Workplace Safety and Health Guidelines

Hospitality and Entertainment Industries

WSHCOUNCIL

Tripartite Alliance for
Workplace Safety and Health

Contents

1. Introduction

The hospitality and entertainment industries are important industries which form a significant part of the economy. These industries provide full-time, part-time and contract employment for a large number of people.

To provide a high standard of service to customers, the pace of work in these industries can be fast and the working hours long. Providing a safe and healthy working environment can improve the well-being, morale and productivity of employees.

The hospitality and entertainment industries employ a range of staff that may be exposed to a variety of safety and health hazards depending on their specific job scope. They may be exposed to the risk of musculoskeletal disorders and injuries, health hazards such as chemicals, noise, and thermal stress. There is also the risk of injuries from slips, trips and falls, knocks, cuts, burns and scalds, electrocution, fires and explosions.

Occupational accidents and diseases can result in suffering, sickness, absenteeism, productivity loss, disability or even death. All these can be prevented.

This set of guidelines aims to provide information and guidance on the:
• identification of common work hazards and their prevention measures; and
• establishment of safety and health programmes.

Employers should work together with employees to establish a safe and healthy working environment in the workplace.

2. Risk Management

2.1   Risk Management

Risk Management (RM) is a systematic way to identify, assess, control, and monitor WSH risks associated with any work activity or trade. The main components of the RM process are:

• Preparation;
• Risk Assessment (RA);
• Risk Control Implementation;
• Record-keeping; and
• Review.

Communication is a constant aspect throughout the RM process.

2.2   Risk Assessment

Conducting a RA and implementing risk control measures are requirements under the WSH (Risk Management) Regulations. A RA shall be carried out and risk control measures implemented before the start of any work activity.

The employer or principal shall conduct a RA on WSH risks, including mental well-being, associated with any activity or exposure in the workplace. Considerations for preparedness for terrorism threats and disease outbreaks at the workplace should also be included.

A RA should be conducted in consultation with relevant stakeholders (e.g., contractors, suppliers) as much as possible.

RA can be conducted in three simple steps, namely, Hazard Identification, Risk Evaluation and Risk Control. These steps are elaborated in Figure 1 below.

Hazard Identification	Risk Evaluation	Risk Control
• Identify all foreseeable hazards associated with the work. • Determine the potential injury or ill-health that could result from the hazards.	• Determine the risk levels of the hazards and their acceptability. • Risk level can be determined by estimating the severity of the hazard and the likelihood of the injury or ill-health occurring.	• Select appropriate control measures based on the outcome of risk evaluation to reduce the risk to an acceptable level. • The control of hazards and reduction of risk can be accomplished by following the Hierarchy of Control (see Figure 2).

Figure 1: RA Methodology

ELIMINATION	**Most Effective**
SUBSTITUTION	
ENGINEERING CONTROLS	
ADMINISTRATIVE CONTROLS	
PERSONAL PROTECTIVE EQUIPMENT	**Least Effective**

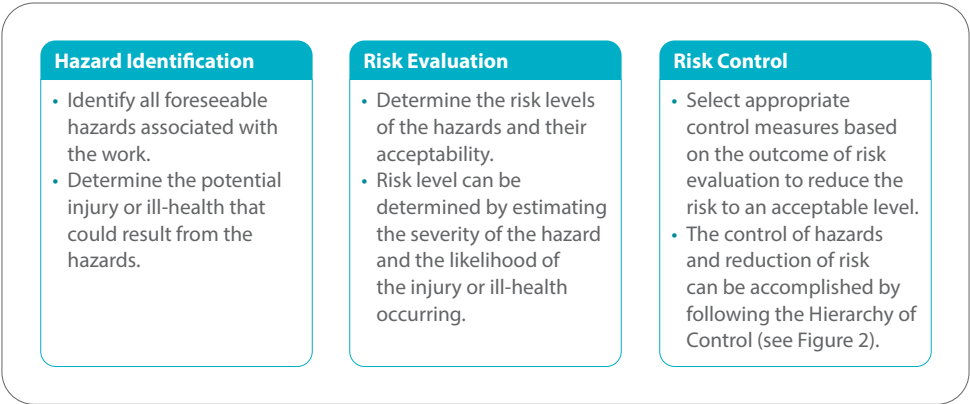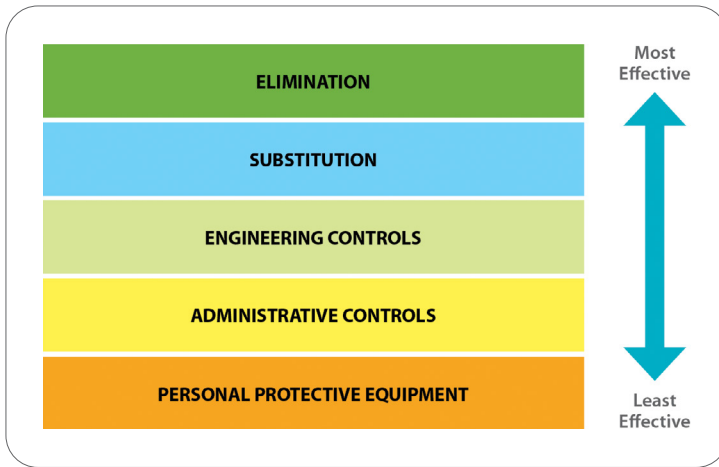**Figure 2:** The Hierarchy of Control.

Risk Control Implementation

The employer or manager should implement risk control measures as soon as possible. To facilitate this, an action plan can be prepared, which includes the implementation timeline and persons responsible for implementing the measures.

All persons exposed to the risks must be informed of the nature of risks involved and any measure or Safe Work Procedure (SWP) implemented.

Regular inspections or audits should be conducted to make sure that risk control measures have been implemented and practised effectively.

Record-Keeping

RA records, including but not limited to RA forms and control measures records, should be kept for at least three years from the RA approval date.

Review

Review and, if necessary, revise the RA:

- At least once every three years from the RA approval date; or
- Upon the occurrence of any bodily injury to any person because of exposure to a hazard in the workplace; or
- When there is any significant change in work practices or procedures; or
- When there is any significant change in the employee's personal health (including mental well-being) in relation to safety of critical work process or activity; or
- When new information on WSH emerging risk, threat of terrorism, disease outbreak, or mental well-being is made known.

To learn more about RM, refer to the WSH Council's Code of Practice on Workplace Safety and Health Risk Management.

3. Workplace Hazards and their Prevention

Work-related injuries and diseases occur as a result of unsafe acts and conditions. Unsafe acts occur when employees are unaware of hazards and proper work practices. Examples include not adopting the proper lifting methods or not using chemical resistant gloves when handling chemicals.

Unsafe conditions may arise out of ignorance or a lack of diligence in ensuring a safe and healthy working environment. Examples include the lack of a machine guard on food processing machines, or a slippery floor.

Work-related accidents and diseases can be prevented by first identifying the hazard and then taking appropriate preventive measures. Common workplace hazards in the hospitality and entertainment industries, their respective preventive measures and recommended good practices are described in this section.

3.1 Ergonomics

Many jobs have risks that can lead to sprains and strains to the back and other parts of the body. A single act, such as lifting a very heavy load or slipping and falling, could result in musculoskeletal injuries. However, more often, injuries are the result of gradual wear and tear from repetitive and prolonged manual activity. Recovery from some of these injuries may take time and further injury may occur, worsening the problem. Therefore, it is important to identify risk factors that may contribute to such injuries, and take preventive actions to minimise these risks. Most of these problems can be prevented by implementing good ergonomic principles in work design and work practices, which need not be complicated or costly.

Common workplace factors associated with musculoskeletal injuries and disorders are:

Awkward Postures
Our bodies function best in natural postures. Prolonged awkward body postures, such as bending the back during food preparation, increase stress on muscles and ligaments, leading to fatigue, discomfort and increased risk of injury.

One way to overcome the need to hold such awkward postures is to change workplace design, for example, by elevating the work table to a suitable height so that the worker need not bend to prepare food.

Manual Handling
Heavy or frequent lifting, pushing, pulling or carrying strains the back and upper limbs. Back injuries and other musculoskeletal sprains and strains may occur among workers in jobs requiring heavy lifting, such as bellmen, housekeepers, storekeepers, laundry operators, kitchen staff, production crews, stage hands and stage technicians.

Where possible, provide suitable mechanical assistance, such as trolleys, to lessen the need for manual handling. In situations where manual handling is still required, ensure that employees are trained in proper lifting and handling techniques, such as bending the knees to lift goods from the floor. If the load is too heavy for a single person to handle, they should ask for assistance from co-workers. Also, stretching before manual work helps increase flexibility and reduces risk of injury.

Prolonged Standing
Most jobs in the hospitality and entertainment industries involve standing for many hours. Such prolonged standing can contribute to aches and pains in the lower limbs. Provision of chairs or stools for temporary breaks from standing or giving rest breaks is encouraged. Another recommendation is to provide anti-fatigue mats where prolonged standing is required.

