



Tripartite Alliance

Annual Report 2023



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CORPORATE INFORMATION

Corporate Status

Type of Entity: Public Company Limited by Guarantee

Date of Incorporation: 15 March 2016

Unique Entity Number (UEN): 201606688Z

Registered Address

80 Jurong East Street 21, #05-05/06

Devan Nair Institute for
Employment and Employability

Singapore 609607

External Auditor

Foo Kon Tan LLP

Company Secretary

Tee Lian Choy

AG Corporate Pte. Ltd.

105 Cecil Street, #15-02 The Octagon,

Singapore 069534

TAL BOARD SENIOR MA



Tripartite Alliance

Chairperson

Mr Stephen Lee

Board of Directors

Mr Bob Tan,
Deputy Chairperson

Ms Ameera Ashraf*

Ms Cham Hui Fong

Mr Chia Der Jiun*

Mr Christopher Wong

Mr Douglas Foo*

Mr Edwin Ng

Ms Ivy Lai

Mr Jason Chen

Mr Kandhavel Periyasamy

Mr Lau Kai Lee

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 Lau Kai Lee
 Mr Loy Liang Kiat

Audit and Risk Management Committee

Mr Christopher Wong, Chairperson
 Ms Ang Tiong Ling
 Mr Ong Hwee Liang

Human Resources Committee

Mr Stephen Lee, Chairperson
 Mr Bob Tan, Deputy Chairperson
 Ms Cham Hui Fong
 Mr Chia Der Jiun*



TADM Committee

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



Tripartite Alliance for Fair & Progressive Employment Practices

TAFEP Committee

Ms Cham Hui Fong, Co-chair
 Mr Douglas Foo*, Co-Chair
 Mr Edwin Ng, Co-chair
 Mr Benedict Chan
 Ms Faith Li
 Mr Kandhavel Periyasamy
 Ms Kohe Hasan
 Mr Saktiandi Bin Supaat
 Mr Sim Gim Guan
 Mr Then Yee Thoong*



Tripartite Alliance for Workplace Safety and Health

WSH Council

Mr Abu Bakar bin Mohd Nor, Chairperson
 Mr John Ng*, Chairperson
 Mr Vincent Phang, Deputy Chairperson

Senior Management

Mr Kandhavel Periyasamy, TAL, Executive Director
 Mr Silas Sng, TAL, Executive Director
 Mr Christopher Koh, WSH Council, General Manager
 Ms Faith Li, TAFEP, General Manager
 Ms Ng Hwei Min, TADM, General Manager
 Ms Sylvia Choo, TADM, General Manager
 Mrs Sheila Wong, TAL Corporate, Director, Corporate Services

*Term Ended

22 Jan 2023

Ms Ameera Ashraf, Board of Directors, Finance & Procurement Committee

Mr Douglas Foo, Board of Directors, TAFEP Committee Co-chair

Mr Neo Sing Hwee, Board of Directors

30 Jan 2023

Mr Then Yee Thoong, Board of Directors, TADM Committee, TAFEP Committee

31 Mar 2023

Mr John Ng, WSH Council Chairperson

30 Dec 2023

Mr Chia Der Jiun, Board of Directors, Human Resources Committee

BOARD OF DIRECTORS

Left to Right

Mr Jason Chen

Mr Ong Hwee Liang

Mr Edwin Ng

Mr Bob Tan, Deputy Chairperson

Mr Stephen Lee, Chairperson

Ms Cham Hui Fong

Mr Jeffrey Siow*

Mr Lau Kai Lee

Mr Kandhavel Periyasamy

Mr Silas Sng

Mr Christopher Wong

Ms Ivy Lai

*Mr Jeffrey Siow
joined TAL Board
on 1 Jan 2024.





DIRECTORS WHOSE TERMS ENDED IN 2023



Ms Ameera Ashraf



Mr Chia Der Jiun



Mr Douglas Foo



Mr Neo Sing Hwee



Mr Then Yee Thoong

VISION & MISSION



VISION
Progressive Workplaces.
Harmonious
Work Relations.



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

MESSAGE FROM THE CHAIRPERSON

In April 2024, Vikram*, an engineer, lodged a salary claim via EmPOWER (Employment Practices and Progressive Workplaces Shared Platform), a new online platform launched by the Tripartite Alliance for Dispute Management (TADM). Within two weeks, both Vikram and his employer were able to successfully settle the dispute amongst themselves through the online platform, without even requiring a mediator to intervene. How was this possible?

The answer is EmPOWER, which provides parties with a new suite of digital services, including a chatbot, scenario-based prompts, digital signing capabilities for Settlement Agreements, and personalised dashboards. Hence, in the case of Vikram and his employer, the system systematically guides them to possible mediation outcomes. TADM has also expanded its partnership with ServiceSG so that employees can reach us more easily. Employees with employment disputes can now get basic advice and assistance from any of ServiceSG's seven centres island wide.



These are some examples of how TADM is continuing to enhance experiences for its customers, while continuing to deliver in its core role of helping parties resolve disputes, effectively, efficiently and fairly. More than 80% of claims were resolved at TADM within 12 weeks, and more than 90% of employees fully recovered their salaries and payments. TADM recovered a total of \$14 million to employees, with 7 in 10 dismissal claims resolved at TADM, and \$1.72 million was paid to employees for wrongful dismissal claims.

Likewise, the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) continued to extend its reach to prepare employees for the Workplace Fairness Legislation. TAFEP ramped up education and engagement efforts by developing more resources to guide employers and support employees. As part of its digital transformation journey, TAFEP's e-learning services reached more than 2,200 learners. To further extend its reach, TAFEP tapped on the platforms of partners like National Trades Union Congress (NTUC) and Institute for Human Resource Professionals (IHRP) to distribute its e-learning modules. TAFEP also worked with grassroots and community groups to raise awareness of TAFEP's role in workplace fairness. The increased awareness of TAFEP among the community was reflected in the record number of applications for the Tripartite Alliance Awards 2023, which was the highest since the Award's inception in 2018.

Helping employers and employees keep our workplaces safe and healthy, the Workplace Safety and Health (WSH) Council supported employers within the high-risk industries in implementing the Safety Accountability, Focus and Empowerment (SAFE) measures. These included more stringent requirements in government procurement entities' construction tenders and the expansion of the Demerit Point System to include the manufacturing sector to deter WSH breaches and uplift standards. The WSH Council also launched the Well-being Champions Network, a learning and networking platform to help companies design and implement a mental well-being system. Resources such as SME WSH packs, a START Guide for SMEs, a series of animations and safety videos in various languages, were developed to improve WSH knowledge

and capabilities. Guidelines and codes of practice were also introduced or updated to ensure that the industry was kept abreast of the latest developments and practices.

A lot of hard work goes on in the background to make all these possible. Meet four of our TAL officers in this report, as they talk about their work, their motivations, and how they have made a difference in someone's life.

