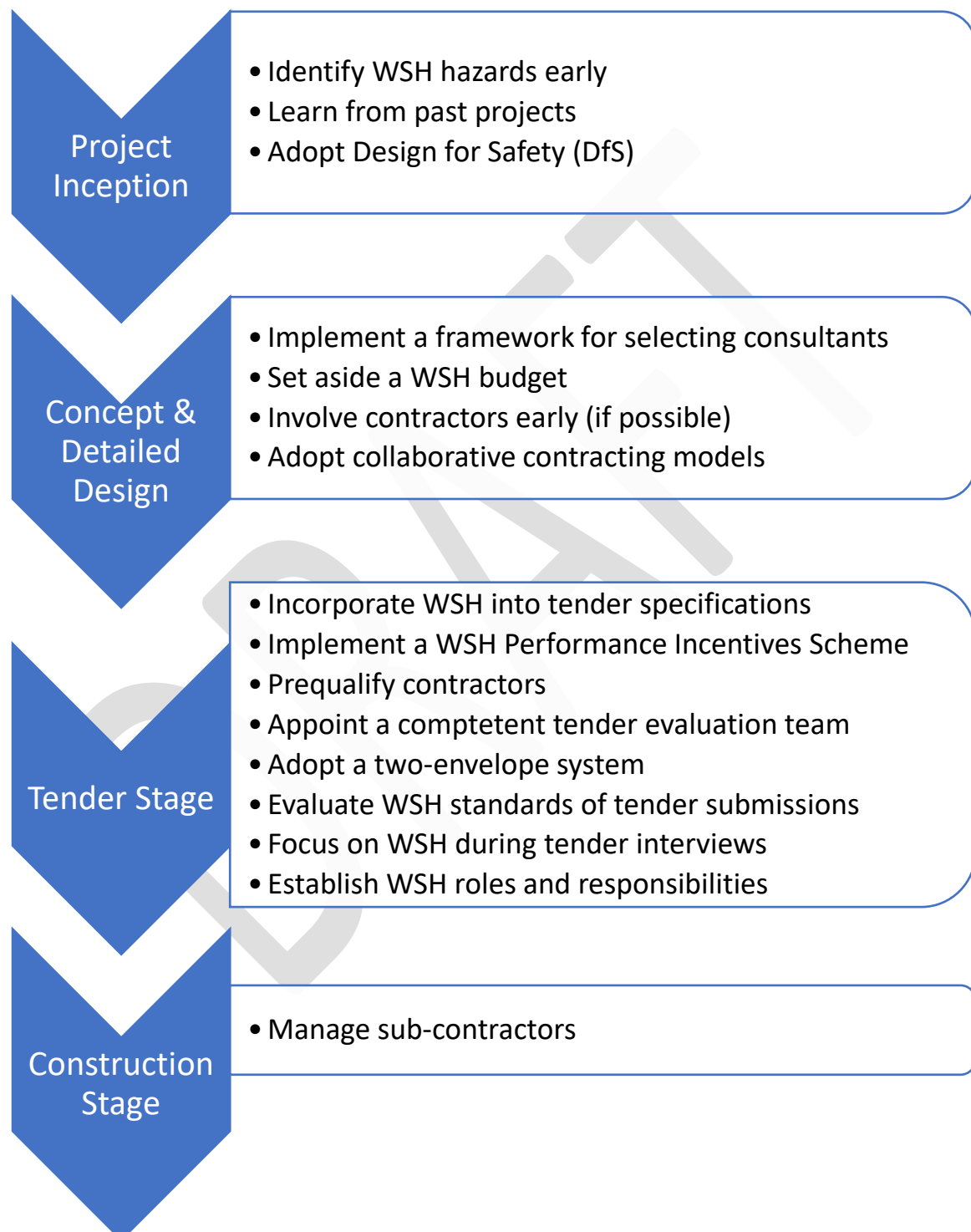


Figure 3. Overview of WSH considerations

3.1 Project Inception

Project inception (also known as the planning stage) is when the developer develops a business case for a new construction project. While developing the business case, potential hazards should be considered upfront. By focusing on WSH outcomes before construction begins, developers can make WSH more salient in business decisions and avoid costly rectifications later in the project.

