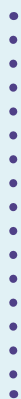




**ANNUAL
REPORT**
— 2022 —

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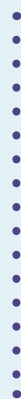
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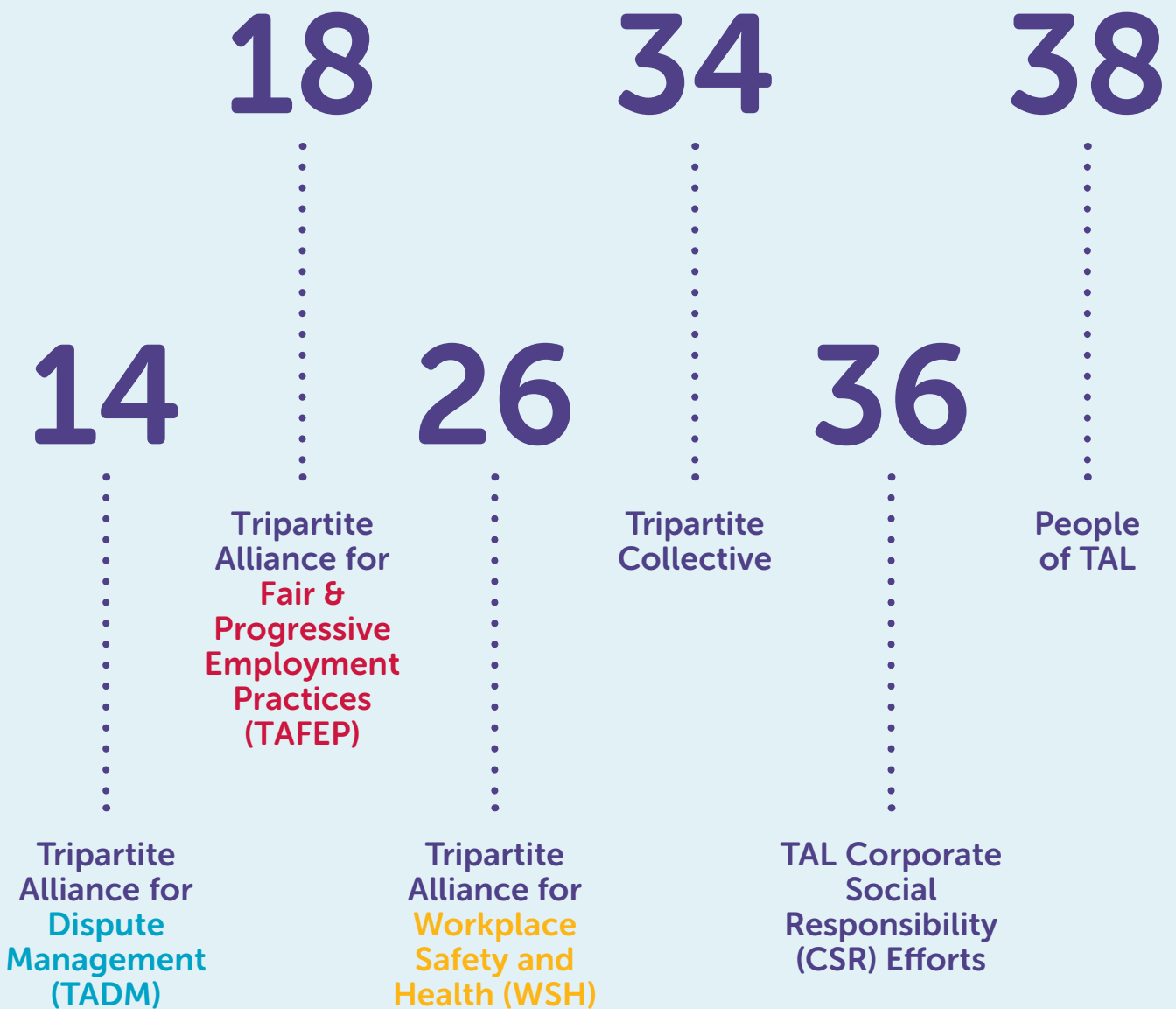


TA Board
& Senior
Management

10



A Message from
the Chairman



CORPORATE INFORMATION

Corporate Status

Type of Entity: Public Company Limited by Guarantee
Date of Incorporation: 15 March 2016
Unique Entity Number (UEN): 201606688Z

Registered Address

80 Jurong East Street 21, #05-05/06
Devan Nair Institute for Employment and Employability Singapore 609607

External Auditor

BDO LLP

Company Secretary

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

TA BOARD & SENIOR MANAGEMENT



Chairman

Mr Stephen Lee

Board of Directors

Ms Ameera Ashraf

Ms Cham Hui Fong

Mr Chia Der Jiun

Mr Douglas Foo

Ms Ivy Lai

Mr Jason Chen

Mr Neo Sing Hwee

Mr Ong Hwee Liang

Mr Silas Sng

Mr Then Yee Thoong

Finance & Procurement Committee

Ms Ivy Lai, Chairperson

Ms Ameera Ashraf

Ms Catherine Hu

Mr Loy Liang Kiat

Audit and Risk Management Committee

Mr Neo Sing Hwee, Chairperson

Ms Ang Tiong Ling

AP Foo See Liang (1 Jan 2022 to 22 Jan 2022)

Ms Joy Tan

Mr Ong Hwee Liang

Human Resources Committee

Mr Stephen Lee, Chairperson

Ms Cham Hui Fong

Mr Chia Der Jiun

Senior Management

Mr Then Yee Thoong, Executive Director

Mr Silas Sng, Executive Director

Mrs Sheila Wong, Director, Corporate Services



Tripartite Alliance
for Dispute Management

TADM Committee

Mr Jason Chen, Chairperson

Ms Sylvia Choo

Mr Sim Gim Guan

Mr Then Yee Thoong

Senior Management

Mr Kandhavel Periyasamy, General Manager
(1 Jan 2022 to 30 Nov 2022)

Ms Ng Hwei Min, General Manager
(Appointed on 1 Dec 2022)

Ms Sylvia Choo, General Manager



Tripartite Alliance for
Fair & Progressive Employment Practices

TAFEP Committee

Ms Cham Hui Fong, Co-chair

Mr Douglas Foo, Co-chair

Mr Abdullah Shafie Bin Mohamed Sidik
(1 Jan 2022 to 31 Mar 2022)

Mr Benedict Chan (Appointed on 1 Apr 2022)

Mr Edwin Ng

Ms Faith Li

Mr Sim Gim Guan

Mr Saktiandi Bin Supaat

Mr Then Yee Thoong

Senior Management

Ms Faith Li, General Manager



Tripartite Alliance for
Workplace Safety and Health

WSH Council

Mr John Ng, Chairman

Senior Management

Mr Christopher Koh, General Manager

BOARD OF DIRECTORS

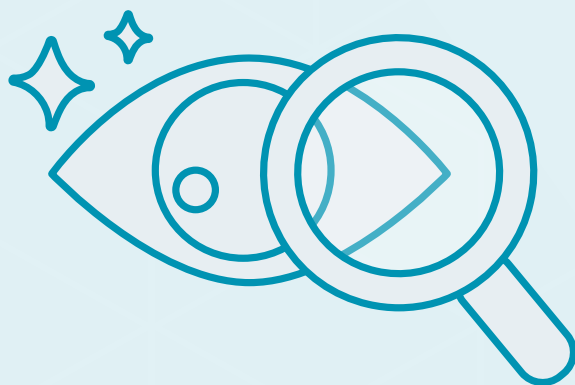
Chairman (left)
Mr Stephen Lee

Board of Directors (second from left to right)