TAL also continued to extended efforts to give back to the community. TAL officers volunteered to deliver meals to the less fortunate living alone in the Bukit Batok Area in Meals-on-Wheels programme. They also gathered for the TAL Annual East Coast Beach Clean. The Friends of AGAPE programme continued for the third year. TAL volunteers provided basic Employment Rights and Act training to AGAPE beneficiaries, with the aim of imparting practical skills and empowering and supporting this group.

2023 was a special year for Tripartism — it was the 100th birth anniversary of Singapore's founding Prime Minister, Mr Lee Kuan Yew. The Tripartite Collective (TC) held an LKY100 commemorative dialogue focused on how tripartism has shaped industrial harmony. The event saw past and present tripartite leaders exchanging views on building lasting industrial peace, with tripartism as the key enabler.

In many ways, TAL is the very embodiment of tripartism. We must continue to keep the spirit of tripartism alive as it is something unique to Singapore, and an important competitive advantage. TAL's business units — TADM, TAFEP, WSHC, and TC — will continue to build fair, progressive and safe workplaces in the years to come.



Mr Stephen Lee

Chairperson, Tripartite Alliance Limited

FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL POSITION

As at 31 March 2024

ASSETS

	2024 (\$)	2023 (\$)
Non-Current		
Plant and equipment	122,900	64,721
Right-of-use assets	4,795,031	3,200,138
Total non-current assets	4,917,931	3,264,859
Current		
Trade and other receivables	291,448	532,728
Prepaid operating expenses	577,241	508,788
Cash and bank balances	36,773,347	24,677,201
Total current assets	37,642,036	25,718,717
Total assets	42,559,967	28,983,576

ACCUMULATED FUNDS AND LIABILITIES

	2024 (\$)	2023 (\$)
Accumulated Funds		
Accumulated surplus	1,622,132	1,084,145
Fund contribution from a member	1,759,689	1,759,689
Total accumulated funds	3,381,821	2,843,834
Non-Current Liabilities		
Deferred capital grants	75,430	66,036
Provision for reinstatement cost	763,328	630,549
Lease liabilities	2,712,680	1,235,778
Total non-current liabilities	3,551,438	1,932,363
Current Liabilities		
Trade and other payables	33,530,322	22,170,814
Lease liabilities	2,030,341	1,988,836
Current income tax payable	66,045	47,729
Total current liabilities	35,626,708	24,207,379
Total liabilities	39,178,146	26,139,742
Total accumulated funds and liabilities	42,559,967	28,983,576

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2024

	2024 (\$)	2023 (\$)
Income	529,547	638,657
Other Item of Income		
Other income	375,291	337,562
Other Items of Expenses		
Consultancy fees	(2,946,397)	(2,184,533)
Depreciation of plant and equipment	(50,061)	(1,066,145)
Amortisation of right-of-use assets	(1,928,965)	(1,966,162)
Employee benefits expenses	(43,629,476)	(42,726,429)
IT and software expenses	(3,534,414)	(3,373,138)
Marketing and distribution costs	(6,621,736)	(8,576,635)
Other operating expenses	(3,500,250)	(3,434,834)
Interest expense	(186,003)	(188,379)
Excess of expenditure over income before tax and grants	(61,492,464)	(62,540,036)
Grant income	62,109,792	62,812,718
Excess of income over expenditure after grants before tax	617,328	272,682
Taxation	(79,341)	(30,827)
Surplus for the financial year, representing total comprehensive income for the financial year	537,987	241,855

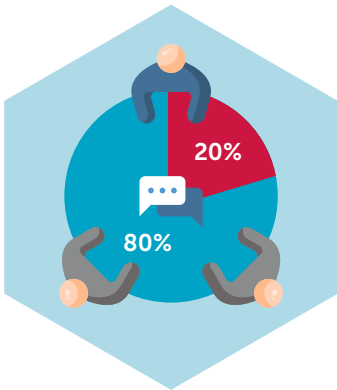
TRIPARTITE ALLIANCE FOR DISPUTE MANAGEMENT

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 2023)



MORE THAN 80%

of employment claims were resolved at TADM

■ Resolved at TADM ■ Others



Total recovered sum to employees

\$14 MILLION



9 IN 10

employees fully recovered their salaries with assistance from TADM and the Employment Claims Tribunals



7 IN 10

dismissal claims were resolved at TADM



Total payment for wrongful dismissal claims

\$1.72 MILLION

HIGHLIGHTS FOR THE YEAR

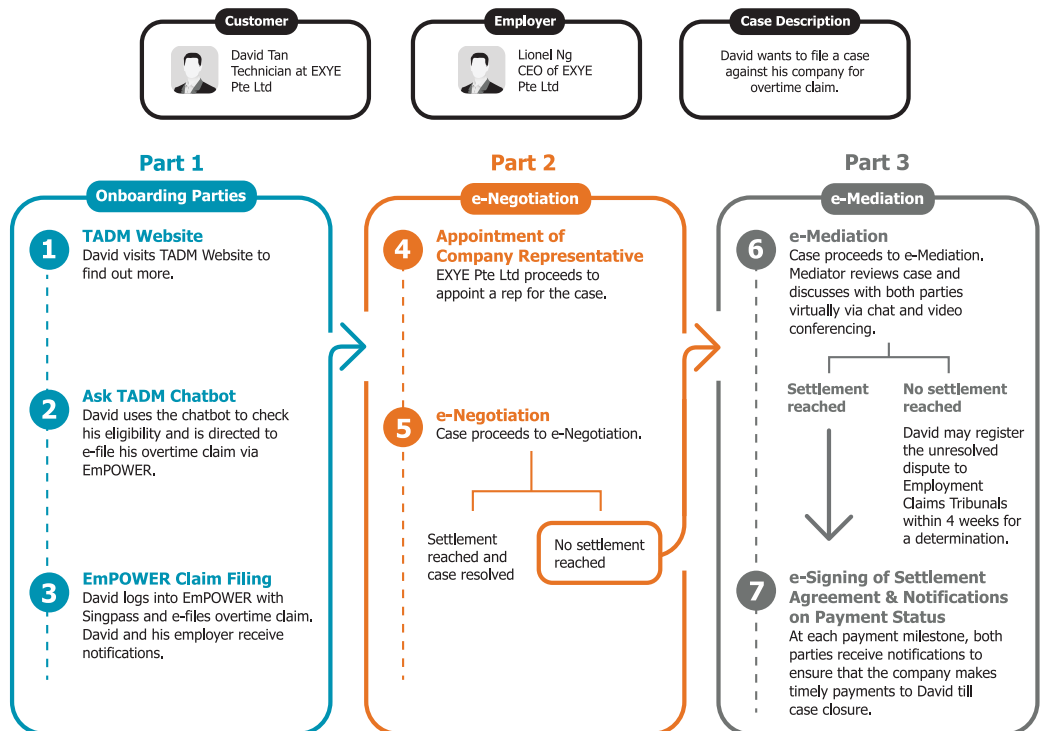
Launch of new online platform in August 2023 to navigate dispute resolution process

In 2021, TADM piloted the interim Online Dispute Resolution (ODR) portal to allow employees and employers to resolve employment disputes virtually.