Identify WSH hazards early

Developers should make a proactive effort to identify potential hazards of the project. Some questions that can help identify these hazards include (but are not limited to):

- What are the key activities involved and their associated risks (e.g. first of its kind, close proximity to potential environmental hazards)?
- What are the complex and high-risk procedures required for the project (e.g. tunnelling, high-rise bridge between towers – for example, Pinnacle@Duxton)?
- How challenging and high-risk is the construction environment (e.g. near existing residential buildings, reclaimed land)?

Learn from past projects

Developers should also refer to past experiences or case studies of similar projects to identify potential hazards that may not be immediately obvious. Referencing past projects can provide insights into how potential hazards can be mitigated. For example, the Esplanade – Theatres on the Bay and Jewel Changi Airport could provide learning points for the implementation of a curved glass façade.

Adopt Design for Safety (DfS)

The Design for Safety Regulations came into effect on 1 August 2016. The objective of DfS is to identify WSH issues early and eliminate or minimise them by making safer design choices. For more information, refer to the [WSH Guidelines for Design for Safety](#).

Any hazards that cannot be eliminated through design should be recorded into the DfS Register as residual risks and presented as tender documentation during procurement. Tenderers should then be assessed on their responses when they tender for the project.

3.2 Concept & Detailed Design

Over the lifecycle of a building, it gets harder and more expensive to influence the design vis-à-vis safety (**Figure 4**); e.g., increased costs of retrofitting WSH controls vs inherently safe design. During the design stage, developers should reduce WSH risks with minimal cost by eliminating or reducing WSH risks through safe design.