Repetitive Movements
Repetitive use of hands and upper limbs may result in pain in the wrists, elbows and shoulders. Persons most at risk include room attendants, laundry operators, kitchen and office workers. To reduce the risk of injury, ensure that there are sufficient breaks in these routine or repetitive work tasks, for instance, through work variations or rotations.

The Appendices contain some good ergonomic work practices for the following occupations:
* bellmen;
* front desk staff or receptionists;
* room attendants;
* waiters and servers;
* chefs and kitchen staff; and
* laundry operators.

3.2   Handling of Chemicals

Chemicals are commonly used in the hospitality and entertainment industries for cleaning purposes. Some of these chemicals are hazardous and may be corrosive, irritating, toxic, flammable or carcinogenic. Some cause burns, skin rashes, irritation and allergies upon skin contact. Others may damage the eyes when spilled or splashed, or cause injury when inhaled. As they use these chemicals for cleaning, persons at risk include housekeepers, stewards, laundry workers, cleaners (see Figure 3) and engineering or maintenance personnel.

Figure 3: Wearing gloves helps prevent skin rashes from contact with chemicals.

High concentrations of vapour or gas can accumulate, particularly in poorly ventilated and confined areas. It is therefore important that employees who work with chemicals are aware of the associated hazards and adopt safe work practices to avoid exposing themselves to hazardous chemicals. See Table 1 for examples of chemicals used in the hospitality and entertainment industries and their effects.

Good work practices when handling hazardous chemicals

- Substitute hazardous chemicals with less harmful chemicals.
- Provide proper ventilation through open windows or mechanical air vents when using chemicals.
- Wear suitable PPE such as chemical resistant gloves, masks, respirators, safety goggles and so on.
- Ensure that chemicals are stored in a well-ventilated place.
- Inspect chemical stores regularly to check for deterioration or leakage.
- Ensure that staff who handle the chemical understand the associated hazards and emergency responses.
- Ensure that the Safety Data Sheets (SDSs) of the chemical are easily available and accessible on-site.
- Ensure that all chemical containers are properly labelled according to the Globally Harmonised System (GHS).
- Place first aid kits in prominent and accessible locations in the workplace.
- Provide emergency eye wash station and/or shower facility where necessary.

Chemical group	Example of hazardous chemicals	Relevant department that uses the chemicals	Product or function	Health effects
Solvents	Perchloroethylene	Laundry	Dry cleaning agent	Liver damage, narcosis, dermatitis
	Trichloroethylene	Laundry, engineering, housekeeping	Stain removers	Liver damage, narcosis, dermatitis
	Xylene, Toluene	Engineering	Paints, lacquer, glue	Narcosis, dermatitis
Acids	Hydrochloric acid, hydrofluoric acid, sulphuric acid	Laundry, stewarding, housekeeping, engineering	Cleaning agents, stain and rust removers	Chemical burns, dermatitis
Alkalis	Sodium hydroxide	Laundry, stewarding, housekeeping, engineering	Detergents, cleaning agents	Chemical burns, dermatitis
Ammonia	Ammonia	Laundry, stewarding, housekeeping, engineering	Cleaning agents, silver polish	Eye and respiratory tract irritation, dermatitis
Chlorine	Chlorine, Sodium hypochlorite	Swimming pool, laundry	Disinfectant, bleach	Eye and respiratory tract irritation

Chemical group	Example of hazardous chemicals	Relevant department that uses the chemicals	Product or function	Health effects
Welding fumes	Metal fumes, gases	Engineering	Welding	Eye and respiratory tract irritation
LPG Gas	LPG	Kitchen	Fuel gas for the stove and oven	Fire and explosion

Table 1: Examples of chemicals used in the hospitality and entertainment industries and their effects.

3.3 Exposure to Noise

Although a hotel environment is generally quiet, workers may be exposed to noise hazards in certain areas like district cooling plants, boiler and engine rooms. Entertainment outlets such as pubs expose their staff to excessively loud music. Longterm exposure to excessive noise may lead to hearing loss. Such hearing damage is permanent, irreversible and can cause deafness.

To prevent hearing loss, a person should not be exposed to noise levels exceeding 85dBA for 8 hours a day or their equivalent. Where the permissible exposure level has been exceeded, measures should be taken to reduce noise exposure. See Table 2 for the maximum exposure duration for each sound pressure level.

Sound pressure level, dB(A)	Maximum duration per day
85	8 hours
88	4 hours
91	2 hours
94	1 hour
97	30 minutes
100	15 minutes
103	7.5 minutes
106	4 minutes
109	2 minutes
111	1 minute

Table 2: Sound pressure levels and their respective maximum exposure duration.

- Replace noisy machines with quieter ones.
- Locate noise sources away from hard walls or corners.
- Isolate or reduce noise sources by providing acoustic screens.
- Enclose noise sources with suitable noise enclosures or barriers.
- Provide quiet areas or regular quiet breaks for staff exposed to excessive noise.
- Put on hearing protectors (e.g. ear plugs, ear muffs) where applicable.
- Implement a Hearing Conservation Programme in the workplace where appropriate.

3.4 Thermal Stress

It is important to identify excessively hot or cold environments in the workplace. Extreme differences in temperatures expose employees to health hazards such as heat stress and cold bites.

3.4.1 Hot Environment

Workers working in the kitchen, laundry and engine rooms may be subjected to heat stress from machinery or equipment used in these areas (see Figures 4 and 5). Staff working in outdoor events may also be subjected to heat stress. Heat stress can lead to headaches, fatigue and discomfort.

Figure 4: Chefs may be exposed to heat stress while working in a hot environment.

Figure 5: Laundry operators are exposed to heat from heat presses.

Good work practices when working in a hot environment

- Discharge hot air or heat generated from work processes out of the work area.
- Where practicable, enclose processes that generate heat or shield workers from them.
- Acclimatise new workers adequately before they start work in a hot environment.
- Provide drinking water in the work area (e.g., by installing a water cooler).
- Ventilate the work area adequately (e.g., by installing fans).
- Educate workers on recognising the symptoms of heat stress such as nausea, fatigue and dizziness.
- Schedule regular rest breaks in cool areas.
- Train first-aiders to handle heat stress.

3.4.2 Cold Environment

Workers can also be exposed to cold stress and cold bites while retrieving or storing items in cold storage rooms (see Figure 6). There are other hazards associated with cold environments, such as condensate on wet and slippery floors.

Figure 6: Workers working in a cold storage room.

Good work practices when working in a cold environment

- Provide sufficient warm clothing.
- Ensure that appropriate PPE, such as thick warm gloves and anti-slip shoes are provided when moving frozen goods.
- Ensure that new workers are acclimatised adequately before they start work in a cold environment.
- Educate workers on recognising the symptoms of cold stress such as nausea, fatigue and dizziness.
- Schedule regular rest breaks in warm areas. Whenever possible, allow for longer rest periods for workers working in cold environments.
- Practise buddy system when working in a cold environment.
- Install emergency latch-release devices, doors capable of opening from both inside and outside, alarm systems or intercom systems to prevent workers from being accidentally trapped in a cold environment.
- Practise good housekeeping, for example, organise items to minimise the time workers are required to work in cold environments.

3.5 Cuts

Cuts may occur from the use of knives, cutting tools or machinery in kitchens, laundries, engineering and stage production workshops. Room attendants, waiters or chefs may also get cuts from handling broken glass or porcelain.

3.5.1 Handling Sharp Objects

If not handled properly, sharp objects such as knives, broken glass or other sharp hand tools can result in cuts. Preventive measures should be taken while handling sharp objects.

Some recommended preventive measures are:
- Use the appropriate equipment or tool for the job.
- Use appropriate PPE when handling sharp objects.
- Instruct workers to cut in the direction away from their bodies.
- Wash sharp objects separately from other objects or equipment.
- Ensure that cutting operations are done on flat surfaces.
- Store sharp objects like knives properly (e.g., store knives on knife racks).
- Ensure that cutting tools are well-maintained (see Figure 7).
- Do not multitask while handling sharp objects.

Figure 7: Well-maintained knives.

3.5.2   Handling Machinery

Machinery used in kitchens and laundries like mincers, food mixers, meat slicers and ironing machines should be equipped with proper machine guards (see Figures 8 and 9). A guard that is not put in position would not serve its intended purpose. Regular maintenance would also reduce accidents that may result from faulty machinery. Staff should be encouraged to maintain good housekeeping at the workplace.
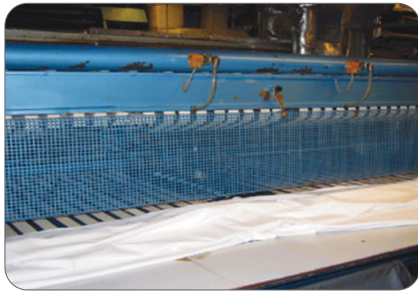

Figure 8: Example of a machine guard in the laundry.