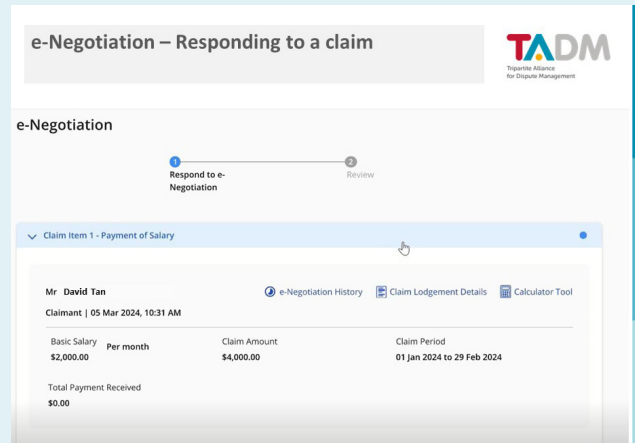
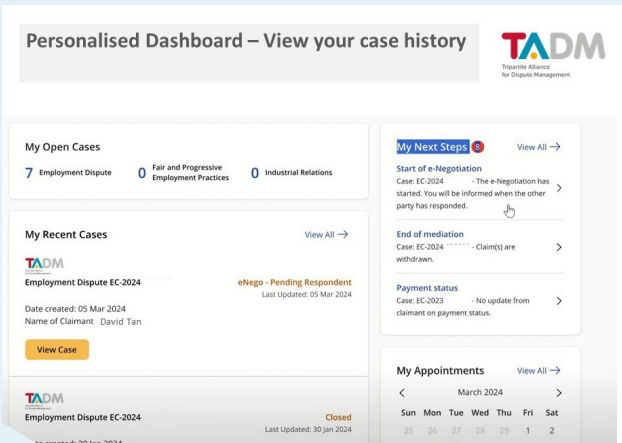
In August 2023, TADM launched its new online platform (Employment Practices and Progressive Workplaces Shared Platform or “EmPOWER”) to replace the interim ODR portal. “EmPOWER” offers a new suite of digital services to manage the entire employment dispute resolution process, such as:

- ▶ “Ask TADM” chatbot to provide customers personalised advice, case assessment and assists to e-file a claim seamlessly with Singpass. The e-filing is available in 5 available languages (English, Chinese, Malay, Tamil and Bengali).
- ▶ Scenario-based prompts in e-Negotiation, which is the first stage in ODR to guide customers to resolve their claims privately and expeditiously.
- ▶ Integrated video conference, chat functions and digital signatures in Settlement Agreements in e-Mediation.
- ▶ Personalised dashboard to allow customers to track their case progress and take prompt actions.

Digital Journey Through EmPOWER



Out of 438 cases that went through e-Negotiation from October to December 2023, 38% were resolved without mediation.



Expanded the accessibility of TADM services

TADM expanded the partnership with ServiceSG to Keat Hong Community Club and Bukit Canberra, improving the overall accessibility of TADM services. The services included providing basic advisory, assistance on e-lodgement of cases, Singpass-related issues, e-payment matters, and employment-related assistance, making it easier for members of the public to transact with TADM online.

Now with all 7 ServiceSG centres readily accessible (Bukit Canberra, The Frontier Community Club at Jurong West, Kampong Chai Chee Community Club, Keat Hong Community Club, Nee Soon Central Community Club, One Punggol and Our Tampines Hub) across the island, this provided easy access to assistance for employees with employment disputes so that TADM can assist them expediently.

In recognition of our partnership with ServiceSG centres to adopt a citizen-centric and Whole-of-Government approach to improve citizen service delivery, TADM, ServiceSG and other agencies were accorded the Public Sector Transformation Award – Service Delivery Excellence Award (“Interacting with Citizens as One Public Service”) in July 2023.



TRIPARTITE ALLIANCE FOR FAIR & 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 2023)



18,305*

organisations have adopted the various Tripartite Standards, benefiting **1.42 million employees**



11,878

participants in **169 workshops and events** organised by TAFEP and its partners



116

organisations applied for the Tripartite Alliance Award 2023 with **31 winners**



2,294

learners used TAFEP's e-learning modules



215

appointments with employers seeking advice from TAFEP's Employer Advisory Service

**The figure is cumulative*

BUILDING A FAIRER AND PROGRESSIVE WORKPLACE —

TAFEP has been championing fair and progressive employment practices as part of tripartite efforts to raise employment standards and build fairer and more harmonious workplaces.

Ahead of the upcoming Workplace Fairness Legislation (WFL), TAFEP ramped up its education and engagement efforts to help employers review and implement fair employment practices within their organisations.

TAFEP developed more content and resources such as the Tripartite Guidelines on Fair Employment Practices (TGFEP) module in the Fair & Progressive Employment Index and set up a one-stop resource webpage with WFL-related information. To expand accessibility and facilitate learning, TAFEP developed e-learning courses to supplement in-class training and workshops and worked with various partners like National Trades Union Congress (NTUC) and Institute for Human Resource Professionals (IHRP) to avail these e-learning modules on their platforms — NTUC LearningHub Learning eXperience Platform (NTUC LXPHub) and IHRP Connect.

TAFEP stepped-up engagement efforts to employees/workers, by working through different grassroots and community groups to raise awareness of TAFEP's role in providing assistance for employees/workers that may have experienced workplace discrimination and other unprogressive practices, and to share on employees' roles in contributing to a fair and harmonious workplace.