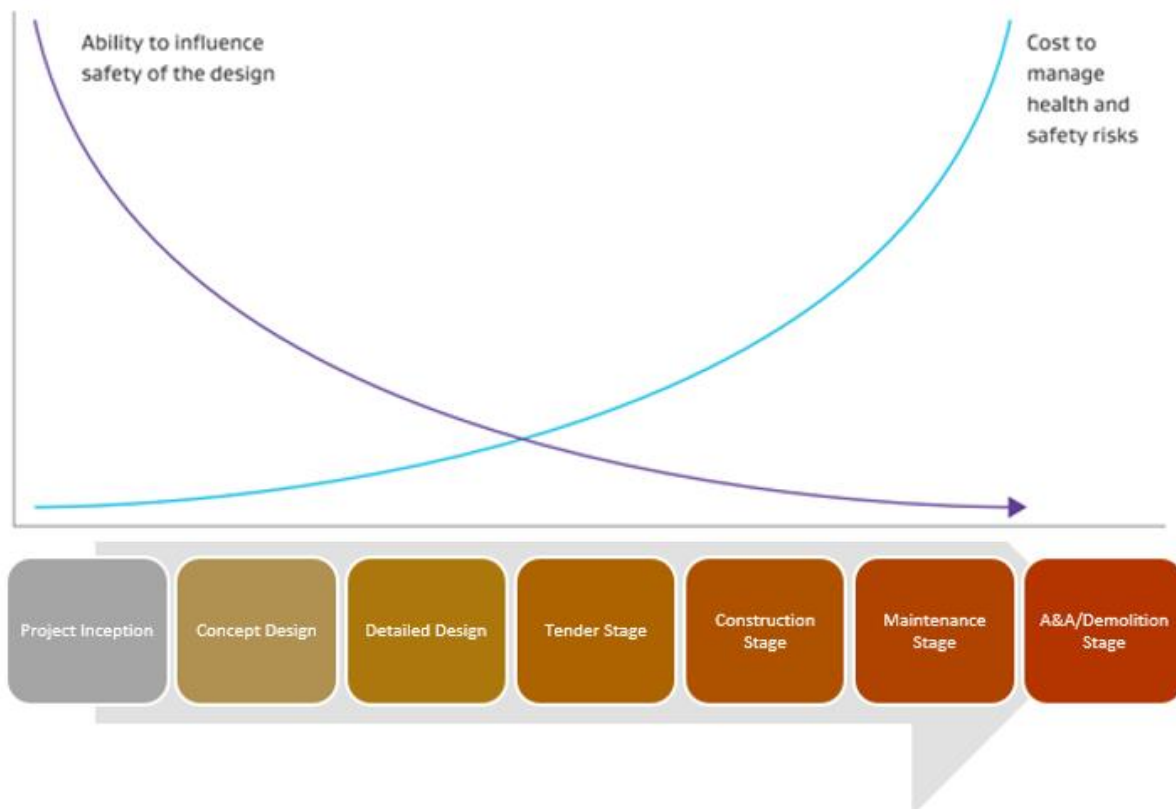


Figure 4. Ability to influence WSH outcomes is the highest in the early stages

Implement a framework for selecting consultants

Developers should implement an evaluation framework for selecting consultants that considers factors such as their track record and proposed approach to the project.

The Quality Fee Method (QFM) Framework is used by GPEs to evaluate consultancy tenders for public construction projects. The QFM framework places a high emphasis on consultancy firms' capacity and capability to undertake the project and quality of service (Refer to **Example 1**).

Example 1 – Quality Fee Method (QFM)

The Quality-Fee Method (QFM) quantitatively evaluates consultancy tenders based on price (Fee) and non-price (Quality) attributes to determine the best proposal received.

Depending on the project requirements such as complexity of the project and extent of inputs from tenderers, the evaluation of tenders can be designed based on a range of weightages:

Component	Weightages (as of 1 June 2022)
Quality	70-90%
Fees	10-30% correspondingly

The QFM Framework requires GPEs to evaluate consultancy tenders with a heavier weightage placed on non-price criteria. The firm with the highest QFM score would be awarded the project.

In assessing potential consultants on their Quality score, developers should consider track records, past performances, Written Proposal/Concept Design Proposal and key personnel's experiences.

Depending on project needs, developers can request for Written Proposals or Concept Design Proposals for consultants to illustrate their proposed DfS approach and design intent.

For more information, refer to BCA's resources on [Quality Fee Method Framework](#).

Developers should strive to select consultants who are committed to be involved in WSH considerations. Consultants should continue to be involved with the evaluation of tenders and ensure that the project delivery adheres to the specifications, especially in terms of WSH.

Set aside a WSH Budget

Based on the design, developers should estimate the resources required to complete a project. These resources should also factor in WSH-related provisions (e.g. manpower, promotion, training, technology, etc.).

Developers should set aside a portion of the contract sum (at least 1%) for WSH-related works. This amount should **exclude** any operational costs required to perform the required work safely (e.g. scaffolds and edge protection for work at height). **Example 2** provides an industry benchmark for a safety budget by Keppel Land.

Example 2 - Safety Budget

To incentivise contractors to align their business interests with workplace safety and health (WSH), the Real Estate Developers' Association of Singapore encourages its members to pay out safety bonuses to contractors with good safety performance.

One such company is Keppel Land, who assesses its contractors for every project in Singapore through monthly inspections and assessments, and rewards safety bonuses to those that consistently deliver good safety performance. Should the contractors' safety standards fall below requirement, their progress payments would be withheld until corrective action has been taken.

Keppel Land also requires contractors to commit **up to 2% of the contract sum as budget for safety-related works** for manpower, promotion, training, and technology.

Extracted from WSH Council Facebook

Involve contractors early (if possible)

Residual risks are ultimately borne by contractors downstream. Developers can consider involving contractors before the tender stage to provide their insights on addressing some of the residual risks.

BCA encourages GPEs to consider adopting Early Contractor Involvement (ECI) for construction projects that are more complex or where there are benefits in having the contractors' early inputs into the design.

For more information, refer to BCA's resources on [Early Contractor Involvement](#).

Adopt collaborative contracting models

Collaborative contracts encourage stakeholders to work together and can help prevent or mitigate costly disputes. Collaborative contracts include an early warning mechanism to alert other parties of issues that could affect the project, such as WSH.