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



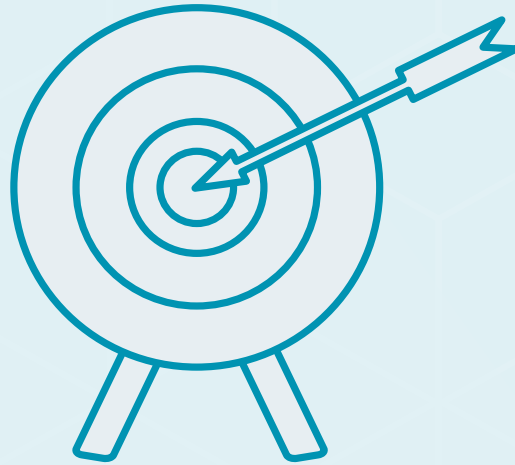




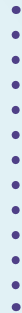
OUR VISION



**Progressive Workplaces.
Harmonious Work Relations.**



OUR MISSION



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

A MESSAGE FROM THE CHAIRMAN

Mr Tan had not received his salary for the month. Upon checking with his employer, Mr Tan found out that his salary had been withheld as compensation for accidentally damaging a car while at work.

Mr Tan was also worried that his employer would continue to withhold his salary for subsequent months. With some help from his daughter, Mr Tan lodged a salary claim through the Tripartite Alliance for Dispute Management's (TADM's) Online Dispute Resolution Portal. Fortunately, Mr Tan's employer eventually paid the full amount owed to him on the final day of the payment deadline. This was a great relief to Mr Tan as his family depended on his salary for their daily expenses.

Like Mr Tan, many workers and employers have received advice and assistance from TADM and other TAL business units. Through this annual report, I would like to share with you our key achievements over the past year, and illustrate how TAL has assisted workers and employers in Singapore.

In 2022, TADM resolved more than 80% of employment claims at the mediation stage. 9 in 10 employees fully recovered their salaries at TADM and the Employment Claims Tribunal. TADM enhanced its Online Dispute Resolution portal to take in disputes involving multiple claims, and to resolve more cases involving migrant workers. To reach out to more employees and employers, TADM also extended its partnerships with service centres to deliver basic advisory services and e-services islandwide.

With employer education and capability building being key to making workplaces more progressive, the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) launched initiatives such as the Addressing Unconscious Bias at the Workplace training programme, and the Creating Inclusive and Fair Workplaces webinar series. On-going efforts such as Tripartite Standards clinics, advisory services and publicity efforts continued, whilst some training moved online to provide employers with more flexibility and to extend our reach.

The Workplace Safety and Health Council (WSH) Council continued its work in ensuring workers have safe work environments. More than 76,000 employees were given access to Total WSH services in 2022, which helped prevent workplace injuries and support workers' health. A new category was added to the annual WSH Awards: the "Culture of Acceptance, Respect and Empathy (CARE) Award" which recognises companies with exemplary practices in workplace mental well-being, emphasising the importance of looking beyond physical and environmental safety and health.

In addition to highlighting the key achievements of TAL business units, this edition of the TAL Annual Report will introduce two new sections: 1) People of TAL, and 2) TAL's Corporate Social Responsibility activities.

At TAL, every officer has a role to play in fulfilling our mission of "Progressive Workplaces. Harmonious Work Relations". But how does this work out on a day-to-day basis? In the "People of TAL" section, we shed a light on why some TAL officers decided to join us, and uncover the challenges they face at work and how they find fulfilment in helping others.

In recent years, TAL has also embarked on initiatives to help the community around us. In 2022, TAL's "Friends of Agape" initiative continued for the second year in partnership with Agape, a contact centre providing employment for persons with disabilities, single mothers, and ex-offenders. TAL officers conducted briefings on employment laws and fair and progressive employment practices to Agape's beneficiaries, organised a thrift sale to raise funds, and distributed goodie bags to those residing in rental flats.

In many ways, TAL can be seen as the embodiment of the strong relationships between the Ministry of Manpower, National Trades Union Congress, and Singapore National Employers Federation. Therefore, it is only fitting that we help to strengthen the spirit of tripartism so that future generations continue to benefit from harmonious industrial relations. In May 2022, we launched the TC to do just that. Over the past year, the Tripartite Collective organised two Dialogues and worked with research partners to produce case studies about the impact of tripartism on key employment issues.

TAL's business units — TADM, TAFEP, WSHC, and TC — have different areas of focus, and have built up expertise and experience in distinct areas. Together, they cover a comprehensive spectrum of key workplace issues, and exemplify Singapore's unique tripartite approach of problem-solving and collaboration. This is unseen in any other part of the world, and as the embodiment of tripartism, TAL will continue to play a key role in growing and safeguarding this precious competitive advantage for Singapore in the years ahead.

Thank you.



Mr Stephen Lee
Chairman, Tripartite Alliance Limited



FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2023

		2023 \$	2022 \$
ASSETS	Non-current assets		
	Plant and equipment	64,721	1,130,866
	Right-of-use assets	3,200,138	1,892,974
	Total non-current assets	3,264,859	3,023,840
	Current assets		
	Trade and other receivables	532,728	1,041,688
	Prepaid operating expenses	508,788	423,072
	Cash and bank balances	24,677,201	22,920,306
	Current income tax recoverable	—	60,492
	Total current assets	25,718,717	24,445,558
	Total assets	28,983,576	27,469,398
LIABILITIES	Non-current liabilities		
	Deferred capital grants	66,036	1,021,603
	Provision for reinstatement cost	630,549	598,926
	Lease liabilities	1,235,778	353,530
	Total non-current liabilities	1,932,363	1,974,059
	Current liabilities		
	Trade and other payables	22,170,814	21,375,921
	Lease liabilities	1,988,836	1,517,439
	Current income tax payable	47,729	—
	Total current liabilities	24,207,379	22,893,360
	Total liabilities	26,139,742	24,867,419
	Net assets	2,843,834	2,601,979
FUNDS	Accumulated surplus	1,084,145	842,290
	Fund contribution from a member	1,759,689	1,759,689
	Total funds	2,843,834	2,601,979

STATEMENT OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

	2023 \$	2022 \$
Income	638,657	180,596
Other item of income		
Other income	337,562	468,301
Other items of expenses		
Consultancy fees	(2,184,533)	(1,043,457)
Depreciation of plant and equipment	(1,066,145)	(1,089,722)
Amortisation of right-of-use assets	(1,966,162)	(2,149,911)
Employee benefits expenses	(42,726,429)	(40,712,728)
IT and software expenses	(3,373,138)	(2,788,450)
Marketing and distribution costs	(8,576,635)	(6,443,181)
Other operating expenses	(3,466,457)	(2,045,974)
Interest expenses on lease liabilities	(156,756)	(161,950)
Excess of expenditure over income before tax and grants	(62,540,036)	(55,786,476)
Grant income	62,812,718	56,111,097
Excess of income over expenditure after grant before tax	272,682	324,621
Income tax expense	(30,827)	(38,337)
Surplus for the financial year, representing total comprehensive income for the financial year	241,855	286,284



TRIPARTITE ALLIANCE FOR

DISPUTE MANAGEMENT

The Tripartite Alliance for Dispute Management (TADM) was jointly set up in April 2017 by the tripartite partners (Ministry of Manpower, National Trades Union Congress, and Singapore National Employers Federation), to help employees and employers manage employment disputes amicably in an effective, and fair manner.