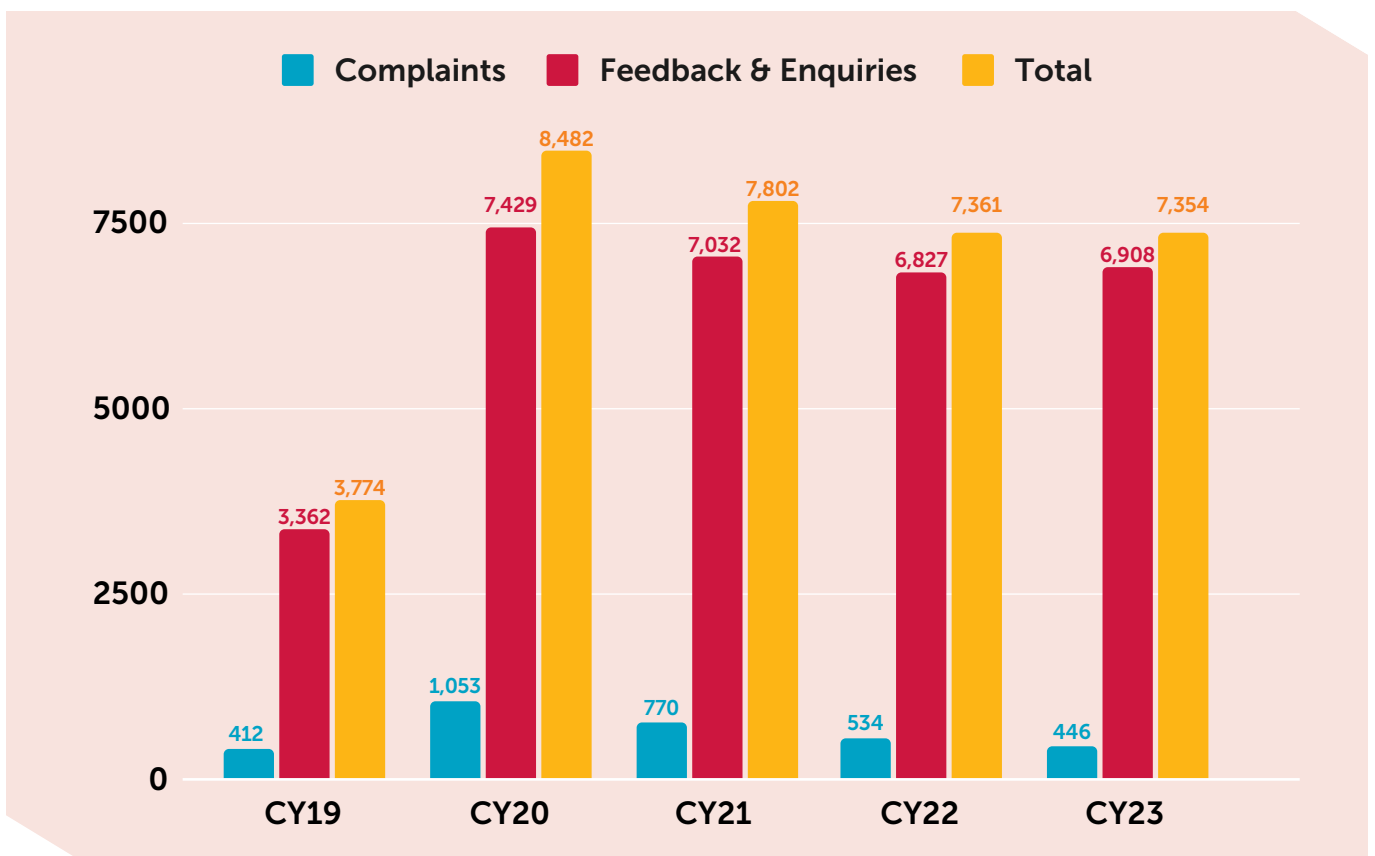
The increase in promotion and education efforts has raised companies' awareness of tripartite initiatives pertaining to fair and progressive employment practices, and the support available for them on their journey to improving their employment practices. This is reflected in the growing number of Tripartite Standards adopters and the record-number of Tripartite Alliance Award applications and winners in 2023 since the inception of the Awards.

TAFEP also embarked on digital transformation efforts to achieve greater operation efficiency and to provide better support for employers. E-learning courses were developed for employers which offer flexibility in learning. This has resulted in greater outreach and more than 2,200 have used TAFEP's e-learning modules as at the end of 2023.

In 2023, TAFEP received a similar number of complaints, enquiries, and feedback compared to 2022. The top 3 issues of discrimination complaints handled were related to language and race (17%), nationality (14%) and age (11%). For feedback and enquiries, the top three issues covered handling employee grievances, employment matters related to salary or dismissal/termination, and hiring practices.

TAFEP looks into all reports of alleged workplace discrimination, and will engage employers to address the identified gaps in their workplace practices. TAFEP generally adopts an educational approach to enable these employers to increase their understanding and application of fair employment practices. Such employers will be asked to complete TAFEP's Fair Employment Workshop, and work with TAFEP to improve their policies and practices.

Where there are breaches of the Tripartite Guidelines on Fair Employment Practices, TAFEP will require the errant firms to address the complaints and correct their employment practices. In egregious cases, employers could also have their work pass privileges suspended.



HIGHLIGHTS FOR THE YEAR

Preparation for the Workplace Fairness Legislation

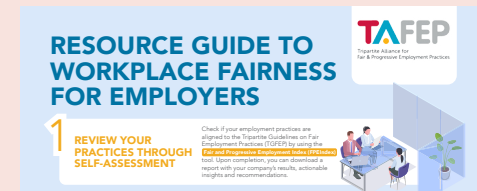
To facilitate understanding, TAFEP launched a series of infographics that illustrate important fair employment practices such as how to implement grievance handling processes, write job advertisements, and conduct interviews fairly.

These infographics and all other essential information and practical resources related to WFL have been housed under a comprehensive one-stop webpage for employers, employees, and job seekers on TAFEP's website.

Besides guiding and supporting employers and human resource professionals in implementing practices in line with WFL, the webpage also guides

job seekers and employees on seeking help or making a report if they experience workplace discrimination.

TAFEP also launched the Tripartite Guidelines on Fair Employment Practices module of the Fair & Progressive Employment Index self-assessment. It provides complimentary reports that guide users to relevant resources and further support, enabling employers to identify and address gaps in their workplace. This was developed in collaboration with IHRP.



Supporting more learners through TAFEP's e-learning offerings and enhanced training delivery

To support different learning styles and needs of employers and human resource professionals, and to enable more effective delivery of TAFEP's workshop content and resources, TAFEP had begun developing and integrating e-learning elements into its available range of resources and workshop curriculum. This shift provided the flexibility for learners to choose between live facilitated training and convenient e-learning options.

To provide enhanced access to the e-learning modules, TAFEP had availed its e-learning modules on various platforms offered by partners such as NTUC and IHRP. The number of learners enrolled in TAFEP's e-learning courses on fair hiring and flexible work arrangements increased by about threefold in 2023 compared to 2022.

TAFEP's commitment to enhancing training delivery, including offering e-learning and reviewing curriculum, was key to supporting the diversifying learning needs of human resource and employer representatives. This had resulted in an overall 26% increase in the total number of learners compared to 2022.

Tripartite Standards Coaching Clinics

The Tripartite Standards coaching clinics aim to help employers gain a deeper understanding of good employment practices that should be implemented in the workplace. With the knowledge, right tools, and resources, employers can adopt the Tripartite Standards and gain recognition as progressive employers.

There were 41 clinics conducted in 2023, with 1,448 employer representatives participating

in these sessions. The clinics have enabled greater adoption of key Tripartite Standards, including Recruitment Practices, Flexible Work Arrangements, Work-Life Harmony, Grievance Handling, and Advancing Well-Being of Lower Wage Workers.

Given the progressive increase in retirement and re-employment ages, TAFEP added a new coaching clinic on Age-Friendly Workplace Practices. It was to help employers acquire more understanding of good age management practices to better support older employees at their workplace.