Figure 9: Example of a machine guard.

Good work practices when handling machinery

- Refrain from wearing loose or frayed clothing or jewellery that could get caught in machines.
- Do not remove any safety interlocks and safety guards from machinery.
- Do not reach into moving machinery parts with one's hand.
- Do not clean moving blades unless the power has been switched off.
- Follow the operating instructions recommended by the manufacturer or supplier.
- Ensure that safety guards are in place before operating any machinery.
- Use a pusher or tool to avoid direct contact with any moving parts of the machine.
- Switch off or de-energise (e.g., unplug) the machine before removing the safety guards for retrieval or cleaning.
- Do not repair faulty machinery unless worker is trained.
- Workers with long hair should use hairnets or caps to ensure that their hair does not get caught in machinery accidentally.

3.6   Handling Hot Objects or Liquids

Accidental contact with hot surfaces such as boilers, hot presses in laundry rooms and kettles can cause serious injuries. SWPs for handling hot equipment must be established and followed. Companies must also ensure that first aid facilities are provided and workers are trained in first aid to handle burns and scalds.

Good work practices when working with hot objects

- Restrict unauthorised access to work areas with high heat activities.
- Ensure that workers wear appropriate PPE such as heat resistant gloves.
- Isolate heat sources through insulation or relocation.
- Display precautionary/ warning signs for hot surfaces.
- Ensure that machines that release hot substances are well-maintained.
- Use tools such as tongs when handling hot objects.

Using and handling ovens, deep fryers and hot liquids without due care can cause severe burns and scalds. Staff should be educated on possible hazards and good practices associated with handling such appliances or liquids. Organise the work area to prevent contact with flames and hot objects.

Good work practices when working with hot objects in the kitchen

- Do not overfill pots and pans. Ensure that the hot liquids (e.g., oil or boiling water) in these receptacles are within a safe level.
- Use heatproof gloves or cloths to move hot pots and pans (see Figure 10).
- Ensure that the handles of pots and pans do not stick out from the counter or stove (see Figure 11).
- Make use of safety devices like thermostats and interlocking switches in ovens.
- Do not open cookers and steam ovens while they are under pressure.
- Turn hot water and hot liquid faucets slowly to avoid splashes.
- Label hot liquids whenever possible (see Figure 12).

Figure 10: Do not handle hot items with bare hands.

Figure 11: Example of proper placement of a deep-frying appliance when not in use.

Figure 12: Label hot liquids.

3.7   Slips, Trips and Falls

Many workplace injuries happen as a result of workers tripping over physical obstructions or slipping due to poor ground conditions. Other conditions such as insufficient lighting, poor housekeeping, wet and slippery floors, a lack of guardrails or handrails on platforms or staircases, and/or carelessness can contribute to slips, trips and falls.
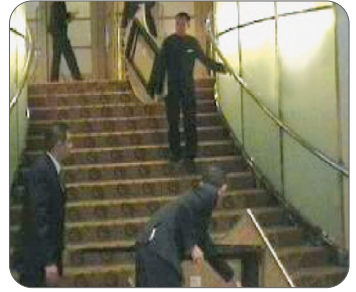

Figure 13: Providing handrails on staircases can reduce slips, trips and falls.

Good work practices to prevent slips and trips

- Provide anti-slip mats in areas that are often wet and/or oily or apply anti-slip treatment on floors.
- Provide and ensure the usage of appropriate PPE. For example, provide and ensure that anti-slip shoes are worn in areas that are often wet or oily.
- Repair damaged flooring immediately (e.g., broken tiles, holes).
- Practise good housekeeping.
- Keep walkways clear of obstructions (e.g., boxes, electrical cables).
- Clean spillages immediately.
- Provide handrails at staircases (see Figure 13).
- Erect signs to warn passers-by about slippery floors during and after cleaning.
- Ensure that there is adequate lighting at all work areas.
- Always keep floors and stairs dry and clean.
- Ensure that carpets and rugs are free of holes and loose edges.

3.8   Struck Against or by Objects

Injuries can occur when persons are hit by hard, heavy or sharp objects. Improperly stacked materials, narrow and cluttered passageways and improper handling of trolleys and carts increase the risk of materials falling or collapsing on people thus injuring them. Also, workers may bump into transparent glass doors or panels.

Protect yourself

- Ensure that goods and materials are stored in a safe and orderly manner (see Figure 14).
- Ensure that there is sufficient space for movement around the work area, especially in common corridors.
- Ensure that walkways are free from obstructions (e.g., if there are cabinets along the walkways, ensure that all cabinet doors are closed when not in use).
- Wear appropriate footwear, for example, safety boots (see Figure 15).
- Provide adequate lighting.
- Do not rush through swing doors, especially when pushing trolleys.
- Mark transparent glass doors or panels with translucent tape (see Figure 17).
- Put up warning signs where appropriate (see Figure 16).
- Insert glass panels for doors which are totally opaque.

Figure 14: Ensure that table tops are properly stacked to prevent collapse.

Figure 15: Wear safety boots or good footwear to protect feet.

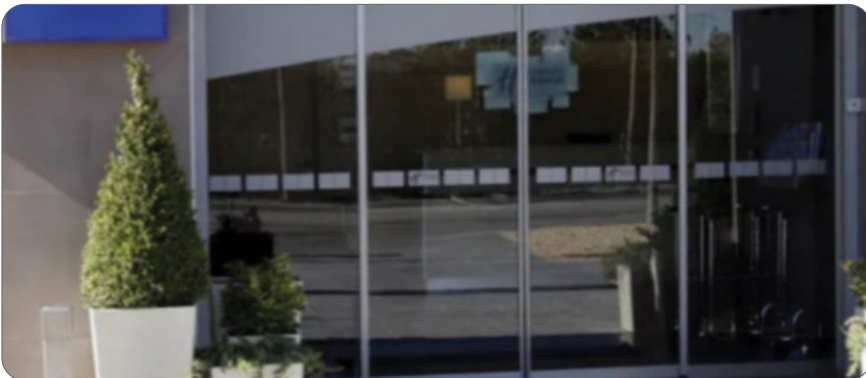**Figure 16: Erect warning signs for low overhead structures such as pipes.**

Figure 17: Decals on full length glass panels.

3.9   Electrical Hazards

Electrocution occurs when the human body becomes part of an electric circuit through which electric current passes.

Electrical equipment and appliances should be regularly inspected by a qualified electrician to ensure that they remain in good working condition and do not pose a danger to unsuspecting staff. Extreme care should be taken in workplaces where workers come into contact with fluids that conduct electricity well. It is therefore important to cultivate and practise safe habits when using electricity.

Figure 18: **Haphazard electrical connections can lead to overloading and electrocution.**

Good work practices when handling electrical appliances

- Report any damaged plugs, wires, and/or electrical equipment.
- Keep power cords away from heat, water and oil.
- Do not clean electrical equipment with flammable or toxic solvents.
- Do not overload electrical points (see Figure 18).
- Provide a system for the inspection and maintenance of electrical appliances.
- Do not run wires around sharp edges.
- Any electrical appliance should be switched off when not in use and its electrical cord properly stored to avoid damage.
- Check the Residual Current Circuit Breaker (RCCB) at least once a month.
- Engage only licensed electrical workers to carry out electrical installation, maintenance or repair work.
- Implement Lock-Out Tag-Out (LOTO) system during maintenance or repair of electrical installations.

3.10   Fire Hazards

For a fire to occur, three basic elements are needed (see Figure 19). They are:
- fuel (e.g., paper, town gas, LPG);
- oxygen; and
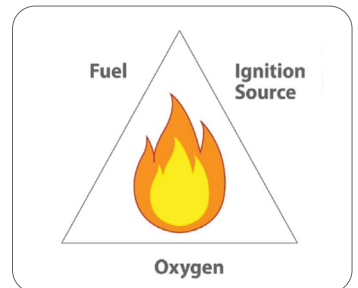- an ignition or heat source (e.g., sparks and open flames).

Figure 19: **The fire triangle.**

Eliminating any one of these elements will greatly reduce or even eliminate the risk of fire. Fires in the hospitality and entertainment industries are usually caused by improper storage of combustible or flammable materials, electrical failures, cooking fires and arson. The two most common causes of fire are cooking fires in the kitchen and electrical failures, such as improper usage of electrical appliances or faulty electrical installations.

Kitchen fires can be prevented by observing the following tips:
- Do not leave cooking unattended;
- Always turn cooking equipment off after cooking (e.g., oven, stove);
- Be alert while cooking;
- Wear appropriate clothing while cooking (e.g., loose sleeves may catch fire);
- Do not store items on or above heat sources (e.g., stoves);
- Keep surfaces of appliances clean of spills, especially spills of flammable liquids (e.g., grease);
- Keep combustible items (e.g., plastic containers);
- Regularly clean kitchen exhaust hoods and filters to prevent the accumulation of grease.
- Know the locations of kitchen suppression system and gas shutoff valves.