YEAR IN REVIEW

(AS AT 31 DECEMBER 2022)



More than **80%**

of employment claims were resolved at mediation

Majority of employment claims were concluded within 2 months at TADM

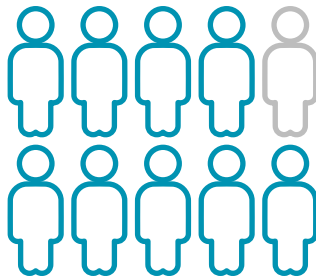
Salary claims



Wrongful dismissal claims

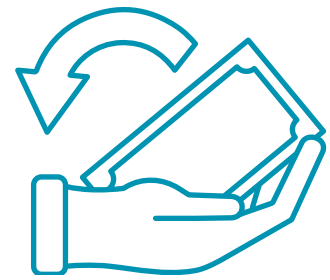


- Concluded within 2 months
- Concluded within 2 – 6 months



9 IN 10

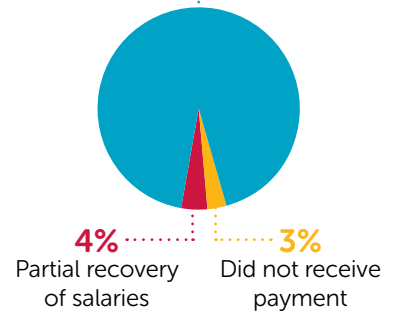
employees fully recovered their salaries at TADM and Employment Claims Tribunals



Total recovered sum to employees

\$12 MILLION

93%
Full recovery of salaries



YEAR IN REVIEW

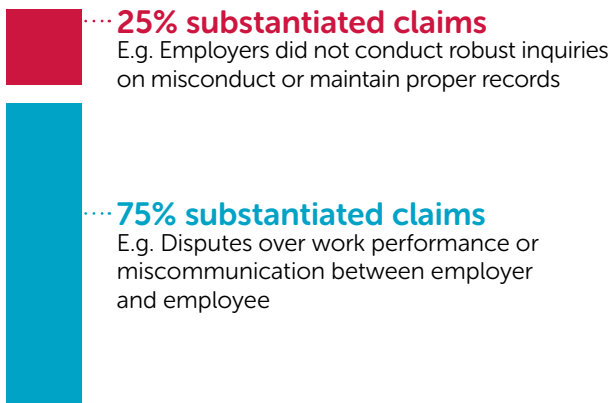
(AS AT 31 DECEMBER 2022)



About **1 in 4** dismissal claims lodged at TADM were assessed to be substantiated

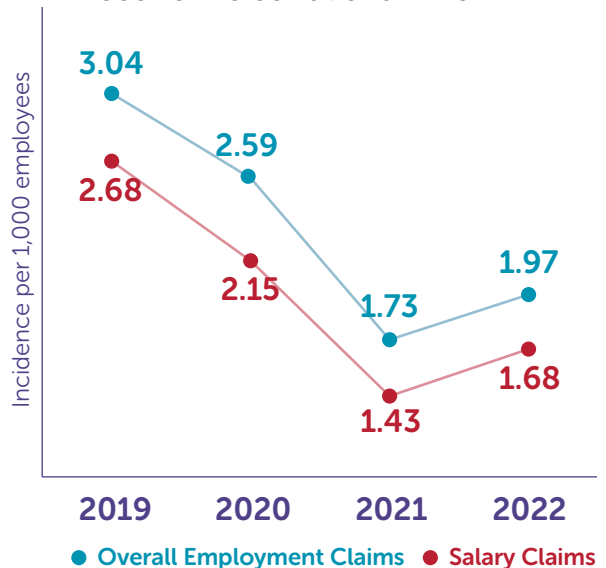
Total payment for wrongful dismissal claims

\$1.29 MILLION



Overall incidence of employment claims and appeals increased in 2022, but remained lower than pre-COVID period

Increase partly due to more challenging economic conditions in 2022



Online Dispute Resolution (ODR) Portal Enhanced to Process Multiple Claims

When the ODR portal was launched in March 2021, it enabled employers and employees to resolve single claims employment disputes virtually. Through the ODR portal, both parties can resolve their dispute anytime and anywhere without having to travel physically to TADM service centres.

In 2022, the ODR portal was enhanced to process disputes involving multiple claims. As a result, the number of claims processed on the portal increased from 430 in 2021 to 1,000 in 2022. TADM also piloted the use of the portal to resolve more cases involving migrant workers and provided the necessary resources to assist workers in resolving their disputes virtually.

Through ODR, 32% of employers and their respective employees were able to successfully resolve their claims amicably amongst themselves through the ODR portal, similar to the proportion

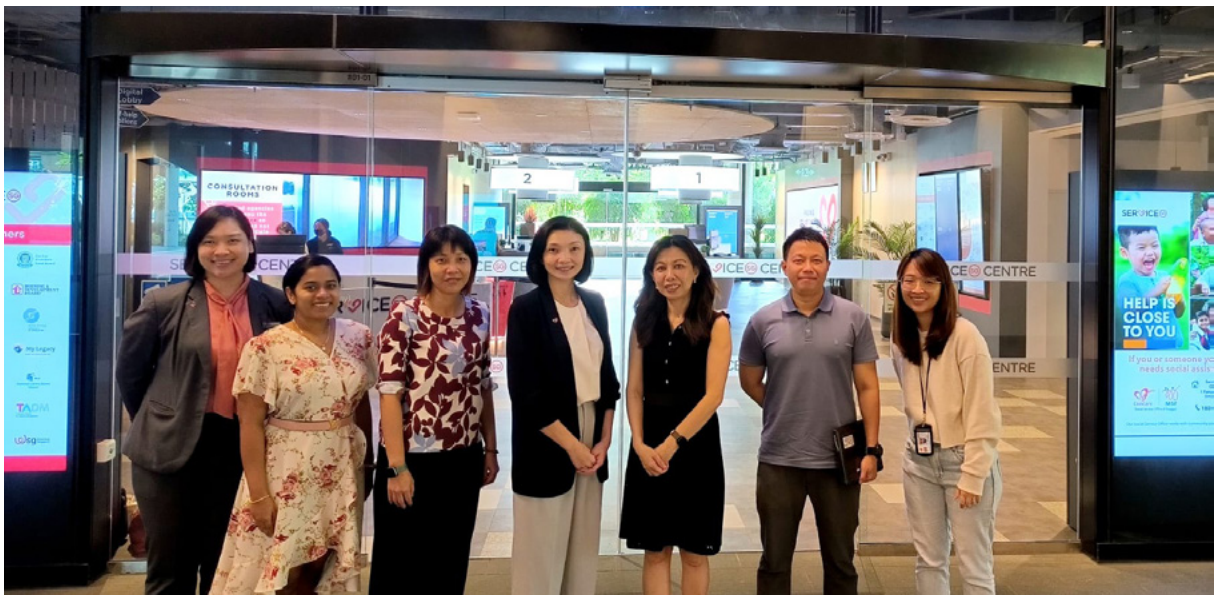
in 2021. Another 52% (comparable to 56% in 2021) were concluded virtually at the e-mediation stage with the assistance of the mediator. Face-to-face mediation continues to be available for those who are not IT savvy.



Community Partnerships Extended to Reach More Locations

TADM also extended partnerships with more ServiceSG centres to deliver basic advisory services and e-services islandwide. TADM currently has partnerships with ServiceSG Centres at Nee Soon Central Community Club, Kampong Chai Chee Community Club, The Frontier Community Club, Our Tampines Hub and

One Punggol. Through the ServiceSG Centres, workers are able to obtain basic advice on their employment claims, guidance on filing claims, create or reset their Singpass credentials, upload documents related to their claims, and tap on video conferencing facilities.