Engagement efforts to promote fair and progressive employment practices

TAFEP works closely with employers, community, and industry partners to raise awareness of fair and progressive employment practices, through various engagement activities such as briefing sessions, conferences, and events. Some key events included:

- ▶ Singapore Business Federation Information Sharing Session (10 March 2023)
- ▶ Singapore Industrial & Services Employees Union HR Dialogue (10 April 2023)
- ▶ HR Tech Fest Asia (10–11 May 2023)
- ▶ TAFEP's Partners Dialogue (16 June 2023)
- ▶ Singapore Human Resources Institute HR Dialogue: Adapting to the Era of Workplace Fairness (20 July 2023)
- ▶ IHRP's People Behind People Forum 2023 (15 November 2023)

These events enabled employers, human resource professionals, and employees to better understand key areas of TAFEP's work such as workplace discrimination, workplace harassment, Tripartite Standards and tripartite initiatives such as the Tripartite Guidelines on Fair Employment Practices and the upcoming Workplace Fairness Legislation.

In 2023, 169 engagement sessions were conducted with TAFEP reaching out to about 11,878 participants across business, community groups, and human resource professionals.



Tripartite Alliance Award 2023

31 organisations and three individuals were recognised for their fair and progressive employment practices at the Tripartite Alliance Award (TAA) 2023 presentation ceremony on 3 November 2023. Among the winners, more than 20% were SMEs, showing that all organisations can be progressive, regardless of size. The TAA 2023 saw the highest number of applications and winners since its inception in 2018. Along with enhanced outreach efforts, this was a testament that more companies are implementing progressive workplace practices.

Managed by TAFEP, the TAA celebrates organisations that excel in building fair and progressive workplaces and keep employees at the heart of their progress in 4 award categories: Age Inclusive Practices, Fair and Progressive Employment Practices, Work-Life Excellence, and Responsible Best Sourcing. The TAA remains the only employer award endorsed by the tripartite partners.

Two organisations, DBS Bank and Michelman Asia-Pacific Pte Ltd were conferred the Pinnacle Award, in recognition of their holistic people-centric strategies

and practices above and beyond the scope of the TAA. Three awards were presented to individuals for their strong leadership commitment, implementation efforts, and passionate advocacy of fair, responsible, and progressive employment practices.

Following the award ceremony, TAFEP developed a series of case studies, showcasing success stories from winners, and best practices to inspire and guide other employers. TAFEP also organised a Learning Forum for all TAA 2023 applicants to gain key insights from the award assessment and exchange best practices.



HIGHLIGHTS FOR THE YEAR

Implementation of EmPOWER System

As part of digital transformation efforts, TAFEP onboarded the EmPOWER system (Employment Practices and Progressive Workplaces Shared Platform) on 10 May 2023 to harmonise work activities and achieve greater efficiency for its officers with better support for employers and business outcomes. The benefits are:

► Employers find it easier to apply for the Tripartite Standards

Automation of applications to adopt the Tripartite Standards improved operational efficiency for employers and enhanced their experience with TAFEP. It also optimised workflows, boosted productivity, and reduced errors in the management of applications. With company information being auto-populated into the system, employers save time, and reduced manual administrative processes, saving five minutes of processing time per application. In addition, officers could manage the Tripartite Standards adoption status changes more efficiently, saving about 10 minutes per update.

► Automation of customised engagement boosted productivity, saving officers 18 man-days annually

Automation has optimised workflows and boosted productivity in the management of Tripartite Standards Clinics by eliminating manual tasks and minimising data entry errors. This resulted in significant time savings of around 18 man-days per year. Confirmation and reminder emails were auto-generated and sent to registrants through the system. Additionally, using artificial intelligence-driven capabilities to analyse companies' progress and interests, TAFEP could better provide tailored program recommendations that suited their needs through multiple engagement touchpoints, helping them strengthen and advance their journey towards becoming progressive employers.

► Enhanced access to customers' interactions and customised survey enables greater efficiency in case management and customer satisfaction tracking

The system improved visibility of customers' past interactions and retrieval of key information such as case details, workforce and customer profiles for more efficient case assessment and customer management. Tracking of key

follow-up actions was also enhanced with the automated update of information relating to workshop attendance and adoption of the Tripartite Standards which resulted in overall time savings in the case management process for officers. Through a customised survey module, it enabled TAFEP to reach out to customers who made enquiries or reported cases of workplace discrimination or harassment. These surveys provided valuable satisfaction ratings that allow the identification of areas for improvement and strive for excellence in our services provided.

► Employers benefit from integrated e-services with an enhanced booking and registration system for Employer Advisory Services, events, and workshops

The system allowed TAFEP to provide integrated e-services with end-to-end seamless e-submissions by employers with functions like applications, digital payments, notifications, and customer surveys. Employers can book an appointment and pay for consultations on applications of the Employment Act and related labour laws, guidelines, and advisories. They can also book and pay (where applicable) for TAFEP's events and workshops on fair, responsible, and progressive employment practices, receive automated and timely notifications on confirmation of employment advisory services and events.

With the system, TAFEP received automated notifications of payment invoices and receipts, data report listings, and benefits from enhanced accuracy of data with automated validation. This enabled officers to focus on higher value-add work like planning and content development for employer education workshops and resources while minimising manual data transfer errors. It resulted in about 40 hours (5 man-days) per year for manual entries and surveys, and about 227 hours (27 man-days) per year on manual work related to system and website publicity, compilation of event registration, confirmation, and reminders.

PUBLICITY EFFORTS

“Workplace Discrimination. Know It to End It.”

The campaign continued its efforts to raise awareness of unconscious bias amongst employers and employees, aiming to cultivate an environment where all employees can thrive, and discrimination is eradicated at the workplace. Additionally, it reinforced TAFEP’s position as a go-to resource and recourse centre for workplace discrimination. The campaign ran from August to December 2023 across multiple media platforms, including TV, digital and social platforms.

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

The campaign continued to focus on raising awareness about different types of workplace harassment and educated employers on their responsibility to provide a safe, harassment-free environment for their employees. It also positioned TAFEP as the primary recourse centre for addressing workplace harassment issues. The campaign ran from January to November 2023 across multiple media platforms, including bus stop shelters, cinemas, digital and social platforms.

Making FWAs a win-win for employers and employees

The campaign was based on a gamification concept reminiscent of old-school arcade games from the 80s. It aimed to educate employers and employees on three different categories of Flexible Work Arrangements (FWAs), the business benefits, and how employers and employees have a role to play in the successful implementation of FWAs. The campaign ran from November to December 2023 across social and digital platforms.



Tripartite Standards Campaign

The campaign focused on educating and raising the awareness of different types of Tripartite Standards (TS) amongst employers and employees. There was also emphasis on promoting the TS Clinics to drive its registrations, and to equip employers with the readiness to adopt the standards. The campaign ran from August to December 2023 across multiple platforms including bus shelters, digital and social media.