Electrical fires are common and account for a significant amount of property damage and serious injuries. The majority of these fires are the result of poor electrical maintenance. However, incorrectly installed electrical components are also potential fire hazards.

Electrical systems are designed according to the needs of the building's occupant and thus have built-in safety margins. As needs change, electrical equipment and motors are added and when electrical components age and deteriorate with time, the possibility of electrical failure increases. Over time, regular inspection and maintenance of electrical systems become increasingly important. The following should be checked on a regular basis:
- Do not insert several power cords into one socket;
- Keep power cords away from heat, water and oil. They can damage the insulation and cause shocks and fires;
- Use cords or equipment rated for the level of amperage or wattage used;
- Always use the correct size fuse. Replacing a fuse with one of a larger size can cause excessive current in the wiring and possibly start a fire;
- Place halogen lights away from combustible materials such as cloths or curtains.
- Halogen lamps can become very hot and may be a fire hazard; and
- Know where the breakers and boxes are located in case of an emergency.

Employers are advised to plan and conduct regular fire drills to familiarise staff with emergency evacuation and rescue procedures. Sufficient firefighting equipment like fire extinguishers and sprinkler systems should be provided and maintained regularly. Fire exits should also be clearly marked and kept free from obstruction.

3.11   Handling Pressure Vessels

Some hotels use pressure vessels like steam boilers to supply steam and hot water to their laundries and guests. These steam boilers are usually located in specially designated boiler rooms. Air receivers are also used in tool rooms and workshops. These pressure vessels should be regularly inspected as required by law under the WSH (General Provisions) Regulations. Regular maintenance and checks should also be carried out by boiler attendants.

Staff, especially those working in the boiler rooms, laundries and kitchens, should be taught how to detect gas leakage using pilot lights or indicators.

Pressure vessels must be handled with care. The following are some legal requirements with regards to pressure vessels:

- Ensure that steam boilers are inspected at least once every 12 months by an authorised examiner;
- Ensure that air or steam receivers are inspected at least once every 24 months by an authorised boiler inspector; and
- Ensure that boiler attendants are properly trained and certified.
- Operate and maintain pressure vessels such as steam boilers in accordance to manufacturer's instructions.

3.12   Working at Heights

Falls from heights is one of the major causes of death and injury in the workplace. It is therefore important to take reasonable practicable measures to protect workers against the risk of falling from heights. Ensure that the following are prepared before working at heights:

- fall prevention plans and all necessary administrative controls such as permit-to-work;
- fall protection equipment such as safety harnesses and lifelines; and
- workers are trained to work at heights.

3.12.1   Ladders

The most common work at heights activity in the hospitality and entertainment industries involves ladders. However, if workers need to access excessive heights or have to work at heights for prolonged periods, it is recommended that scaffolds or mobile elevated work platforms (MEWPs) be used instead.

Good work practices when working with ladders

- Ladders used to access another level should be tied and extended at least 1 meter above the landing point to provide a secure handhold.
- Wear proper footwear (e.g., non-slip flat shoes).
- Place the ladder on stable and level ground. Do not place it on an uneven surface.
- Prevent passersby from walking under or near ladders in use by using barriers (e.g., cones) or getting a colleague to act as a lookout.
- Maintain three points of contact at all times (see Figure 20).
- Do not work on the top rung of the ladder (see Figure 21).
- Use the right ladder for the job.
- It is recommended that the radius of the barricaded area should be approximately the same as the height of the ladder.

Figure 20: Always maintain three-point contact with the ladder at all times.
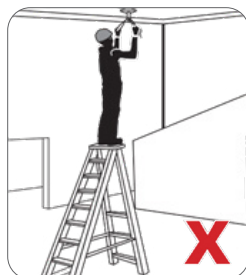

Figure 21: Do not work on the top rung of the ladder.

3.12.2 Scaffolds

Scaffolds are commonly used to support people and hold materials for repairing buildings and other structures (see Figure 22 for an example of a scaffold). Workers can use scaffolds to access areas that are difficult to reach safely. However, there are certain hazards associated with the use of scaffolds, and care should be taken when they are in use.

Before using scaffolds, ensure the following:
- All scaffolds have been inspected by a scaffold supervisor (except for trestle scaffolds or scaffolds which do not permit a person to fall more than 2 meters);
- All scaffolds are used on stable ground;
- Proper access and egress are provided for;
- Basic PPE such as safety harness, helmet and safety shoes are worn; and
- Scaffolds are not overloaded.

3.12.3 Mobile Elevated Working Platforms

MEWPs are used as temporary working platforms to gain access to work at a height (see Figure 23). They are mobile machines with a work platform that position persons, tools and materials at heights. Examples of MEWPs include scissor lifts, boom lifts and vertical personnel platforms.

Figure 22: A mobile scaffold with access ladder, opening and other features to provide a hazard-free working platform.

Before using a MEWP, ensure that:
- Thorough planning and site assessment have been done;
- A suitable and adequate MEWP has been selected for the task to be undertaken;
- The MEWP operator is competent;
- Appropriate PPE such as travel restraint belts, helmet and safety shoes are provided for and correctly used; and
- The MEWP has been inspected and certified by an authorised examiner.

Figure 23: Examples of MEWPs; scissor lift (left), boom lift (middle) and vertical personnel platform.

3.13   Falling Objects

Struck by falling objects (SBFO) is a common hazard across all industry sectors, causing many workplace injuries and even fatalities.

Storage of loose items on racks is a common sight in the hospitality and entertainment industries and can contribute towards SBFO.

Some good practices while storing items on racks are:
*   Heavier items should be placed lower and lighter objects higher (see Figure 24);
*   Shelves and racks have maximum loading capacity. This maximum loading capacity should be adhered to at all times;
*   Nettings or restraining bars can be used to secure goods;
*   Small and loose items can be tied together to prevent unwanted movement;
*   Irregularly shaped items are stored safely; and
*   Provide suitable height access equipment to retrieve objects placed at high levels.

Figure 24: Heavier objects should be stored on lower shelves for stability and safety.

3.14   Fatigue

Fatigue is a state of tiredness leading to reduced mental and/or physical performance that can endanger workplace safety. The onset of fatigue while at work can decrease a person's alertness and compromise his or her reflexes, judgement and/or decisionmaking ability. All these have obvious implications for WSH.

The best approach to prevent fatigue is to have adequate sleep or rest. However, there are methods which can slow and control the onset of fatigue. Some recommended control measures are listed below.

Improving Work Environment
*   Provide adequate lighting;
*   Provide adequate ventilation;
*   Ensure that the environment is of an appropriate temperature; and
*   Provide facilities, such as a pantry or rest area, for breaks.

Work Rescheduling
*   Schedule complex tasks to be performed during the day;
*   Keep night shift to a minimum;
*   Limit each shift to not more than 12 hours including overtime;
*   Plan shift schedules ahead of time and communicate them to employees; and
*   Introduce a buddy system where appropriate.

3.15   Asphyxiation Hazard

Asphyxiation is a condition where the body is deprived of sufficient oxygen, leaving the person unable to breathe normally. A high concentration of asphyxiant gases such as nitrogen, argon, helium, carbon monoxide and carbon dioxide in the environment can lead to asphyxiation.

In the hospitality and entertainment industries, people overexposed to substances such as dry ice (solid carbon dioxide), used for visual effects, and FM-200, used as a fire extinguishing agent, may suffer from asphyxiation. Asphyxiation may occur when handling gas dispensing installations in confined spaces without sufficient ventilation. It is important to note that asphyxiation can occur rapidly, without sufficient time for evacuation.

The following are some recommended good practices to prevent asphyxiation:
- Train employees to operate the gas dispensing installation, identify gas leakage and the necessary actions to be taken in the event of a gas leakage;
- Inspect and maintain all piping tubing, hoses and fittings at regular intervals;
- Place appropriate warning signs outside areas where high concentrations of asphyxiant gases may accumulate;
- Install a gas monitoring system with warning alarms where high concentrations of asphyxiant gases may accumulate;
- Store and use asphyxiant gases in well-ventilated areas; and
- Provide suitable facilities such as breathing apparatus where appropriate.
- Ensure emergency response and rescue procedures are in place.

3.16   Caught In/between Objects

Caught in/between objects accidents occur when a person is crushed, pinched, or caught between a moving object and a fixed one, or between two moving objects. Such accidents may occur when equipment is guarded inadequately.

When precautions are not taken seriously, it is easy to be caught in/between objects, leading to serious injuries or even fatalities. The following are some recommended good practices:
- Properly guard the machines and follow lock-out/ tag-out procedures;
- Turn off relevant machines during repair or maintenance work;
- Barricade areas within the swing radius of a rotating equipment (e.g., a boom lift) to identify unsafe areas;
- Choke vehicle wheels to prevent parked vehicles from moving;
- Always use equipment with all guards in place and properly secured;
- Always shut down equipment before doing repairs or inspections;
- Always be alert while operating equipment; and
- Horseplay is strictly prohibited.