TRIPARTITE ALLIANCE FOR

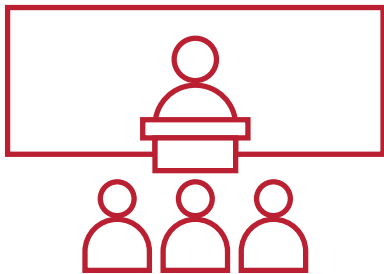
FAIR AND PROGRESSIVE EMPLOYMENT PRACTICES

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

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

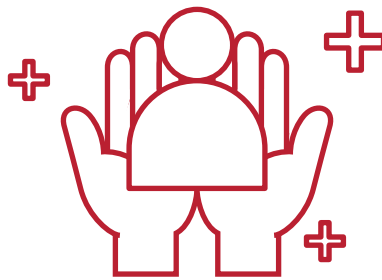
YEAR IN REVIEW

(AS AT 31 DECEMBER 2022)



4,789

HR practitioners,
line managers,
senior managers have
participated in **73 TAFEP
workshops and events**



16,362*

organisations have
adopted the various
Tripartite Standards (TS),
benefitting **1.31 million
employees**



213

appointments were
made by employers
to seek advice from
TAFEP's Employer
Advisory Service

*This figure is cumulative.

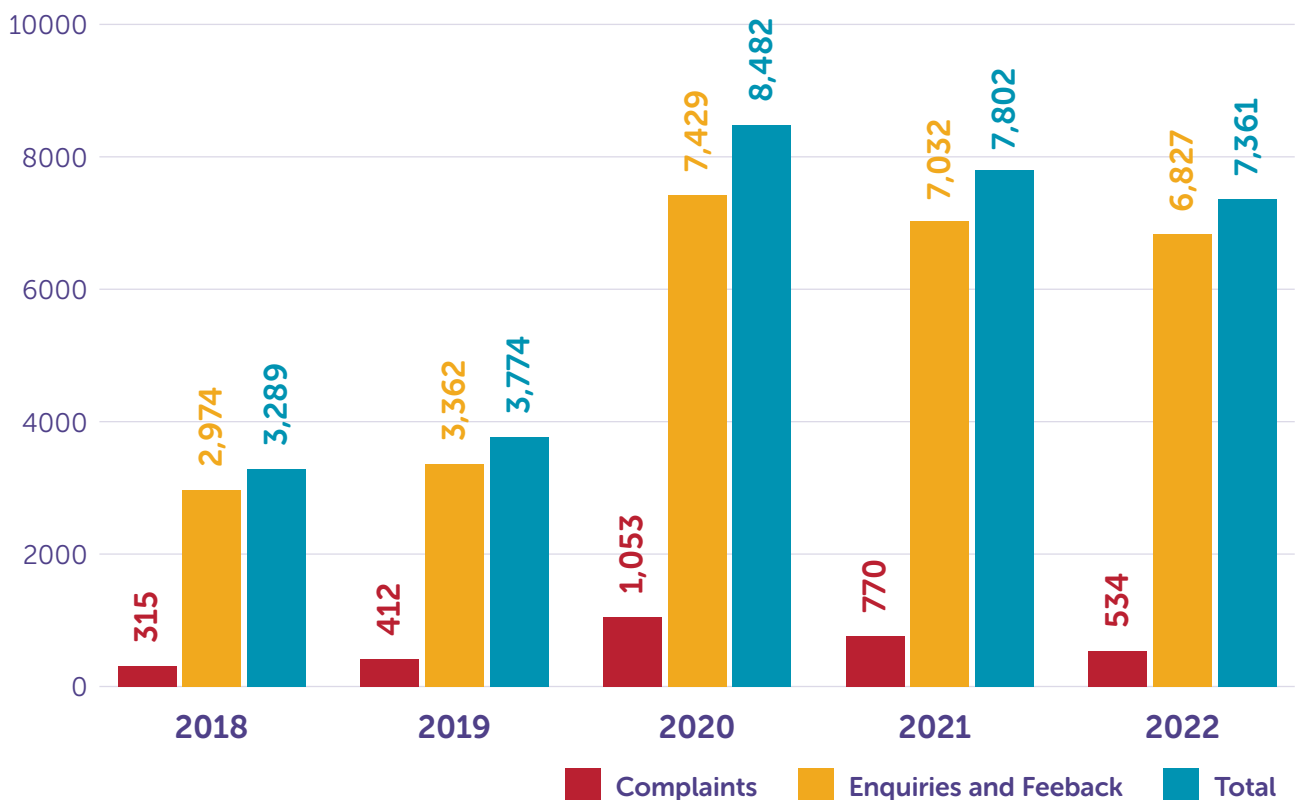
UNDERSTANDING THE FAIR EMPLOYMENT LANDSCAPE

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

To further strengthen organisations' adoption of fair and progressive employment practices, TAFEP has introduced e-learning courses as a blended learning format to supplement its in-class training and workshops, as well as put it up on various partners' platforms. This has given more flexibility and convenience for organisations to schedule their learning times, and also enabled TAFEP's trainers to spend more time addressing participants' questions and created capacity for more workshops to cater to employers' learning needs.

TAFEP continued to build awareness of its Workplace Harassment Resource and Recourse Centre through outreach to more community partners and organisations. TAFEP also worked with the Ministry of Social and Family Development, to establish a referral channel with its National Anti-Violence and Sexual Harassment Helpline. These efforts allow TAFEP to render more timely assistance and advice to individuals who have experienced workplace harassment.

In 2022, TAFEP saw a decrease of approximately 6% in the total number of complaints, enquiries and feedback received compared to 2021. Similar to the previous year, the top three issues of discrimination complaints handled were fair consideration for Singaporeans (19%), age (15%) and sex (9%). For feedback and enquiries received in the same period, the top three issues were related to salary or dismissal/termination, handling of employee grievances, and hiring practices.



KEY ACHIEVEMENTS FOR THE YEAR

NEW INITIATIVES IN EMPLOYER EDUCATION AND ENGAGEMENT

Addressing Unconscious Bias at The Workplace

📅 28 September 2022

A new training programme Addressing Unconscious Bias at the Workplace was launched to educate employers, HR managers and line supervisors on the Tripartite Guidelines on Fair Employment Practices (TGFEF). This initiative is part of TAFEP’s pro-active approach to educate employers on fair and progressive employment practices.

It is a valuable addition to TAFEP’s existing initiatives and complements the ongoing rehabilitation

workshop, “Fair Employment Training”, which is specifically aimed at providing education to employers who may have HR gaps or minor breaches of the TGFEF.

Over 200 participants have attended four runs of this programme in 2022. Given the positive reception, it is now running on a monthly basis in 2023 with full attendance.

Creating Inclusive and Fair Workplaces Webinar Series

📅 30 August 2022 and 11 November 2022

Creating Inclusive and Fair Workplaces is a five-part webinar series to prepare employers for the upcoming Workplace Fairness Legislation and to engage them on fair and progressive practices in the workplace. Two webinars were conducted in 2022 with over 640 participants in attendance.

The first webinar explored the topic of “Strategic Manpower Planning through a DEI lens: Shaping a Fair and Inclusive Workforce of the Future”, while the second discussed “Finding the Silver Lining in an Age Diverse Workforce”.