Leveraging TikTok and expanding reach to a bigger audience

TAFEP launched its TikTok channel in March 2023 as part of the Always On social media strategy to engage a younger audience particularly job seekers and first-time employees. This initiative also bolstered TAFEP’s reputation as a key resource and recourse centre for fair and progressive workplace practices. The TikTok content covered topics such as fair recruitment practices, important aspects of employment contracts, types of workplace harassment, identifying workplace discrimination and promoting work-life harmony.



TRIPARTITE ALLIANCE FOR WORKPLACE SAFETY AND HEALTH

Established on 1 April 2008, the Workplace Safety and Health (WSH) Council works closely with the Ministry of Manpower and other government agencies, the tripartite partners, the industry, unions and professionals 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; recognise companies with good WSH records; and set acceptable WSH practices.



YEAR IN REVIEW

(AS AT 31 DECEMBER 2023)



2,369
companies joined the
bizSAFE programme



135,160
workers given access to
Total WSH Services



13,480
workers participated
in iWorkHealth



89,000
youths from Institutes of Higher
Learning reached through online
and classroom learning such
as freshmen orientation



91,000
Primary to Secondary students
engaged through safety and
health educational materials and
safety leadership programme



425,584
workers trained in WSH



72,000
WSH Bulletin subscribers*

*Cumulative stock of
subscribers as of 31 Dec 2023

SINGAPORE WORKPLACE SAFETY & HEALTH STATISTICS 2023

Total Number and Rate of Workplace Injuries



36 fatal injuries, or a fatal injury rate of 0.99 per 100,000 workers



22,161 minor injuries, or a minor injury rate of 606 per 100,000 workers



590 major injuries, or a major injury rate of 16.1 per 100,000 workers

Workplace Fatal Injuries

By Fatal Risk Classification*	Type A	Type B	By Cause of Injury	Number of Fatal Injuries
Number of fatal injuries	29	7	Vehicular incidents	8
Fatal injury rate (per 100,000 workers)	0.8	0.2	Falls from height	8
			Collapse/failure of structures & equipment	9
			Crane-related incidents	0
			Slips, trips & falls	3

By Industry	Construction	Marine	Manufacturing	Transportation & Storage
Number of fatal injuries	18	0	5	8
Type A risk*	14	0	4	6
Type B risk*	4	0	1	2
Fatal injury rate (per 100,000 workers)	3.4	0	1.2	3.0

Dangerous Occurrences & Occupational Diseases



19 dangerous occurrences were reported to the Ministry of Manpower in 2023



1,229 cases, with an incidence rate of 33.6 per 100,000 workers

The leading occupational disease was Noise-induced Deafness with 804 cases, followed by Work-related Musculoskeletal Disorders (including back injury cases due to ergonomic risks) with 353 cases.

*From 2022, a new sub-classification has been introduced based on their fatality risk profile. Type A refers to higher risk of fatality (e.g. Falls from Height and Vehicular incidents), and Type B refers to lower risk of fatality (e.g. Slips, Trips and Falls, and Machinery incidents).

HIGHLIGHTS FOR THE YEAR

Building Industry Capabilities to Better Manage WSH

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

Supporting Employers on Implementing SAFE Measures

The WSH Council has actively supported employers in implementing key Safety Accountability, Focus and Empowerment (SAFE) measures to enhance workplace safety. These included the installation of Video Surveillance Systems (VSS) at construction sites with a contract value of S\$5 million and above, particularly where high-risk activities are ongoing, and expansion of the Demerit Point System to the manufacturing sector.

Media visits to companies within these industries were organised to better showcase WSH programmes and resources available to help them uphold safer workplace practices. In partnership with various industry associations, WSH sharing sessions were also held to brief company leaders regarding the SAFE measures, as

well as their WSH responsibilities and ways to develop their company's WSH capabilities.

To further strengthen safety leadership, Chief Executives and Board of Directors in high-risk industries were required to attend the Top Executive WSH Programme (TEWP).

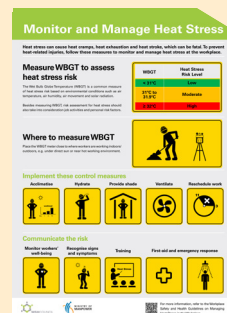


Enhancing WSH Knowledge and Capabilities

To bolster WSH knowledge and capabilities among employers and workers, new resources were introduced. The SME WSH Packs were launched to help companies, especially small and medium enterprises (SMEs), cultivate a robust safety culture. These packs cover critical areas such as vehicular safety, ladder safety, roofworks safety, as well as prevention of slips, trips, and falls (STF). Additionally, an updated START Guide for SMEs was introduced to offer a straightforward, five-step approach to creating a safer and healthier workplace.

WSH articles on essential safety issues such as the proper selection and use of life jackets, safe handling of flammable materials, and monitoring safety for vehicle fleets with VSS, were published. Multilingual educational animations and videos were also produced to enhance workers' awareness of key safety topics, including machinery safety, working at heights, ladder safety and STF.

There was also a pressing need to raise awareness regarding the management of heat stress. In partnership with MOM, the WSH Council organised the WSH Forum on Heat Stress Management on 25 May 2023, where speakers from the industry and government shared their knowledge and expertise on heat stress, including its impact on workers' safety and productivity, management techniques, as well as case studies within the construction and marine industries. A Heat Stress Management Compliance Checklist and poster bearing tips on how to "Monitor and Manage Heat Stress at Workplace" were also produced. Companies with good heat stress management measures were profiled on our social media, for others to emulate.



Enabling Continuous WSH Learning

Under the WSH Micro-learning Programme, a new online component was added to the Construction Safety Orientation Course to enable continuous WSH learning among workers. Delivered online in workers' native languages, these bite-sized modules refresh workers' WSH knowledge on conducting high-risk work activities safely and share prevention tips from recent incidents.



HIGHLIGHTS FOR THE YEAR

Improving Employees' Mental Well-being

Creating supportive workplaces is crucial for employees' overall well-being, improved productivity, and encouraging healthy collaborations. On 20 November 2023, the Well-being Champions Network was launched as a dedicated platform aimed at helping its members design and implement a mental well-being system in their company. To facilitate networking and knowledge-sharing, an online portal was introduced to provide members with access to a range of events and resources focused on improving workplace mental well-being.



Promoting Safety and Health at Work and Recognising Companies With Good WSH Records

Everyone deserves a safe workplace and the assurance of returning home safely. It is crucial to sustain efforts to raise awareness on workplace safety and health, recognise exemplary employers and employees for others to emulate, and reinforce the importance of maintaining high WSH standards across industries.

WSH Awards 2023

The annual WSH Awards ceremony, held on 11 August 2023, saw a record attendance of over 1,600 guests, including award recipients, their supporters, industry leaders, and partners.