3.17   Workplace Aggression and Harassment

3.17.1   Workplace Aggression

Aggression at the workplace refers to situations where workers encounter threats and/or verbal or physical abuse from agitated and/or distressed individuals. Workplace aggression can cause psychological and physical harm to affected workers. It diminishes workers' professional self-esteem and decreases their job satisfaction, possibly causing emotional trauma. Aggression can also result in negative organisational outcomes, such as low staff morale, increased job stress and an unpleasant work environment.

The following are some recommendations for managing workplace aggression:
- Implement a buddy system for frontline staff.
- Ensure that there are sufficient workers at the reception area or other areas accessed by the public for crowd control.
- Provide panic alarms and closed circuit television (CCTV) for frontline staff.

- Train workers to recognise signs of aggression (e.g., raised voices, nervous movements or gestures, etc).
- Train workers in conflict resolution techniques.

3.17.2   Workplace Harassment

Workplace harassment occurs when a co-worker, manager or any other person at the workplace (e.g. a customer, contractor, or volunteer) harasses, alarms, or distresses another person with his or her behaviour. It may also pose a risk to the victim's safety and health.

Forms of harassment include but are not limited to:
- Threatening, abusive, or insulting language or non-verbal gestures
- Cyber bullying
- Sexual harassment[*]
- Stalking

Harassment can take place in any setting:
- Outside the office, such as on business trips
- On clients' premises
- At any other work-related occasions

It can also happen through:
- Email
- Text messaging
- Social media

Why Managing and Preventing Workplace Harassment Is Important
As an employer, you are legally obligated to keep your workplaces safe for employees by preventing and managing workplace harassment. You can also be held responsible for acts of harassment committed by your employees, as long as they occur in your workplace. Harassment within or outside the workplace may be an offence under the Protection from Harassment Act (POHA).

What You Should Do to Prevent Workplace Harassment
You should strive to provide a safe working environment that allows employees to contribute to business results, as workplace harassment can affect morale and productivity. Refer to the Tripartite Advisory on Workplace Harassment (https://www.tal.sg/tafep/-/media/TAL/Tafep/Employment-Practices/Files/Tripartite-Advisory-on-Managing-Workplace-Harassment_2015.pdf) for guidance on preventive measures to ensure a safe and conducive workplace. The advisory also recommends proactive management and remedial actions that employers and affected persons can take if harassment occurs at the workplace.

As a responsible employer, you should proactively:
- Prevent harassment at the workplace
- Protect your employees

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[*] Types of sexual harassment behavior that are unacceptable within the workplace:
- Conduct which shows a lack of respect for individuals, such as the display of offensive or sexually explicit material, making sexual jokes or remarks, and possessing or displaying offensive or sexually explicit material in the workplace.
- Persistent requests for social interactions or outings.
- Unwanted attention which the individual finds intimidating, offensive, or which causes them discomfort.
- Unwelcomed physical contact such as deliberately brushing against or touching someone inappropriately.
- Unwelcomed and uncalled for sexual comments about a person's appearance, body, and personal life.

- Manage the incident properly if it happens, and ensure confidentiality of the affected employee is maintained and protected while addressing the harassment
- Ensure employees are not victimised as a result of making a complaint

You should also adopt the following progressive employment practices:
- Develop a harassment prevention policy
- Provide information and training on workplace harassment
- Implement reporting and response procedures
- Approach organisations who champion anti-workplace harassment for guidance

For more information on the above practices, please refer to the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP)'s website on the above topics at: https://www.tal.sg/tafep/Employment-Practices/Workplace-Harassment, or to your own company's HR policies on them.

Getting formal help
The affected person is advised to report the harassment encounter to his/her supervisor, manager, HR or delegated neutral party, when organisational intervention is required. The organisation should intervene promptly upon receipt of such reports and take all appropriate action necessary.

If external parties are preferred, the affected person can also consider approaching associations, unions, or professional organisations for advice on dealing with harassment.

Refer to *Section 8 Resources* for a list of contacts.

3.18   Exposure to Bodily Fluids

Chamber maids changing soiled liners in guestrooms are exposed to the risk of transmissible diseases when they have dermal (skin) contact with pathogens in blood or other bodily fluids. Precautions must hence be taken when handling all soiled linens, beddings, or other materials, which could risk such hazardous contamination.

The following are some good practices when handling bodily fluids:
- Report location and nature of bodily fluids.
- Wear suitable personal protective equipment such as impermeable gloves, safety goggles and face mask.
- Sanitise and disinfect the soiled areas or materials with suitable chemicals or disinfectants.
- Soiled linens and bedding should not be sorted in the guestrooms. Linens and bedding should be handled with protective gloves and placed in BIOHAZARD bags (identifiable yellow or red bags).
- Contain bodily fluid such as blood, vomit, faeces, or urine in an appropriate "Body Fluid Spillage Pack".

3.19   Infectious and Transmissible Diseases

Infectious diseases are typically caused by bacteria or viruses getting into contact with the body. These diseases are usually transmissible; for instance, an infected person may unknowingly be spreading the disease during the incubation period when symptoms have yet to show.

In the hospitality and entertainment industry, employees are in frequent close contact with guests/patrons in their daily course of work. Such situations (and environments) promote the transmission and spread of infectious diseases. Infection control in the workplace is therefore important to prevent and manage any possible transmission of infectious diseases.

Some control measures are listed below:
- Obtain vaccination against known transmissible diseases.
- Ensure the practise of good personal hygiene habits. (e.g., Regular washing of hands with soap and water, using an alcohol-based hand sanitiser).
- Wearing of masks in public, especially indoors or when physical distancing is not possible.
- Encourage staff who are feeling unwell to stay home and seek medical attention.
- Disinfect common areas, such as lift lobbies, frequently.

If a disease outbreak has/ may have occurred, the following controls could be considered:
- Conduct contact tracing and temperature screening.
- Disinfect rooms and frequently-used areas and objects thoroughly (refer to figures 26 and 27).
- Impose social distancing measures (e.g., physical distancing/ protective barriers, contactless payment methods).
- Isolate and segregate infected individuals and areas.
- Enforce donning of full body protection suits for frontline staff, especially those who carry out duties at the identified and isolated areas. (refer to figure 25)

Figure 25: Full body protection suit.

Figure 26: Disinfection of rooms and frequently used areas and objects.

Figure 27: Disinfect common areas, such as lift lobbies, frequently.

3.20 Lone Working Hazards

Lone working is a situation where any person is working alone in an environment, where there are no other workers who have knowledge of the work and the workplace present to be available to respond effectively to unusual circumstances or emergencies.

Workers are considered to be working alone if they have neither visual nor audible communication with someone who can get help in the event of an accident or illness.

Establishing safe working arrangements for lone workers is no different from ensuring the safety of other staff. Procedures should be in place to monitor lone workers and ensure that they stay safe. These include:
- Supervisors periodically visiting and observing workers working alone.
- Establishing regular contact between the lone worker and supervisor by telephone or radio.
- Using automatic devices that send alerts to co-workers and/or supervisor if the lone worker is unresponsive over a period of time.
- Checking that the worker has reported to their supervisor at the end of the lone working and that contractors have followed the correct signing-out procedure before leaving the hotel.

3.21 Contractor Management

The responsibility for contractors' employees working safely in the hotel rests primarily with the contractor. However, the hotel management also has a duty to ensure contractors work safely, such as providing a safe working environment.

The hotel should ensure that the contractor is competent to perform the task safely and without unacceptable risks to other employees, guests, members of the public, and persons in the hotel. Contractors should be monitored regularly to ensure that they adhere to rules set by the hotel and abide by applicable laws.

For more details, please refer to the "WSH Guidelines on Contractor Management" (https://www.tal.sg/wshc/-/media/TAL/Wshc/Resources/Publications/WSHGuidelines/Files/Guidelines_for_Contractor_Management.pdf).

3.22   Adopting Technology for WSH

Rapid innovation in technology is widespread in many business operations, including WSH. Advances in robotics, data analytics, digital media, and telecommunications, can help employers to improve workplace safety in various ways, such as better monitoring employees' health, reducing their physical stress, and keeping personnel out of harm's way. In addition to protecting workers, WSH technology can help boost employee morale, reduce man hours lost to injuries and fatigue, and control business insurance costs.

Some examples of the types of WSH technology are:

Wearables
For personal physiological needs, environmental monitoring, and proximity detection for hazard prevention.

Automation, drones and robots
For aid in performing hazardous, repetitive, and strenuous tasks, which reduces fatigue and lowers human risks.