ONGOING EFFORTS IN EDUCATING AND ENGAGING EMPLOYERS TO IMPLEMENT FAIR AND PROGRESSIVE EMPLOYMENT PRACTICES

Supporting Employers with Resources

TAFEP continued to support capability-building among employers, by developing relevant resources to better implement fair and progressive employment practices, including sector-specific guides for the finance, healthcare and hospitality sectors on flexible work arrangements. The fortnightly TAFEP e-newsletter served as a key educational platform to keep employers updated in a timely manner on evolving workplace trends and fair employment practices and saw its reach increase by 49% in 2021 to 27,000 individuals in 2022. TAFEP also worked with the tripartite partners to strengthen the Work-Life Ambassadors scheme, where volunteers who are employer representatives, HR professionals and employees work to strengthen work-life harmony in Singapore, through community of practice gatherings and sharing of best practice examples on various public platforms such as online campaigns. The Work-Life Ambassadors has grown to a 214-strong group since its inception in 2020.

Tripartite Standards Coaching Clinics

 April 2021 – December 2022

The Tripartite Standards coaching clinics are aimed at helping employers gain a deeper understanding of good employment practices that should be implemented at the workplace. With the right tools, knowledge and resources, employers can easily adopt the Tripartite Standards and gain recognition as a progressive employer.

A total of 35 clinics were conducted in 2022, with 1026 employer representatives participating in the sessions. The clinics have enabled greater adoption of key Tripartite Standards, including those on Recruitment Practices, Flexible Work

Arrangements, Work-Life Harmony, Grievance Handling and Advancing Well-being of Lower Wage Workers.

In 2022, in response to employer feedback, TAFEP added an employer sharing segment to our Tripartite Standards on Flexible Work Arrangements and Work-Life Harmony coaching clinics. This provided participants an opportunity to learn from other employers' FWA implementation experiences and be inspired by the positive impact of the initiatives.

Advisory Services for Employers

Started in February 2016, the Employer Advisory Service is an extension of TAFEP's engagement with employers to create fair, responsible and progressive workplaces in Singapore and to raise employment standards.

In 2022, there were a total of 213 phone and in-person appointments. The top three queries were on termination, salary and contract of service terms and conditions.

IMPROVED APPROACH AND DELIVERY OF OUR EMPLOYER EDUCATION EFFORTS

Shift to Blended Learning for Fair Employment Practices Rehabilitation Workshop

TAFEP actively takes steps to enhance existing training efforts to better support employers. In 2022, TAFEP reviewed its Fair Employment Practices Rehabilitation Workshop curriculum for employers found to have minor gaps in their employment practices. This resulted in the introduction of the Fair Hiring e-learning course

to complement the existing in-class training. The in-class training was reduced from four to two hours, while maintaining learning effectiveness and providing greater flexibility for participants to learn at their own pace. The new blended learning format has been well-received by participants.

Improving Access to TAFEP's E-learning Courses

TAFEP worked with partners such as the National Trades Union Congress (NTUC) and the Institute for Human Resource (IHRP) to host our e-learning courses on their platforms, to make them more accessible to a wider audience of employers, HR and line managers.

Since May 2022, the 60-minute e-learning course on Implementing Flexible Work Arrangements and

the 90-minute e-learning course on Introduction To Fair Hiring have been made available on a complimentary basis on NTUC LearningHub Learning eXperience Platform, IHRP's Learnworlds, both which are accessible to public. They are also available on IHRP ConnectHub, which is accessible by IHRP members.



PUBLICITY EFFORTS

“Work-Life Harmony. Works for you.”

The publicity campaign which ran from January to November 2022 aimed to raise awareness of the benefits which Work-Life Harmony can offer employers, HR practitioners and employees. To inspire employers to implement a work-life strategy within their organisation, the campaign featured TAFEP’s Work-Life Ambassadors who shared their positive experiences and company best practices. Their visuals were shared across different platforms, from out-of-home advertisements to digital and social media platforms.



“Workplace Discrimination. Know It to End It.”

The campaign aimed to educate both employers and employees on recognising different biases at the workplace and raising awareness of the unconscious biases, with the end goal of creating a fair and inclusive workplace for all. It also positioned TAFEP as a go-to resource and recourse centre for workplace issues related to workplace discrimination. Launched in March 2022, the campaign ran across multiple media touchpoints including TV, radio, cinema, out-of-home, digital and social platforms, and drove top-of-mind recall for a sustained period of 8 months.



“When it crosses the line. Call the line.”

The year-long campaign focused on educating both employers and employees on the different types of workplace harassment, such as verbal abuse, sexual harassment, stalking and cyberbullying. It also positioned TAFEP as the go-to resource and recourse centre for workplace harassment-related matters. This campaign was launched on an integrated mix of platforms, from bus stop shelters and cinemas, to digital and social platforms such as YouTube, Facebook, Instagram, and LinkedIn.

TAFEP
Tripartite Alliance for Fair & Progressive Employment Practices

When it crosses the line. Call the line.

Cyberbullying can be a form of workplace harassment.

Workplace harassment occurs when one demonstrates behaviour that causes alarm or distress to another. Video calls, text messages and emails containing offensive or abusive language by a co-worker or an external party can lead to health risks like anxiety, trauma, and depression. If you or someone you know is experiencing this, please approach TAFEP's Workplace Harassment Resource and Recourse Centre to seek advice and assistance.

End it by calling 6838 0969 or learn more at tafep.sg

TAFEP
Tripartite Alliance for Fair & Progressive Employment Practices

When it crosses the line. Call the line.

Stalking in any way can be a form of workplace harassment.

Workplace harassment occurs when one demonstrates behaviour that causes alarm or distress to another. Repeated nuisance calls or online messages from a co-worker or an external party can lead to health risks like anxiety, trauma, and depression. If you or someone you know is experiencing this, please approach TAFEP's Workplace Harassment Resource and Recourse Centre to seek advice and assistance.

End it by calling 6838 0969 or learn more at tafep.sg

TAFEP
Tripartite Alliance for Fair & Progressive Employment Practices

When it crosses the line. Call the line.

Sexual harassment doesn't have to be physical to be a workplace harassment.

Workplace harassment occurs when one demonstrates behaviour that causes alarm or distress to another. Sexually-offensive images or text messages sent from a co-worker or an external party can lead to health risks like anxiety, trauma, and depression. If you or someone you know is experiencing this, please approach TAFEP's Workplace Harassment Resource and Recourse Centre to seek advice and assistance.

End it by calling 6838 0969 or learn more at tafep.sg

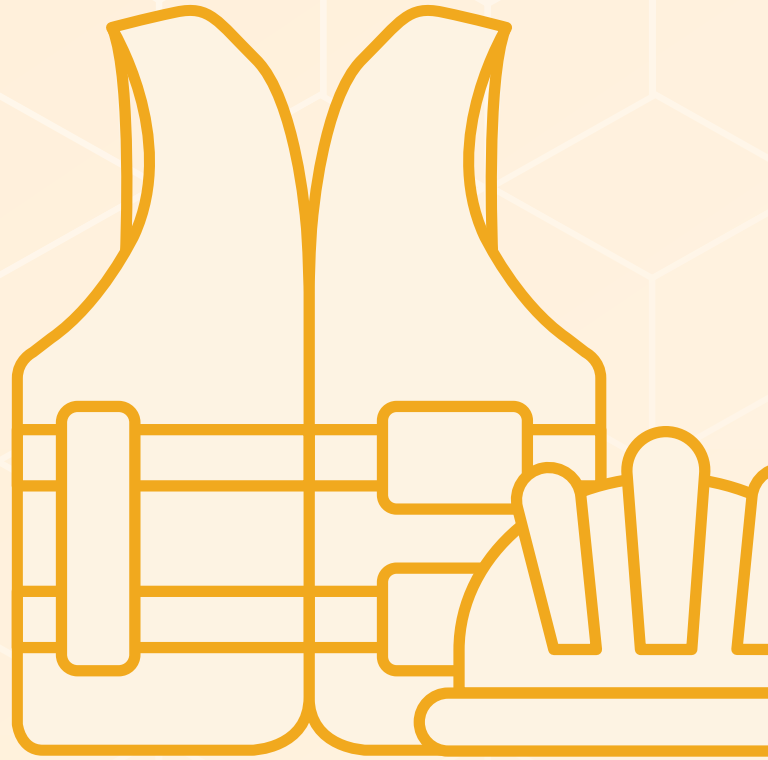
TAFEP
Tripartite Alliance for Fair & Progressive Employment Practices

When it crosses the line. Call the line.