A total of 246 companies and individuals were recognised for their outstanding achievements in WSH, and dedication to creating safe and healthy work environments. Notably, there was an 18% increase in participation from lower-

risk industries, reflecting the value that WSH brings across various sectors. By honouring these exemplary organisations and individuals, the Awards serve as an inspiration for others to adopt best practices and enhance their own WSH performance.



Collaborating with Industry to Drive WSH Awareness

Industry partnerships were instrumental in raising WSH awareness through various events throughout 2023. These included the WSH Symposium on Cranes, WSH Forum for Healthcare, Work at Heights Symposium, Safe Hands Campaign, and the WSH Forum for the Logistics and

Transport Industry. Through such events, participants were kept abreast of the latest WSH developments and best practices.



bizSAFE Convention 2023

Held on 22 November 2023, the Convention saw the inking of a Memorandum of Understanding (MOU) between the WSH Council and five SME Centres to strengthen WSH capabilities among SMEs. The MOU calls for the Centres' Business Advisors to be trained to enhance their WSH knowledge, more publicity of SME-related services and events, and greater dissemination of guidance materials to SMEs.

During the Convention, 41 companies and individuals were recognised as recipients of the bizSAFE Awards, honoured for their exceptional commitment to WSH and their proactive role in promoting safety among business partners and contractors. A new category that was

introduced was the WSH Tech Award, which recognises bizSAFE enterprises committed to enhancing WSH through the adoption of tech-enabled solutions.

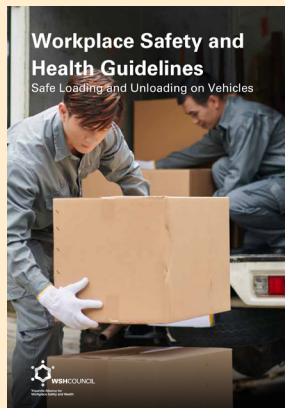


Implementing WSH Practices to Uphold Industry Standards

Good workplace safety and health is crucial for business success. To support companies in improving their WSH performance, the WSH Council develops resources tailored to the specific needs of various industries, helping them maintain high WSH standards.

Updated WSH Guidelines for Safe Loading and Unloading on Vehicles

Released in July 2023, the revised WSH Guidelines on Safe Loading and Unloading of Vehicles reflects best WSH practices on cargo handling within the Transportation and Storage industry. The updated guidelines addresses essential principles of cargo transportation, optimal cargo arrangement, securing methods for various vehicle types, and a delivery plan to ensure safer cargo delivery.



New WSH Guide on Video Surveillance Systems

A new WSH Guide on Video Surveillance Systems (VSS) was introduced in September 2023 to assist companies in deploying VSS so that they will have better oversight of WSH at their workplaces. The Guide helps companies understand how such systems can be deployed and the various considerations during installation, ahead of June 2024, when all construction sites with a project value of S\$5 million or more are required to install VSS at worksites where there are high-risk work activities.



New ACOP CORE Principles Compliance Checklist

Launched in December 2023, the Approved Code of Practice (ACOP) CORE Principles Compliance Checklist helps companies assess their adherence to key WSH principles. It covers four areas, namely defining WSH responsibilities for Chief Executives and Board Members, fostering a safety-focused organisational culture, reviewing WSH management systems for effectiveness, and empowering worker engagement in WSH. The checklist requires responses on the implementation of these measures, along with evidence or reasons for non-implementation, to support the improvement of WSH practices.

ACOP CORE Principles Compliance Checklist			
Principle 1: Clarity in identifying who among the CE and Board members have WSH responsibilities		Yes	No
1	Assign and document their roles and responsibilities of individual company Directors	<input type="checkbox"/>	<input type="checkbox"/>
2	Establish the WSH Policy, standards and strategic goals for the organisation	<input type="checkbox"/>	<input type="checkbox"/>
Principle 2: Organisational Culture where leaders set the tone for WSH		Yes	No
3	Publish the organisation's WSH commitment, and review, update and track the organisation's WSH targets and performance regularly	<input type="checkbox"/>	<input type="checkbox"/>
4	Set WSH as a regular agenda item in management board meetings	<input type="checkbox"/>	<input type="checkbox"/>

NATIONAL WSH CAMPAIGN 2023

Organised by the WSH Council, with support from MOM, NTUC, and SNEF, the annual National WSH Campaign kicks off the year-long national efforts to promote workplace safety and health.

The National WSH Campaign 2023 was amongst SAFE (Safety Accountability, Focus and Empowerment) measures implemented to sustain WSH outcomes, particularly in strengthening WSH ownership at the worker-level. Themed “Reporting Saves Lives”, the Campaign called on individuals, including employers, workers and members of the public, to do their part in looking out for the safety and health of workers by reporting unsafe situations at the workplace.

Launched on 23 May 2023, the Campaign was designed to encourage:

- ▶ Employers to set up an internal reporting system for their workers to report unsafe situations;
- ▶ Workers to inform their supervisor/ employer, or union leader, or the MOM should they spot unsafe practices or conditions; and
- ▶ Members of the public to report to the MOM safety lapses that they witness at workplaces.

Mr Zaqy Mohamad, Senior Minister of State for Manpower, graced the launch event, which was attended by Members of the Multi-Agency Workplace Safety Taskforce

(MAST) and WSH Council, as well as close to 500 leaders and representatives of trade and industry associations as well as government agencies.

Participants at the launch event were also treated to a Campaign skit, which incorporates a presentation on the benefits of an internal reporting system by Mr Yeo Kong Nee, Managing Director, ENGIE Services Singapore.

To sustain interest in the year-long Campaign, a series of videos targeting employees, employers and members of public were released to create awareness and encourage reporting. Good safety reporting practices implemented by companies were also showcased on the WSH Council’s social media platforms, for others to follow suit. The Campaign was actively promoted throughout the year via social media, digital and outdoor media, and on-ground activities to target the workforce in Singapore, including close to 955,000 migrant workers.

The sustained Campaign publicity efforts contributed to MOM receiving 15% more WSH feedback in 2023 as compared to 2022.



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.

Progressive Wage Model Dialogue and Case Study on 6 Apr 2023

The Dialogue on “Tripartism in action: Uplifting workers through the Progressive Wage Model (PWM)” delves into the history and policy considerations of the PWM development. The event saw a case study sharing by Associate Professor Terence Ho, Lee Kuan Yew School of Public Policy and a distinguished panel of speakers who pioneered the policy in the last decade. Speakers included Mr Lim Swee Say (TC advisor and former Minister for Manpower), Mr Zainal Sapari (Assistant Director-General, NTUC and advisor to PWM implementation) and Mr Felix Loh (Chief Executive Officer, Gardens by the Bay and Deputy Honorary Secretary, SNEF).