Mobile applications
Useful tool for assessing, monitoring, and improving WSH through personal and group evaluation applications (chat groups/ WSH information sharing apps etc.)

Here are some guidelines on how your management can implement technology and spur WSH innovation for your companies:
- Develop a WSH technology roadmap to identify emerging technologies with the greatest impact to solve your WSH problems.
- Set up a WSH innovation and technology network (coordinated by the Ministry of Manpower) to mobilise research institutions, leading technology companies, and experts to develop WSH solutions.
- Conduct a cost-benefit analysis to evaluate the WSH technology and determine man-hour savings that would have been lost to injuries and fatigue.
- Incorporate technology into WSH training, where it is shown to be effective.
- Deploy technology for team learning on work coordination to operate safely.
- Explore use of micro-learning applications on hand-held devices for continuous upgrading of knowledge.

4. Safety and Health Management

Management of safety and health must not be different from the way other aspects of the hotel and restaurant businesses are managed. Employers are encouraged to develop and implement a comprehensive safety and health programme to prevent workplace accidents and work- related illnesses and to establish a safe and healthy working environment.

Each organisation should have a safety and health programme that covers fire safety, workplace safety, biological safety, and so on. Regardless of the size of an organisation, the WSH management system must include five essential elements for it to be effective (see Figure 26).
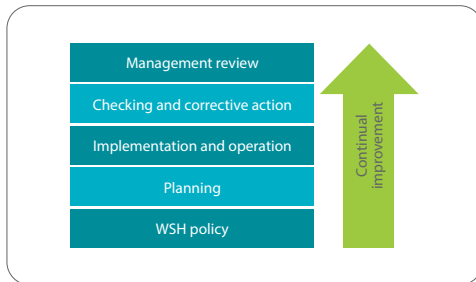

Figure 28: Elements of a WSH management system.

4.1 Workplace Safety and Health Policy

Leadership and commitment from management are essential for a WSH management system to be effective. The management should develop a clear WSH policy that communicates the organisation's overall safety and health objectives and how it seeks to achieve its commitment.

The policy should:
* be endorsed by the organisation's top management;
* be appropriate to the nature and scale of the organisation's WSH risks;
* be understood by all staff;
* include a commitment to protect the safety and health of all members of the organisation by preventing work-related accidents, ill-health and incidents; continuously improving and complying with current applicable legislation (e.g., WSH Act, etc.) and other requirements that the organisation subscribes to;
* be available to interested parties; and
* be reviewed periodically to ensure its relevance to the organisation.

4.1.1   Demonstration of Management Commitment

Management should demonstrate commitment through the following:
* Support the implementation of safety and health policies, programmes and training;
* Establish appropriate safety and health performance goals throughout the organisation;
* Management is involved in safety and health activities;

- Recognise safety and health in work performance reviews; and
- Praise employees who work in a safe and healthy manner and counsel those who do not.

4.2   Planning

A plan with clear objectives and standards is essential to maintain a consistent approach in the implementation of a WSH management system. Adequate and appropriate planning based on initial and subsequent reviews, and other relevant data should include:
- clearly defined WSH objectives;
- defined responsibilities and clear performance criteria indicating what is to be done by whom and when;
- a selection of measurement criteria for confirming that the objectives are met; and
- allocation and provision of adequate resources (time, money, manpower, etc).

Together with the WSH plan, there needs to be an understanding of all significant WSH hazards within the organisation so that the risks posed by these hazards are reduced through the implementation of effective control measures. This understanding will then form the basis of the WSH management system.

Procedures should be established in the WSH management system for the ongoing identification of hazards, assessment of risks, and implementation of necessary control measures. The procedures to conduct risk assessment should include:
- hazard identification;
- risk evaluation with risk matrices; and
- risk control with reference to the Hierarchy of Control.
- be effectively communicated to all employees and ensure that they are aware of their individual WSH obligations;

All activities within the organisation should be assessed and this information should be documented and kept up-to-date. These activities should include:
- routine activities (e.g., cleaning the floors);
- non-routine activities (e.g., testing of backup generator, equipment maintenance);
- emergency conditions;
- activities of all personnel with access to the facility (including subcontractors and guests); and
- facilities, provided by the organisation or others, at the workplace.

Refer to section 2 of this publication for more information on Risk Management.

4.3 Implementation and Operation

All organisations, regardless of size, should have relevant procedures in place to address the following (non-exhaustive):
- record keeping and notifications (includes incidents, accidents and dangerous occurrences, illnesses, risk assessments, SWPs and training records);
- emergency response plans (includes fires and chemical spills, etc.);
- regular safety and health programme review;
- change management (modification or introduction of new work methods, materials, processes or machinery);
- exposure monitoring (includes chemical and noise);
- preventive maintenance programme (includes critical equipment and systems);

- WSH training for employees (includes induction, periodic training and assessment for competency);
- formation of a risk management team;
- management of contractors; and
- safety and health inspections.

4.3.1   Responsibilities of Employers and Employees

Employers have a duty to ensure the safety and health of their employees and should take the lead in promoting safety and health.

Safety personnel should be appointed to advise management on all occupational safety and health matters and assist in the implementation of safety and health programmes.

Employees should understand that WSH is not just the responsibility of their employer. They too have a role to play.

Responsibilities of the Employer
- Develop and implement an effective safety and health programme;
- Inform all staff of the workplace hazards and ensure that safety and health rules, training schedules and SWPs are followed;
- Provide proper PPE;
- Provide welfare facilities such as rest areas and first aid boxes; and
- Document the safety and health programme and keep records of all reported accidents, incidents and diseases.

Responsibilities of the Employee
- Follow safety and health work procedures;
- Attend safety and health training;
- Use the safety devices and PPE provided;
- Report accidents, incidents, diseases and any workplace hazards to the supervisor or employer; and
- Suggest ways to improve safety and health at work.

4.3.2   Recording and Reporting Occupational Injuries and Illnesses

The WSH (Incident Reporting) Regulations require employers to report accidents, dangerous occurrences and occupational diseases at workplaces. The duties of an employer include reporting and keeping records of accidents, incidents and occupational diseases.

The following information is needed for report submission through iReport:
- particulars of the incident, including what, where and how it happened;
- particulars of the injured or deceased (if applicable);
- particulars of the employer, including the employer's name, organisation identification number [e.g., Accounting and Corporate Regulatory Authority (ACRA) number] and contact details; and, if applicable,
- particulars of the occupier of the incident premises including the occupier's name, and organisation identification number (e.g., ACRA number if applicable).

Go to www.mom.gov.sg/iReport/ to find out more about iReport.

4.3.3   Safe Work Procedures (SWP)

Employers are encouraged to establish SWPs for the different types of work carried out in the hospitality and entertainment industries. Wherever possible, these procedures should be incorporated into the

standard operating procedures for workers to follow. SWPs should be effectively communicated to all workers.

Employers should establish a system to ensure that existing SWPs are reviewed whenever new equipment or processes are introduced or when there are changes to the operating procedures.

4.3.4   Safety and Health Training

Safety and health training is important because it provides workers with the knowledge and skills to work safely. A programme to identify the safety and health training needs for each level of workers is useful for making training plans.

Safety and health training for supervisors is particularly important as they have a responsibility to ensure that their workers work safely.

Safety and health training can and should be incorporated into the operational training of the workers. Such training can be carried out on the job by trained supervisors or external trainers. Training records should be kept and training materials reviewed on a regular basis.

Safety and health training should be conducted:
*   during orientation period for new employees;
*   when new equipment or processes are introduced;
*   when workers are transferred to another department or change job function; and
*   periodically for existing workers.

4.3.5   In-house Safety and Health Rules and Regulations

A set of written safety and health rules and regulations should be established for compliance by workers and contractors. This will also serve as a reminder of their safety and health obligations and responsibilities. Key legal requirements can be incorporated into these rules and regulations.

More detailed safety and health rules and regulations can be developed by each department.

4.3.6   Safety and Health Promotion

Employers should establish promotional programmes to create safety and health awareness and build a strong safety and health culture at the workplace.

Examples of promotional activities:
*   safety and health talks and seminars;
*   safety and health campaigns;
*   safety and health exhibitions;
*   newsletters; and
*   posters and pamphlets.

4.3.7 Group Meetings

Group meetings should be conducted regularly to discuss safety and health issues and disseminate safety and health information to workers and contractors. Employers should provide adequate facilities for such meetings. All workers should be encouraged to participate.

Daily briefs, de-briefs and toolbox meetings are effective channels for conveying WSH messages.

Employers should encourage their employees to form safety and health improvement teams. This will provide them a channel to contribute ideas and solutions to make their workplace safer, healthier and more productive.

4.3.8   Evaluation, Selection and Control of Contractors

It is common for companies in the hospitality and entertainment industries to engage contractors. The management should establish a system to assess contractors based on their safety policy and procedures, safety performance records, safety training and competency records before any work is awarded.