Public sector projects can adopt collaborative clauses as an Option Module to the Public Sector Standard Conditions of Contract (PSSCOC). Private sector projects can consider forming developer-led alliances to adopt collaborative contracting principles and practices.

For more information, refer to BCA's resources on [Public Sector Standard Conditions of Contract](#).

3.3 Tender Stage

The tender stage is the critical step of procurement where the developer engages a contractor for construction work. During this stage, developers should actively communicate their WSH expectations to contractors by focusing on WSH during the tender process.

The tender process can be broken down into the following steps:

1. Preparing for the tender process
2. Inviting contractors to tender
3. Evaluating tender submissions
4. Awarding contract to the selected contractor

Developers should integrate WSH into these steps to ensure that all stakeholders work together to strengthen WSH ownership.

3.3.1 Preparing for the tender process

Incorporate WSH into tender specifications

Tender submissions allow developers to assess each tenderer's WSH capabilities. Developers should establish good WSH standards in their tender specifications by preparing documentation that communicates the following WSH information to tenderers:

- i) Project specifications
- ii) Tender evaluation criteria (Refer to **Table 2** and **Table 3**) and scoring metrics
- iii) List of residual risks that needs to be addressed in tender submissions

Table 2. Lagging WSH indicators (non-exhaustive) for tender evaluation

Lagging WSH indicators
Past WSH performance (Developers can check, compare and verify companies' past WSH performance using MOM's CheckSafe portal)
Experience with similar construction projects
Work Injury Compensation claims

Table 3. Leading WSH indicators (non-exhaustive) for tender evaluation

Leading WSH indicators
Construction Safety and Health Plan (Refer to Annex A)
Knowledge in the type and complexity of work to be carried out
Adoption of WSH Technology that can detect and prevent workplace incidents (e.g. ePTW, Video Surveillance System, Vehicular Safety Technology)
WSH policies (e.g. management commitment, worker engagement, accident reporting and monitoring)
WSH procedures (e.g. risk management, internal reporting system, safe work procedures)
WSH knowledge management for workers (e.g. information, training, supervision)
Sub-contractor management system
Accreditation and certification of WSH management systems

Implement a WSH Performance Incentives Scheme

To drive positive WSH outcomes, developers should implement a WSH Performance Incentives Scheme and include it in their tender specifications. Doing this upfront emphasises the importance the of WSH and highlights that it is not an afterthought after the contract is awarded.

A WSH Performance Incentives Scheme specifies certain WSH performance milestones and their corresponding bonuses for achieving these targets. Some of these milestones include (but are not limited to):

- Number of fatal and major workplace injuries among all workers on site, regardless of employer
- Number of non-compliances found from inspections
- Frequency of senior management walkabouts and engagement sessions
- Number of WSH training sessions on managing high-risk activities

Developers should include leading WSH performance indicators for the WSH Performance Incentives Scheme to promote a culture of care, such as the number of non-compliances found from inspections.

Developers should set aside at least 0.5% of the procurement value (capped at a reasonable amount) to drive positive WSH outcomes. Several developers have seen improvements in overall WSH performance after implementing a WSH Performance Incentives Scheme. **Annex C** provides more insight into some of the WSH Performance Incentives Schemes implemented by GPEs.

3.3.2 Inviting contractors to tender

Prequalify contractors

Developers should disqualify tenderers with a poor WSH record from bidding, through a pre-qualification process. Disqualifying tenderers with poor WSH performance can improve WSH outcomes for the project and serve as motivation for main and sub-contractors to strive for better WSH performance.

The Ministry of Manpower has implemented a Safety Disqualification (SDQ) Framework (Refer to **Example 3**) across GPEs that disqualifies main contractors and first level sub-contractors with poor WSH performance from taking part in public sector construction tenders.

Example 3 – Safety Disqualification (SDQ) Framework

Under the Safety Disqualification Framework, companies in the construction sector can be temporarily disqualified from taking part in public sector construction tenders as main contractors and first level sub-contractors due to poor WSH performance if they meet **either** of the following disqualification criteria:

- **Entry into MOM's Business Under Surveillance programme (BUS)**
 - Has entered BUS within the 3 months prior to the tender closing date.
OR
 - Has entered BUS after the tender closing date, but before the tender award date.
- **Accumulation of 25 demerit points (DPs) or more under MOM's DPS. If your company:**
 - Was being barred under MOM's Demerit Point System at the tender closing date.
OR
 - Was being barred under MOM's Demerit Point System between the tender closing date to tender award date (both dates inclusive).