Verbal abuse can be a form of workplace harassment.

Workplace harassment occurs when one demonstrates behaviour that causes alarm or distress to another. Abusive language and non-verbal gestures from a co-worker or an external party can lead to health risks like anxiety, trauma, and depression. If you or someone you know is experiencing this, please approach TAFEP's Workplace Harassment Resource and Recourse Centre to seek advice and assistance.

End it by calling 6838 0969 or learn more at tafep.sg



TRIPARTITE ALLIANCE FOR

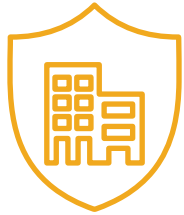
WORKPLACE SAFETY AND HEALTH

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

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

YEAR IN REVIEW

AS AT 31 DECEMBER 2022



1,924

companies joined the bizSAFE programme



11,495

workers participated in iWorkHealth



54,500

Primary to Secondary students engaged through safety and health educational materials and safety leadership programme



57,000

youths from Institutes of Higher Learning reached through online and classroom learning such as freshmen orientation



76,191

workers given access to Total WSH Services



416,000

workers trained in WSH



69,000

WSH Bulletin subscribers*

*Cumulative stock of subscribers as of 31 December 2022.

SINGAPORE WORKPLACE SAFETY & HEALTH STATISTICS 2022

TOTAL NUMBER AND RATE OF WORKPLACE INJURIES



46

fatal injuries, or a fatal injury rate of 1.3 per 100,000 workers.



614

major injuries, or a major injury rate of 17.3 per 100,000 workers.



21,106

minor injuries, or a minor injury rate of 596 per 100,000 workers.

DANGEROUS OCCURRENCES



27

dangerous occurrences were reported to the Ministry of Manpower in 2022.

OCCUPATIONAL DISEASES



1,052

cases, with an incidence rate of 29.7 per 100,000 workers.

The leading occupational disease was Noise-induced Deafness with 624 cases, followed by Work-related Musculoskeletal Disorders (including back injury cases due to ergonomic risks) with 340 cases.

WORKPLACE FATAL INJURIES

By Cause Of Injury	Vehicular Incidents	Falls from Height	Collapse/ Failure of Structures & Equipment	Crane-related Incidents	Slips, Trips & Falls
Number of fatal injuries	15	8	6	6	5

By Industry	Construction	Marine	Manufacturing	Transportation & Storage
Number of fatal injuries	14	5	7	9
Fatal injury rate	2.9 per 100,000 workers	8.2 per 100,000 workers	1.7 per 100,000 workers	3.4 per 100,000 workers

KEY ACHIEVEMENTS FOR THE YEAR

BUILDING INDUSTRY CAPABILITIES TO BETTER MANAGE WSH

The WSH Council offers various programmes and initiatives to assist companies in building up their WSH capabilities.

Giving Smaller Companies a Head-Start

The StartSAFE programme helps small and medium enterprises (SMEs) identify WSH risks at their workplace and implement good WSH practices. It is fully funded by the Ministry of Manpower and is free for SMEs. These SMEs gain access to WSH consultants who will help them understand their legal obligations under the Workplace Safety and Health Act and receive professional advice and on-site guidance on how to rectify lapses and improve their workers' safety and health.

The WSH Council ramped up publicity and capacity for StartSAFE to allow more SMEs to benefit. On 15 September 2022, the WSH Council brought Channel NewsAsia on an exclusive visit to a waste management company to see how they had built up their WSH capabilities through the programme.

StartSAFE participation more than doubled to an average of 120 per month under the 2022 contract, compared to 49 per month under the previous contract.

Assisting Companies and Workers to Manage Safety and Health Holistically

The Total WSH programme helps companies prevent workplace injuries, and support workers' health by providing consultancy advice, workshops, and health screening. This programme is fully funded by the Health Promotion Board and is free for companies.

In 2022, 76,191 employees were given access to Total WSH services.

In October 2022, the WSH Council piloted a partnership with AcuMed Medical Group, offering Total WSH services across their 14 clinics islandwide. As the first Total WSH clinic in Singapore, more than 50,000 workers from 1,000 companies were given access to safety and health promotion services on top of primary healthcare and occupational health services.



PROMOTING SAFETY AND HEALTH AT WORK AND RECOGNISING COMPANIES WITH GOOD WSH RECORDS

Everyone deserves safe workplaces and the assurance of going home safe and sound. It is essential to continue efforts to enhance awareness of workplace safety, recognise employers who did well and be positive examples for other employers to emulate.

Launch of the National WSH Campaign 2022

📅 28 April 2022

The annual National WSH Campaign was launched on 28 April 2022, as a way to mark the “World Day for Safety and Health at Work” with over 800 people in attendance. The Campaign was themed ‘Take Time to Take Care’, to rally employers and employees to take care of their safety and health at work through a fun and energising workout.

Employers and workers were encouraged to stay active and alert by making the “National WSH Workout” part of their daily or weekly exercises and participating in the #NationalWSHWorkout Challenge held on social media.



WSH Awards 2022

📅 27 July 2022

The annual WSH Awards recognise organisations and individuals who have achieved excellence in workplace safety and health. 235 companies and individuals were honoured for their exemplary WSH practices during the award presentation ceremony held on 27 July 2022. Close to 1,500 guests attended the event, held physically for the first time since 2019.

The Culture of Acceptance, Respect, and Empathy (CARE) Award was a new category added to

recognise companies with exemplary practices in workplace mental well-being. Eight companies received the inaugural award.

The WSH Awards play an important role in the national WSH 2028 strategies to promote WSH ownership in the industry to create safe and healthy workplaces. By honouring these exemplary companies and individuals, other companies can follow their lead and incorporate such best practices to improve their WSH performance.



The Singapore WSH Conference 2022

19 – 20 September 2022

Themed “Reinforcing WSH for Business Sustainability”, the seventh edition of the Singapore WSH Conference highlighted how WSH is beneficial for businesses and a vital building block for business sustainability.

The conference was one of the WSH Council’s flagship events, held from 19 to 20 September 2022. Four plenaries and six symposiums were helmed by over 40 renowned speakers. Business leaders, government officials, WSH practitioners, and management representatives across Southeast Asia came together to discuss WSH challenges and share best practices to explore and improve

WSH strategies. About 1,100 delegates attended the biennial conference.



bizSAFE Awards 2022

8 December 2022

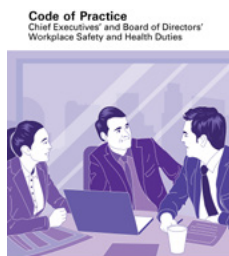
The annual bizSAFE Convention is a platform for companies to learn from each other on WSH best practices. Held on 8 December 2022, the event also saw 29 companies and individuals being presented with the bizSAFE Awards. These Awards recognise companies’ commitment and dedication in incorporating safety, health and security as part of their business models. Close to 250 guests attended the event.