4.3.9   Maintenance Programme

An effective maintenance programme should be established for all equipment, machinery and appliances used. This will help prevent accidents happening from the failure of such equipment and machinery.

The programme should include a complete list of machinery and equipment used within each premise and their inspection and maintenance schedules and records. There should also be a system for workers to report any defective or damaged tool or equipment.

4.3.10   Occupational Health Programmes

Occupational health programmes targeted at specific hazards should be established. Each programme should specify its objectives, person-in-charge, activities and their frequencies.

Examples of occupational health programmes include:
* hearing conservation programme;
* management of hazardous substances programme; and
* ergonomics programme.

4.4   Checking and Corrective Action

All organisations should establish procedures to monitor and measure WSH performance on a regular basis for continual improvement. Checks on the WSH management system should be done through periodic reviews by the organisation and by conducting regular system audits. WSH personnel should look out for unsafe acts and conditions above and beyond those reportable to the Ministry of Manpower. Corrective or even preventive actions should be taken to eliminate the causes of actual and potential accidents or incidents of ill-health.

A review of an existing WSH management system should assess the performance against key indicators such as:
* compliance to legislations, standards and WSH management systems or programmes;
* the number of WSH-related accidents, incidents of ill-health; or
* the achievement of specific WSH objectives defined in the planning stage (e.g., implementation of control measures).

Following the WSH performance assessment, proposed improvements to the system and its connecting processes should be reviewed through the risk assessment process prior to implementation. Any changes in the documented procedures resulting from corrective and preventive actions should be documented and communicated to affected employees to ensure continuity.

Procedures should be established for periodic audits of the WSH management system. This is essential to determine whether the system:
* conforms to what was specified in the procedures and documents;
* has been properly implemented and maintained; and
* is effective in meeting the organisation's policy and objectives.

4.4.1   Investigation of Accidents, Occupational Illnesses and Incidents

After being notified of an accident or incident, management should review the information collected and decide on the next course of action. An organisation should develop and implement effective procedures for evaluating and investigating accidents, occupational illnesses and incidents (when these are deemed to be of major concern). The purpose of these procedures is to prevent further occurrence of such situations.

The three main parts of the investigation process are:
* Information gathering:
    - conduct interviews; and
    - check incident area and take photographs.
* Analysis:
    - analyse information; and
    - find root cause.
* Review and implement:
    - review risk management system;
    - implement changes; and
    - communicate changes to all.

Refer to the *Workplace Safety and Health (WSH) Guidelines on Investigating Workplace Incidents for SMEs* for more details.

4.5   Management Review

The organisation's top management should review the WSH management system to ensure its continuing suitability, adequacy and effectiveness. Based on the type of organisation, the management should decide the appropriate intervals to conduct such reviews. The results of periodic audits would help the management to focus on areas of concern.

In light of audit results, changing circumstances and need for continual improvement, the review should address potential changes to:
* WSH policies;
* objectives; and/ or
* elements of the WSH management system or programme.

5. Emergency Response Plan

The establishment and effective implementation of an emergency response plan is crucial in saving lives and minimising losses in emergency situations (e.g., fire).

Top management should ensure that all employees are familiar with the emergency response plan. Regular drills and exercises should be conducted. An evaluation of the drill performance should be carried out and learning points used to improve the plan.

The following list of items (non-exhaustive) may be included in the establishment of an emergency response plan:
- procedures for raising an alarm;
- procedures for evacuation and rescue of victims;
- provision of means of rescue and first aid;
- provision of means of communication with relevant government authorities and response agencies;
- establishment of an emergency response team with the duties and responsibilities of each member clearly defined; and
- emergency contacts.

This emergency response plan forms part of the overall emergency response plan for the workplace. If there is an event taking place in the organisation involving the attendance of staff and/or members of the public, an emergency preparedness announcement should be made to the audience before the event starts. The objective of this announcement is to inform everyone present at the event what to look out for during an emergency.

Items that may be included in the announcement are:
- a reminder to all to stay calm;
- the meaning of any alarms that may be raised (e.g., 2-stage alarms and what each stage signifies);
- the location of emergency exits and escape routes; and
- assembly areas.

5.1   Crowd Handling

A lack of planning, organisation and safety considerations during crowded events can lead to out-of-control crowds and other safety hazards such as stampedes.

The following are some general tips for crowd handling:
- Train employees to handle crowds;
- Gather relevant information before the event for effective preparation (e.g., crowd size);
- Establish clear procedures for effective crowd control in and out of the venue;
- Clearly identify workers that handle crowds to avoid confusion;
- Crowd handling instructions should be well-communicated to all relevant workers;
- Instructions to crowds should be well-documented and communicated; and
- Establish an emergency response plan and communicate it to all relevant workers.

6. References

WSH Council Guidance Materials:
- Code of Practice on WSH Risk Management
- Code of Practice for Working Safely at Heights
- WSH Guidelines for Management of Hazardous Chemicals Programme
- WSH Guidelines for Hearing Conversation Programme
- WSH Guidelines for Managing Heat Stress in Workplace
- WSH Guidelines for Safeguarding Against Falling Objects
- WSH Guidelines for Fatigue Management
- WSH Guidelines for Healthcare

These materials can be found at the WSH Council website — www.wshc.sg

Regulations:
Workplace Safety and Health Act and its subsidiary legislations:
- WSH (Risk Management) Regulations
- WSH (General Provisions) Regulations
- WSH (Noise) Regulations
- WSH (Scaffold)Regulations
- WSH (Incident Reporting) Regulations
- WSH (Work at Heights) Regulations

These regulations can be found at the Ministry of Manpower website — www.mom.gov.sg

Others:
- Singapore Standard: SS506
  Occupational safety and health (OSH) management system SS 506-2 explains the underlying principles of SS 506-1, and describes the intent, typical inputs and typical outputs, against each requirement of SS 506-1. The Singapore Standard on OSH management system consists of the following parts:
  - Part 1 — Specification
  - Part 2 — General guidelines on the implementation of OSH management system

  Note: Subsequent parts of this series would provide specific guidance on implementation for specific industries.
- British Standard (BS) OHSAS 18001 : 1999 standard (now superseded by the BS OHSAS 18001 : 2007 edition).
- International Labour Organization (ILO): Guidelines on Occupational Safety and Health Management Systems — Copyright © 2001 ILO.
- Singapore Civil Defence Force Emergency Handbook — 2010 Edition

7. Appendices

Good Ergonomic Practices for Bellmen

Bellmen load, unload and carry luggage. Frequent carrying of loads, heavy loads, and using incorrect lifting methods can strain the back, shoulders and hands, eventually causing injury.

Proper equipment and training in proper lifting and carrying methods should be provided to prevent back strain and injury.

Lifting luggage from car trunk
- Plan your lift. If it is too heavy, get a colleague to help.
- Stand close to the load. Pull bags from the back of the trunk close to you.
- Face the trunk squarely with both feet firmly on the ground.
- Bend your knees, not the back.

General luggage handling
- Use ramps rather than stairs.
- Use a trolley for heavy luggage or when carrying luggage over long distances.
- Push rather than pull trolleys.
- Ensure that trolleys are properly maintained. For example, make sure that tires are fully inflated and wheels aligned.
- Wear proper shoes.

Keep your back straight with knees bent when lifting luggage from a car trunk.

Get another colleague to help with heavy luggage.

Use a trolley for heavy luggage or when carrying luggage over long distances.

Good Ergonomic Practices for Front Desk Staff

Front desk employees spend many hours standing to serve customers at the reception counter. They work with visual display units, answer phone calls and handle payment. This may involve repetitive work, awkward postures and prolonged standing.

When the desk is too low, writing, typing on the keyboard or using the calculator requires excessive bending of the neck and back that can cause neck and back aches. Low or incorrectly positioned monitors also cause glare.

Prolonged standing in high-heeled shoes may contribute to aches and pains in the feet, legs, and back.

Sprains and strains can be prevented by proper workstation design, proper equipment placement, and adopting proper work postures.

Protect yourself
- Use desk counters of appropriate height to minimise back bending during writing or data entry.
- Use anti-fatigue mats or thick carpets to cushion the impact of prolonged standing.
- Place monitors at a suitable height and angle to minimise neck bending and glare.
- Wear shoes with low heels.
- Take short breaks.
- Do not cradle the telephone receiver between neck and shoulder.

Avoid awkward back posture.

Place monitor at appropriate angle and height to prevent glare.

Use shoes with low heels.

Do not cradle the phone between the head and shoulder.

Good Ergonomic Practices for Room Attendants

Room attendants strain themselves lifting, pushing, bending, reaching and wiping when making beds, cleaning bathrooms, vacuuming, cleaning furniture and pushing carts.

Manual lifting, awkward postures and repetitive forceful movements can cause strains and injuries to the back, shoulders, arms and hands.

Working correctly can prevent strains and injuries. Room attendants should be given appropriate equipment and trained in proper work methods and postures to reduce the risk of strains and injuries.