For more information, refer to MOM's resources on [Safety Disqualification Framework](#).

3.3.3 Evaluating tender submissions

Evaluating tender submissions is the most critical step of the procurement process and WSH should be a developer's key consideration when selecting the best contractor for the job.

Appoint a competent tender evaluation team

Before evaluating the tender submissions, the developer should appoint a competent tender evaluation team. The team should comprise of members with WSH knowledge relevant to the project. The tender evaluation team should focus on evaluating and identifying tenderers with good WSH standards, and not necessarily tenderers with lower bids.

Adopt a two-envelope system

The developer should adopt a two-envelope system approach for evaluating tenders when possible. In a two-envelope system, tenderers submit their non-price envelope separately from their price envelope.

Developers open and compute the non-price scores (such as Quality and WSH) first, before opening the price envelope and computing the combined scores. Developers should design an evaluation approach (e.g. ranking of tenderers or setting a cut-off score) for the first envelope that suits their organisational needs.

Using a two-envelope system focusing on non-price attributes (including WSH) first can allow developers to recognise tender submissions that have catered sufficient resources towards better WSH outcomes.

Evaluate WSH standards of tender submissions

The WSH standards of all tenderers must be adequately assessed. When evaluating the WSH standards of tender submissions, the tender evaluation team should follow these principles:

- Tenders submitted must adequately consider WSH risks
- WSH is not compromised in favour of faster project delivery
- Tenders are thoroughly reviewed and benchmarked against the tender specifications for WSH

Developers should ensure that WSH makes up at least 5% of the total evaluation score. Refer to **Example 4** for a sample of the WSH-related tender evaluation criteria used by a private sector developer.

Example 4 – Sample of a private sector developer's WSH-related tender evaluation criteria

- Gap analysis between contractor's safety standards against local and developer's requirements
- WSH Management systems

- Visibility of contractor's leadership
- Management of high-risk work activities
- Monitoring systems for safety KPIs
- Incident reporting/emergency response plans
- Welfare & well-being for workers
- Proactive implementation of best WSH practices
- Commitment of resources to WSH
- WSH assurance and compliance checks
- Planning for logistics
- WSH culture initiatives and programmes

For public sector construction projects valued above \$3,000,000, GPEs are required to adopt the Price Quality Method (PQM) Framework to evaluate tender submissions. PQM is a structured tender evaluation framework which accounts for both price and non-price attributes to select the optimal tenderer (Refer to **Example 5**). To emphasise the importance of WSH in public sector construction projects, WSH performance is a mandatory evaluation criteria under the Quality component.

Example 5 – Price-Quality Method (PQM)

PQM aims to provide a structured framework for non-price criteria (Quality) to be aside alongside price. In effect, the PQM Framework translates the qualitative attributes of a tender submission into quantitative scores. This allows GPEs to optimise value by enabling the tenderer with the highest combined Price and Quality scores (i.e. best offer) to be awarded the contract.

The PQM Framework adopts a range of weightages for evaluation of Price and Quality attributes depending on the complexity of the project, and the extent of design input required from the tenderers:

Component	Weightage for Tender Evaluation
Price	40-60%
Quality	40-60% correspondingly

For more information, refer to BCA's resources on [Price Quality Method Framework](#).

Focus on WSH during tender interviews

For larger or more complex projects, developers should conduct structured tender interviews to thoroughly evaluate each tenderer's submission. Through these interviews, developers should ensure that:

- Tenderers understand the WSH risks of the project
- Tenderers meet the WSH criteria within the tender specifications

- WSH expectations are shared with the tenderers

Tenderers should make use of these opportunities for their senior management to front these sessions and demonstrate their commitment to WSH. These representatives should:

- Demonstrate their understanding of the WSH risks of the project
- Present their approach to manage the WSH risks of the project
- Align their commitment to WSH with the developer's expectations

3.3.4 Awarding contract to the selected contractor

Establish WSH roles and responsibilities

Once a suitable contractor has been selected, developers should establish the WSH roles and responsibilities before signing the contract. A pre-contract meeting can be conducted to clarify this between all stakeholders. Contracts should establish any obligations and duties to the WSH Act for a common understanding of respective legal obligations.