IMPLEMENTING WSH PRACTICES TO UPHOLD INDUSTRY STANDARDS

Good health and safety management is an integral part of the business. To help companies enhance their WSH performance, the WSH Council develops resources to guide different industries in upholding excellent WSH standards.

Assisting Chief Executives and Board Directors with Their WSH Duties



Chief executives and Board directors are key figures who influence WSH standards and steer the operations and management of their organisations. The “Code of Practice on Chief Executives’ and Board of Directors’ WSH Duties” was launched in October 2022 to aid company directors in their efforts to uphold WSH standards at their workplace by providing clarity and strengthening their ownership of WSH roles and duties.

Ensuring Safer Work Activities for the Marine Industry

The “WSH Guidelines for the Implementation of WSH Management System (WSHMS) for the Marine Industries” was put together to guide companies in developing an effective and comprehensive WSHMS. A booklet incorporating case studies and lessons learnt from marine incidents was produced as learning materials for the industry.



Working Safely in the Built Environment Sector

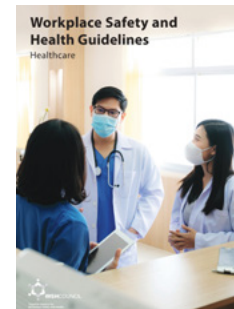


To address falls from height, which is a key safety concern, resources such as the “Guide for Safe Use of Mobile Elevating Work Platforms” and “Roof Safety Info Kit” were developed. The “WSH Guidelines on Design for Safety” was revised to promote safe execution of construction and maintenance works to eliminate or reduce foreseeable risks at the planning and design stages. A new “Guide to WSH for Management Corporation Strata Title (MCST)” was also developed to recommend safe management practices for MCSTs’ reference and adoption.

Enhancing Safety for the Services Sector

Healthcare professionals worked under immense pressure and were subject to greater scrutiny during the COVID-19 pandemic. To care for their well-being, safety, and health, the “WSH Guidelines for Healthcare” was revised to provide actionable guidance on areas such as addressing workplace harassment and handling infectious diseases.

To address the increased concern for the safety and well-being of platform workers, the WSH Council’s Delivery Safety Workgroup released a new set of WSH Guidelines for the Delivery Services Industry in November 2022 to help delivery companies enhance the safety of their drivers and riders and prevent accidents.



Enhancing Workers’ Knowledge and Awareness of WSH



The WSH Council created gifs and digital images shared through mobile applications to proliferate good WSH practices among workers.

Pictograms on safe work practices were developed to protect workers’ hands and fingers from amputation accidents due to unsafe use of machinery in the manufacturing sector. A series of GIFs and images on vehicular safety, available in different native languages, was also developed to facilitate learning within the industry. WSH Alerts were simplified, translated and disseminated via the FWMOMCare app, and used by close to 300,000 migrant workers and shared on partners’ social media platforms.

TRIPARTITE COLLECTIVE



Tripartite Collective

TRIPARTITE COLLECTIVE: STRENGTHENING THE SPIRIT OF TRIPARTISM

In August 2021, Minister for Manpower and Second Minister for Trade and Industry, Dr Tan See Leng, announced the formation of the Tripartite Collective (TC), a set-up under the Tripartite Alliance Limited (TAL). The TC is supported by the tripartite partners, Ministry of Manpower (MOM), National Trades Union Congress (NTUC), Singapore National Employers Federation (SNEF), and Temasek Foundation.

The TC aims to strengthen the spirit of tripartism in the community by bringing together like-minded individuals to exchange views and ideas on key issues faced by employers and employees. This will help to foster trust and socialise stakeholders to the importance of tripartism, so that we can continue to weather future crises and stand ready to capitalise on new opportunities for our employees and employers.

Inaugural TC Dialogue on 6 May 2022: Tripartism in the New World – Navigating Challenges Past, Present and Future



On 6 May 2022, close to 200 members came together to launch the Tripartite Collective and unveil its logo during its inaugural event.

Key findings from the “Tripartism in Singapore: A Steward Leadership Approach to Crisis Management (COVID-19 Case Study)” report were presented at the Dialogue. This report was produced in collaboration with the Stewardship Asia Centre, and provided insights on how the unprecedented disruptions brought about by the pandemic have amplified the importance of tripartism, driven

by a strong sense of common purpose to save jobs and help businesses. At the same time, the findings acknowledge how tripartism, as well as key tripartism and stewardship values, have evolved.

Past and present tripartite leaders convened in two discussion panels, where they discussed how past and future global events could shape tripartism in Singapore, how key driving forces will impact the future of work landscape, and how employers, employees and the government can better prepare themselves for the shifts.

Second TC Dialogue: Tripartism in Action – Wage Policies to Support Economic Growth

The second TC dialogue focused on a topic of critical importance to workers and employers – Wage Policies.



The event was held in conjunction with the 50th anniversary of the National Wages Council (NWC), and presented the key findings from a case study by the Lee Kuan Yew School of Public Policy, titled “Tripartism in action: Wage policies to support economic growth”. The case study examined how tripartism works in the issuance of annual wage guidelines that have benefited employers, workers, and Singapore’s economic competitiveness.

Two discussion panels, comprising past and present tripartite leaders examined the relevance of tripartism in wage setting, behind-the-scenes negotiations among the tripartite partners, the key characteristics of a successful wage negotiation, and the three anchors of national wage setting – quantitative guidelines, productivity vs wage increase and flexible wage system.



Future Plans to Strengthen the Tripartite Community

The TC received positive feedback from participants and tripartite partners for the events organised in 2022. Moving ahead, the TC will continue to work with academics to commission research studies and organise dialogues on topics that will help members better understand and appreciate the

role of tripartism in Singapore’s employment landscape. The TC will also organise induction programmes to co-opt new tripartite members and help the new generation of business executives, union leaders and senior public servants form strong relationships with one another.

TAL CORPORATE SOCIAL RESPONSIBILITY (CSR) EFFORTS



TAL's Corporate Social Responsibility (CSR) efforts are guided by three pillars: (1) People and Culture — to build a great workplace where staff are inspired and empowered to make a difference to society beyond work; (2) Community Involvement — to empathise with the less fortunate and contribute to the community through positive action; and (3) Environment and Sustainability — to do its part to care for the environment and our common home.

Friends of Agape



The Friends of Agape initiative which the TAL CSR committee started in 2021, continued for the second year in 2022. Agape Connecting People was established as a contact centre to provide employment for the disadvantaged – physically challenged persons, single mothers and ex-offenders – and help them turn their lives around. Agape believes that these individuals can regain respect through having meaningful employment and doing dignified work, which will allow them to rebuild their lives and families.



Agape also runs a training programme to better equip these individuals with knowledge and skills in their job search. TAL joined them in this effort by sharing knowledge on employment laws as well as fair and progressive practices with Agape's beneficiaries. Staff volunteers from the various TAL departments conducted monthly sharing sessions, during which they interacted with the beneficiaries and took their questions. At the end of each session, it was rewarding to see the beneficiaries gain more confidence in their job search.

Thrift Sale(s)

Coined using the same acronym as TAL, the Thrift And Lelong sale called for staff to contribute their “pre-loved” items for sale. Sale proceeds were donated to Agape to support their initiatives. To raise as much funds as possible, TAL used a close-bidding system for staff to submit their bids for the items they were eyeing. Putting the items up for sale required a lot of effort at several stages: organising the items in a catalogue, collecting and verifying the donations and finally to delivering the items purchased. The effort was worthwhile as the sale met more than one objective – TAL staff were able to snag value-for-money items, contribute to saving the environment by reducing waste, and benefit the less privileged with the proceeds from the sale.