Making beds
- Bend your knees, not your back.
- Kneel and make one side of the bed each time.
- Avoid bending the back when changing pillow or duvet covers.

Cleaning furniture
- Use a long-handled tool or stand on a step-ladder to reach high furniture or lighting.
- Kneel when cleaning low furniture.

Vacuuming carpets
- Use lightweight and easy to use vacuum cleaners.
- Avoid bending the back by kneeling when vacuuming under furniture.
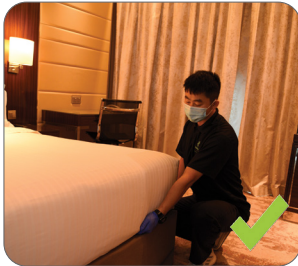
Bend your knees, not your back.

Kneel to clean low furniture.

Avoid excessive bending of the back during vacuuming.

Housekeeping carts
- Carts should not be overloaded.
- Carts should be stable, easy to move and not obstruct vision.
- Push rather than pull carts.
- When pushing a cart, place your hands just below shoulder level on the cart handle.
- Ensure that carts are in good working condition. Wheels should be aligned and turn smoothly.
- Report faulty carts to your supervisor.

Cleaning bathrooms
- Kneel to clean the floors to avoid excessive back bending.
- Kneel next to the toilet bowl to avoid excessive back bending and arm stretching when cleaning the bowl.
- Use tools with long handles for hard-to-reach areas.

Good Ergonomic Practices for Waiters and Servers
Waiters and banquet servers routinely carry trays of dishes or glasses, bend and reach to clear, wipe, set tables and serve customers at tables. Banquet employees carry heavy tables, chairs and other equipment when setting up function rooms.

Heavy repetitive lifting and awkward postures can strain the back, neck, shoulders, arms and hands.

Training in proper manual lifting techniques, using suitable equipment such as trolleys and proper work practices can prevent injuries and strains.

Carrying large trays
- Balance the load and keep the tray dry and clean.
- Carry most of the load over the shoulder.
- Use both hands to support and balance the tray.
- Use carts to carry trays wherever possible.
- Carry fewer plates at a time.

Carrying small trays of drinks
- Carry a loaded tray with your shoulder, arm and hand in a neutral position.
- Carry the tray as close to your body as possible.
- Balance the tray on your arm and hand.
- Balance the load and place heavy items close to the centre.

Push rather than pull carts.

Kneel next to toilet bowl to avoid bending of back.

Unbalanced postures strain the back, neck and shoulders.

Use both hands to support and balance the tray.

Serving drinks or food
- When pouring, move glasses or cups as close to you as possible to avoid overstretching.
- Keep the shoulder, elbow and wrist in a neutral posture wherever possible.
- Move around the table to serve guests.

Carrying tables and chairs
- Use trolleys wherever possible.
- Ensure a good grip when carrying loads.
- Carry tables and chairs close to the body.
- Avoid bending or twisting your back.
- Restrict number of chairs stacked together.
- Have two or more people carry heavy or bulky items.

Keep glasses or cups close to you to avoid overstretching when serving drinks.

Use a trolley to move heavy objects.

Avoid bad bending posture.

Good Ergonomic Practices for Chefs and Kitchen Staff

Chefs and other kitchen staff are involved in food transfer, preparation (e.g., cutting, mixing, grinding, arranging), cooking or baking.

Stewards work in the kitchens to clean utensils, plates and trays.

The work involves awkward postures, prolonged standing, manual handling and repetitive hand motions. These can lead to sprains and injuries of the hands, shoulders, back and neck.

Handling and transferring food
- Use trolleys wherever possible for heavy items.
- Provide tables, counters and trolleys of the same height so that items can be slid across.
- When lifting heavy items, call a colleague to assist.
- Store heavier and more frequently used items on mid-level shelves.

Avoid bending your back.

Store heavier and more frequently used items on mid-level shelves.

Get a helper when lifting heavy items.

Food preparation and cooking
- Use a work surface at waist level for strenuous tasks like chopping.
- Use a work surface that is elbow height for detailed work like cake decoration.
- Stand close and use the front of the work surface to avoid over-reaching.
- Avoid twisting your back.
- Position frequently used ingredients close to your work area and at a convenient height.
- Select utensils designed to reduce awkward postures.
- Use automated equipment like food processors to reduce the stress of forceful and/or repetitive work.

Avoid awkward back posture.

Use a cake stand to reduce excessive bending.

Use automated equipment to reduce the stress of forceful and repetitive work.

Dish washing
- Stand close to the work surface.
- Avoid twisting or bending your back.
- Hold the rinse nozzle at waist level to reduce over-stretching.
- Use a platform to reduce bending your back when using a deep sink.

Good Ergonomic Practices for Laundry Operators
Operations in a hotel laundry include sorting, washing, drying, folding, ironing linens, uniforms and guests' laundry.

The handling of the laundry requires considerable force. Some tasks may be repetitive and involve awkward postures and prolonged standing. This can be stressful on the hands, wrists, back, shoulders and lower limbs.

Proper work design, automation of certain processes and training in proper work methods and postures can help reduce the risk of strains and injuries. Job rotation and scheduled rest breaks are also important measures.

Sorting and washing
- Reduce the amount of manual handling required for laundry through design of work flow or using automations.
- Use bins with a self-elevating base to reduce bending when retrieving laundry from the bottom of the bins.
- Use lighter bins with wheels.
- Get a colleague to help if loads are heavy.
- Maintain the bins regularly with particular attention to the wheels.

Use a flexible rinse nozzle to reduce over-stretching.

Pulling washed laundry manually from the washer may increase stress to a worker's upper limbs and back.

Washing machine that tilts will reduce stretching when retrieving laundry.

Drying and folding
- Reduce awkward body postures such as reaching above shoulder level or bending the back while loading the dryer.
- Stand as close to the dryer as possible to reduce reaching forward.
- Use a foot bar to switch the weight of the body from one foot to the other.
- Anti-fatigue mats and shoes with good insoles to reduce discomfort from prolonged standing.

Ironing and packing
- Reduce awkward body postures such as neck bending downwards and stretching to hang ironed clothes.
- Practise job rotation or vary job tasks during the shift.
- Position the hangers at shoulder level to reduce excessive reaching and overhead work.
- Take regular breaks and perform stretching exercises.
- Provide anti-fatigue mats and shoes with good insoles.

Use anti-fatigue mats and reduce distance between operator and dryer.

Reduce reaching to hang clothes.

Reduce neck bending during ironing.

8. Resources

Organisation	Services	Contact information
TAFEP	Advisory services on fair and progressive employment practices and workplace harassment	Tel: 6838 0969
Singapore National Employers Federation (SNEF)	Advisory services and corporate training programmes on workplace harassment	Tel: 6290 7692 or 6827 6927 Email: ir@snef.org.sg
NTUC	Advisory services on workplace issues for professionals, managers and executives (PMEs) who are NTUC union members	Tel: 6213 8008 For unionised companies, please approach your union for assistance or submit an online query at http://www.ntuc.org.sg/workplaceadvisory
Trauma Recovery and Corporate Solutions (TRaCS) by Changi General Hospital	• Corporate training, talks and workshops on building human resilience and mental health topics • Consultation services to build internal staff support capability • On-site crisis support • Employee counselling	Tel: 6426 8933 Email: tracs@cgh.com.sg

9. Amendments

This set of guidelines replaces the Workplace Safety and Health Guidelines: Hospitality and Entertainment Industries published by the WSH Council in November 2013.

Obsoleted WSH Guidelines

The key amendments in this third edition are:

Chapter	Additions
2. Risk Management	Included a revised risk management and assessment framework
3.17 Workplace Harassment	• Added new segment on managing workplace harassment: • Types and forms of harassments in the workplace • How to manage and prevent them • Seeking formal help and resolution
3.18 Exposure to Bodily Fluids	• Included good practices for housekeeping staff and chambermaids handling bodily fluids: • Personal protective equipment (PPE) to be worn, and; • Steps to handle areas or materials soiled with bodily fluids • How to classify and sort bodily fluids
3.19 Infectious and Transmissible Diseases	• Added guidelines on how to prevent and contain a disease outbreak in the hospitality setting: • Control measures on how to prevent an outbreak • Control measures on how to contain an outbreak if it occurs

Chapter	Additions
3.20 Lone Working Hazards	Added guidelines on hazards for lone workers (eg lift maintenance contractors, electricians etc.) and mitigation methods.
3.21 Contractor Management	Added additional information for management of contractors' WSH while working within hotel premises.
3.22 Adopting Technology for WSH	Included recommendations of adopting technology for WSH in hotels, with examples in following categories: • Wearables • Automation, drones and robots • Mobile Applications
New and updated photographs	The guide has been refreshed with new and updated photographs, in line with recent developments and trends of the hospitality industry.

10. Acknowledgements

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