The contract documents should clearly state the responsibilities of all parties during the construction phase. This may include the following:

- WSH performance metrics and reporting
- Site induction and training requirements
- Site inspections and corrective actions
- Incident and near miss reporting system

To ensure that contractual obligations are observed, the contract should be monitored for its duration by relevant parties, including expectations of audits and inspections. This includes:

- Making sure that unsafe conditions or practices are managed
- Managing the agency/contractor relationship
- Making sure all parties are aware of their roles and responsibilities
- Coordinating the contract
- Holding regular meetings to monitor and review the WSH performance of contractors
- Carrying out inspections to monitor work conditions and practices
- Raising unsafe conditions or practices to the attention of the contractors
- Investigating and responding to accidents and incidents
- Recording WSH progress for future contracting situations
- Provide regular feedback to the contractor on their WSH performance

3.4 Construction stage

This stage encompasses all the building and development work by the contractor based on the design. After a contractor has been appointed, it does not mean that the developer has discharged all his WSH duties and responsibilities to the contractor. The developer is required to monitor and ensure that the contractor fulfils the terms of the contract, including upholding the required WSH performance. These roles and responsibilities should be stated explicitly in the signed contract and observed diligently.

Managing sub-contractors

It is necessary to engage the services of sub-contractors to fulfil the construction order (M&E contractors, ACMV contractors, etc.). This may also be done prior to the construction stage i.e. during the tender process.

There are two models of sub-contracting:

- **Domestic sub-contractors (DSCs)**
DSCs are sub-contractors that are procured by the main contractor through their own sub-contractor procurement process
- **Nominated sub-contractors (NSCs)**
NSCs are sub-contractors that are specified in the developer's list of pre-approved sub-contractors

Regardless of the model, developers and main contractors should evaluate sub-contractors on their WSH capabilities in a similar way that main contractors were during the tender stage. The developer and main contractor should work together to ensure that sub-contractors working on the project comply with the method statement and safe work procedures.

To better manage sub-contractors, developers should require main contractors to consider the following (non-exhaustive) recommendations when engaging sub-contractors:

- **Extend the pre-qualification and tender evaluation framework to all sub-contractors.**
Main contractors should not engage sub-contractors with poor WSH records to work on the project.
- **Track the WSH performance of all sub-contractors working on the site (including those that are not directly engaged by the main contractor)**
Main contractors should encourage all their sub-contractors to improve their WSH performance. Errant workers should not be allowed to continue working on the project.
- **Implement a WSH Performance Incentives Scheme for all sub-contractors**
Main contractors should consider providing incentives for sub-contractors who meet certain WSH performance milestones.

4. Acknowledgments

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1.	Mr Reggie Lim (Co-Chairperson)	ST Telemedia Global Data Centres
2.	Mr Kelvin Pek (Co-Chairperson)	Far East Organization / REDAS
3.	Ms Lim Puay Shan	Building & Construction Authority
4.	Mr Jonathan Tan	Institute of Engineers Singapore
5.	Mr Francis Wee	JTC Corporation
6.	Ms Jocelyn Lee	Land Transport Authority
7.	Ms Chang Huay Ying	Ministry of Manpower
8.	Mr Tan Teck Wah	Public Utilities Board
9.	Mr Yong Jian Rong	Woh Hup (Pte) Ltd / SCAL
10.	Mr Bernard Ho	Society of Project Managers
11.	Mr Ian Teo	Specialist Trade Alliance of Singapore
12.	Mr Chan Yew Kwong	Workplace Safety and Health Council
13.	Mr Muhammad Hafiz bin Md Jamil	Workplace Safety and Health Council
14.	Mr Royston Lim	Workplace Safety and Health Council
15.	Mr Chevy Ang	Workplace Safety and Health Council