T.A.L. (Thrift And Lelong) catalogue IS OFFICIALLY OPEN!



Year-End Festive Giving



TAL wrapped up the year with a round of festive-giving with Agape. TAL staff were rallied together to distribute about 450 goodie bags comprising bread and fruits to those residing in rental flats.

TAL staff gathered at Agape’s office and created a mini assembly line to pack the goodie bags and arrange them in neat rows efficiently. The bags were then loaded into the vehicles of TAL staff who had volunteered to drive that day.

The youngest participant that day was seven year-old Enya, who tagged along with her mother, a TADM staff. She was in high spirits despite the hard work and the heat. The joy on the faces of the residents upon receiving the goodie bags warmed everyone’s hearts.

PEOPLE OF TAL

At TAL, people are at the heart of our business. Our people play different roles in educating and advising employers and employees about fair and progressive employment practices, helping to resolve employment disputes, and building a healthy workforce and safe workplace.

Learn what they do and how their work has helped employers and employees, contributing to fairer, more harmonious, and safer workplaces in Singapore.

The most challenging part of my work is to have to deal with emotionally charged individuals during mediation.

I once mediated a case where the employer was somewhat aggressive towards his employee. When the employee rejected his settlement proposal, the employer became angry and threatened to go to the media to “expose” how a TADM Officer was helping employees to cheat him.

At that moment, I was a little taken aback by his accusation. He eventually backtracked when I stood my ground. The case was eventually resolved when both parties came to an amicable settlement.

Employees can also react emotionally at times. Some migrant workers paid a large amount of agent fees to secure their jobs in Singapore and work hard to pay off their debts, while supporting their family in their home country. When their employers terminate their employment, they can become very distressed. At the same time, some employers may also experience financial difficulties. Thus, we have to continue to show empathy, and remain impartial and fair to both employees and employers.

Even though we have to deal with challenging and stressful situations, it’s important for us not to take things personally, or let our emotions affect our

judgement. The strong sense of camaraderie in our office definitely helps — my colleagues are always ready to help one another out, and we learn from our collective experiences.

Despite these challenges, I find my role as a mediator very fulfilling, as it allows me to help both parties resolve their disputes and make a positive contribution to their lives.

RANI KAUR

Assistant Director
Foreign Worker Mediation
Tripartite Alliance for Dispute Management (TADM)





LOONG DONG HAI

Manager

Customer & Case Management

*Tripartite Alliance for Fair & Progressive
Employment Practices (TAFEP)*

I always tell my friends that at TAFEP, we genuinely want to help people, and we are always there for all, be it for employees or employers.

Employees who approach us for help may have no one to turn to and can be anxious about what actions will be taken against the employers. While we understand their anxieties and provide necessary advice, we have to explain and assure them that it takes time to investigate each case thoroughly. We have to gather information, establish the facts, form assessments and recommendations, and follow-up with the employer and employee.

Such situations can be quite emotionally charged. Dealing with people who are at odds can be quite challenging. I recalled a case where a few employees reported that local employees were not treated fairly and replaced by foreigners. They had to resign, were terminated, demoted, or placed on performance improvement programmes. The employer did not provide information on their selection and hiring process when we requested for it, and the complainants called constantly for updates. Their anxiety and frustration making for

very tense conversations. Calls with the employer were also tense and difficult.

Nevertheless, I persevered in getting to the bottom of the case so that I could make an assessment. My supervisors agreed with my assessment, and the case was escalated to MOM for further investigation. Eventually, the employer's work pass privileges were suspended, and the complainants appreciated our assistance.

Thankfully, not all cases are so challenging. I'm glad that most of the employers are co-operative, and they heed our advice on how to improve their employment practices after explaining what is in the Tripartite Guidelines on Fair Employment Practices and providing scenarios to aid in their understanding.

In our work, we need to be resilient, detail-oriented, empathetic, and understanding towards employees and employers. We deal with the cases with a balanced approach and work towards a resolution for the employees, while providing advice or rehabilitating employers so that they can create fair and inclusive workplaces.

LOKE YOKE YUN

Assistant Director
Industry Development (Engineering)
Workplace Safety and Health Council (WSH Council)

When I was in my first job, I vividly recalled an employee from a metalworking factory who once told me, "Thank you for teaching me the correct way of wearing earplugs. You have helped protect me from getting noise-induced deafness." At that moment, I felt that I could make a difference, and this ignited my passion for workplace safety and health (WSH).

Today, my team and I work closely with industry stakeholders that comprise representatives from the tripartite partners such as government, employers, and unions in the Chemical, Marine, and Manufacturing sectors. Upholding WSH standards requires a concerted effort with the tripartite partners. I believe in engaging them to understand the ground issues before formulating initiatives that benefit these industries.

An example is the Vision Zero (VZ) movement that calls upon tripartite partners to embrace the mindset that all injuries and ill-health are preventable. Through our efforts, the Biopharmaceutical Manufacturers' Advisory Committee recently came on board with 15 members and committed to cultivating a safety and health culture in their organisations and business partners to foster collective ownership of safety and health. These members will organise forums and site visits for cross-learning. This translates into the set-up of good WSH standards, which is paramount to good manufacturing practices in the biopharmaceutical sector.

With different associations onboard, it also creates a ripple effect amongst other industries in embracing the VZ movement. With employers' commitment to providing employees with a safer and healthier work environment, the employees can have greater assurance at work and thus improve productivity.



During our engagement with employers, we also hear common sharing such as "I have done this work for years, and nothing has happened. So why should I make the change?" or even "I need to implement the engineering and administrative controls that will incur costs. Why should I spend this extra money?"

A safe and healthy workplace can translate to staff retention and work productivity – this is a mindset that some may not relate to but is important to instil in all.

One life lost is one too many. Every employee deserves to return home safely at the end of each workday. We should not leave safety and health to chance.



The role of a Human Resource (HR) person is centred around people. We are a vital link between employees and management. We need to listen and understand both parties' needs and wants.

I have always loved interacting with people. Sharing stories, and hearing different perspectives. Put me in a room with strangers, and I can talk to anyone about anything!

At TAL, our people are our greatest assets and the key driving force of the organisation. It is important to take care of our employees, and in turn, they will do their best for our customers.

Our management is truly caring and TAL's policies are people centric. These include providing flexible work arrangements, time off for staff to attend to personal matters, organising staff welfare and having corporate social responsibility activities. All these initiatives give our employees the flexibility to manage

both their work and personal needs making them happier, more motivated and engaged.

For our employees to grow in TAL, they are given opportunities to be trained in different areas of TAL's work through internal rotation to build their capabilities. They are also considered first before any job vacancies are open for external applications. My belief is that we should train people well enough so they can leave, but treat them well enough so they don't want to.

In my work, it's not always smooth sailing. While HR functions are similar in most organisations, policies differ due to organisational needs and strategic objectives. This makes our work dynamic, and we need to be agile and plan our processes accordingly. Sometimes, it can also be challenging to come up with solutions that satisfy the needs of different employees and yet meet the organisation's requirements. Fortunately, I have the support of colleagues who were formerly senior HR practitioners in big organisations, and they provide me with valuable advice.

I find my work in TAL to be very meaningful, as my colleagues and I are contributing to improving workplaces in Singapore. Every little effort we make helps make someone's life better.

JEREMY LEE

Assistant Director
Human Resources
Tripartite Alliance Limited





Tripartite Alliance