5. References

Legislations

- Workplace Safety and Health (WSH) Act (Chapter 354A) (Visit <https://sso.agc.gov.sg/Act/WSHA2006> for more details about the WSH Act)

Subsidiary legislations under the WSH Act

- WSH (Construction) Regulations 2007
- WSH (Design for Safety) Regulations 2015

WSH Council Resources

- Code of Practice on Chief Executives' and Board of Directors' WSH Duties
- Workplace Safety and Health Guidelines for Design for Safety

Other resources

- Construction Demand, Tender Price Index & Construction Materials, Building Construction Authority (BCA), 2023
- Guide to QFM Framework, Building Construction Authority (BCA), 2023
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- Guide for Early Contractor Involvement (ECI) Procurement Methods for Public Sector Construction Projects, Building Construction Authority (BCA), 2020
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- Health and Safety Construction Procurement Guidelines, New Zealand Government Procurement, 2019
- WSH 2028 Report, Ministry of Manpower, 2019
- Workplace Safety and Health National Statistics Report, Ministry of Manpower (MOM), 2017-2022
- A handbook for the public sector: Health and safety in construction procurement, Work Safe Australia, 2nd Ed., 2017
- Construction Safety Planning, David V. MacCollum, 1995

Annex A – Construction Safety and Health Plan

Based on David V. MacCollum's book, Construction Safety Planning, the Construction Safety and Health Plan is a tenderer's approach to address the potential risks and hazards in the context of the project and is commonly used for evaluating contractors' bids. The Construction Safety and Health Plan demonstrates the contractor's WSH planning capabilities and should include the following:

1. Site-specific internal reporting system to address hazards
2. Roles and responsibilities for hazard prevention (include training, working relationship, specific WSH scope of individuals)
3. Legislations (e.g. WSH Act) and standards (e.g. Singapore Standards) that are relevant to the project
4. Identification of high-risk hazards (e.g. work at height, excavation, confined space) and proposed control measures to address them. This may be based on the list of residual risks
5. Types and specifications of certified equipment (e.g. cranes, lifts, forklifts, monitoring equipment) required for the project
6. Proposed construction method for major phases of work, including the process and relevant safe work procedures
7. Proposed list of physical safety controls measures (e.g. shoring, guard rails, lifelines) for implementation on-site
8. Proposed list of administrative safety control measures (e.g. lifting plan, fall prevention plan, fire protection plan, traffic management plan, contingency plans for extreme weather, emergency plans)

Annex B – Safety Accountability, Focus and Empowerment (SAFE) Measures

SAFE measures are a package of sectoral and broad-based measures by MAST to strengthen WSH ownership fundamentally and sustainably at the sectoral, company and worker level.

At the sectoral level, MAST is exploring more stringent safety requirements and new measures in public sector construction projects. These may include the following:

- Establishing a set of harmonised workplace safety and health (WSH) criteria for public construction and construction-related projects such as to extend the Safety Disqualification Framework to ensure that only contractors with a minimum safety performance can participate in tenders.
- Requiring a minimum safety weightage for tender evaluation of public construction and construction related projects.
- Introducing additional WSH requirements for public construction projects.
- Introducing a WSH bonus scheme to incentivise good safety performance.

Further details are pending further consultation with various stakeholders.

Annex C – WSH Performance Incentives Scheme

With the WSH Performance Incentives Scheme, certain GPEs set aside an additional 0.5% (capped at \$500,000 to \$1,000,000) of the procurement value for larger projects.

The GPE conducts regular assessments of the main contractor's WSH performance and ascertains the contractor's eligibility for the incentives. The payout is usually staggered over the expected duration of the project (e.g. 80% throughout the project and the remaining 20% is paid upon completion).

Contractors are strongly encouraged to use the incentives to reward the workforce and reinforce commitment to improve/sustain WSH performance onsite. Some of these incentives include supporting a Care for Workers programme, company-sponsored meals for workers, recognising safe workers with vouchers/rewards, milestone celebrations, etc.