LKY100 Commemorative Event on 6 Sep 2023: “Remembering LKY – Shaping Tripartism through Fire and Water”

The event commemorated LKY100 and Mr Lee Kuan Yew’s involvement with the unions and tripartism during Singapore’s formative years. A commemorative video was featured to recount the key milestones of Mr Lee’s role in ensuring harmonious industrial relations. Panel discussions with past tripartite leaders such as Mr Lim Boon Heng (former cabinet minister), Mr Lim Swee Say (TC advisor and former Minister for Manpower) and Mr Stephen Lee (TAL chairman and TC advisor), shared personal stories about their interactions with Mr Lee, who helped shaped their views on protecting the interest of workers and Singapore. The event was well-received by the participants and was covered by local media.



TAL CORPORATE SOCIAL RESPONSIBILITY (CSR) EFFORTS

TAL's Corporate Social Responsibility (CSR) efforts are guided by three pillars:



People and Culture

To build a great workplace where staff are inspired and empowered to make a difference to society beyond work;



Environment and Sustainability

To do its part to care for the environment and our common home.



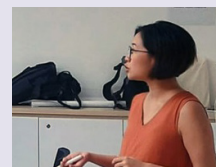
Community Involvement

To empathise with the less fortunate and contribute to the community through positive action; and

Friends of AGAPE

In the area of People and Culture, the Friends of AGAPE programme came back for the third year in 2023. The TAL staff volunteers provided basic Employment Rights and Act training to the beneficiaries comprising ex-convicts, single parents, low-income employees or those living in rental HDB flats, youth at risk, people with disabilities, transgender groups, retirees or people wanting to return to the workforce. The two-hour long training sessions covered topics ranging from workplace bullying and discrimination, employment contracts, both the statutory and contractual elements, and unfair dismissal.

The aim was not only to impart practical skills but also to empower and support these groups in meaningful employment and societal integration. This initiative exemplifies AGAPE's commitment to fostering inclusive, diverse and equal opportunities within the community.



Beach Clean Up

In the area of Environment and Sustainability, TAL had its Beach Clean Up Activity at East Coast Park on the 2 October 2023. It is a common sight for a lot of trash to pile up at East Coast Park during weekends hence TAL's Clean Up was scheduled on a Monday so that the staff volunteers could clear away the weekend trash.

The event has truly ignited a passion for environmental conservation. It was heartening to see staff from various departments coming together to keep our wonderful beaches clean.

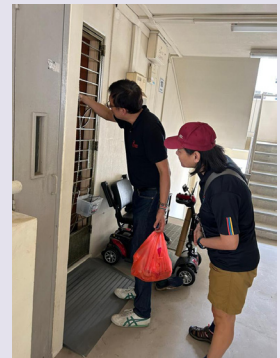


Meals-on-Wheels

On Community Involvement, TAL staff volunteered their time over three days in August 2023 for the Meals-on-Wheels program, in partnership with the TOUCH Community Services.

The TAL staff volunteers helped put together the right nutritional meals and delivered cars to the less fortunate elderly living alone in the Bukit Batok area. Some staff also offered the use of their car for transport to distribute the meals right to the doorsteps of the recipients.

Taking part in this initiative was eye-opening for the volunteers. The program addressed the social isolation faced by the less fortunate elderly in our community as well as their nutritional needs. It was a very meaningful food delivery event.



PEOPLE OF TAL



Tony Lai

Mediator, Mediation (Employment Claims), Tripartite Alliance for Dispute Management

Tell us more about your job.

My job requires me to resolve salary disputes. I act as the case manager for employment claims under my care. My role involves helping both employers and employees understand their rights, obligations, and the best practices for handling employment issues. I guide them towards finding an amicable resolution and draft Settlement Agreements and Claims Referral Certificates to bring the cases to a close.

Can you describe a typical day at work?

My workday involves facilitating Zoom or in-person mediation meetings to resolve disputes. I spend time on phone calls to understand claims and provide advice on employment agreements. My key tasks include arranging mediation sessions, organising schedules, and managing case administration. I coordinate with internal teams and external partners such as the unions and CPF Board as well as collaborating with my colleagues to discuss cases and improve outcomes, while also managing tasks assigned by my reporting officer.

What is something surprising or unusual about your work that most people are unlikely to know?

I am four years into this role and still find the work interesting and challenging. The cases are all different — it's like solving a puzzle. Look at the case details, find the right case approach, provide the correct advice, conduct the mediation professionally. Many customers whom I had met bring along their frustrations into mediation which could be emotionally draining. I always tell my new colleagues that it is important to develop healthy coping strategies such as taking a break from work to recharge or exercising to de-stress.

What keeps you going? What is one guiding principle you live by?

Seeing everyone leave the mediation room with a smile, makes me smile too. They often come in tense and uncertain but helping them reach a positive resolution makes my day. Many are not familiar with the law or the options they have when there is a salary dispute. I have that tacit knowledge, and I find fulfilment when I can help others resolve their claims with my skills. My personal motto is to do my utmost. This principle guides me at work. I persevere in the face of managing challenging cases.

What support or help have you received from your co-workers or supervisors to carry out your work?

I'm fortunate to have good supervisors who trust my judgment and are ready to offer guidance. My colleagues are friendly, professional and helpful. We exchange ideas with one another to better manage cases. The flexible working environment supports me in achieving a good balance between work and personal commitments.

Tell us more about your job.

I lead the HR team at TAL. We develop and implement strategies for all aspects of HR, such as manpower planning, compensation and benefits, performance management, learning and development, and staff or union engagement.

Can you describe a typical day at work?

Black coffee with less sugar is a must for me to start my workday! A typical workday involves meetings with my staff and bosses to plan and discuss HR issues, and clearing submissions and emails.

What is something surprising or unusual about your work that most people are unlikely to know?

Most people think HR work is glamorous when they see us at engagement events. But behind every comms, event, and policy are many hours of hard work and deliberation. Many also think HR folks must be extroverts but actually this is not true! Most of my team members are actually "trained" extroverts due to the nature of our work.

Another truth is I don't control the quantum of bonuses that we receive! :)

What keeps you going? What is one guiding principle you live by?

HR is the engine behind TAL. We primarily serve our internal customers, the staff at TAL. It motivates me when staff thank HR for the work that we do. The most rewarding part of my work is seeing individuals grow and thrive in their roles and reflect positive vibes about the work culture. There is no one-size-fits-all strategy in nurturing and developing individuals when they are with TAL. After all, all of us are unique and talented in our own right. Understanding and harnessing one another's strengths is key to creating a positive TAL culture.

I live by this personal mission statement and share it with all new hires: "Only one Life. Make it count. Live it well."

What support or help have you received from your co-workers or supervisors to carry out your work?

In mid-2023, I had to juggle between work and taking care of my dad who had multiple chronic health conditions. At the same time, I also had to coach my daughter for her PSLE, amidst other domestic responsibilities.

I had to take a step back and requested to work part-time for a few months. My director readily agreed and even covered some of my duties! My team also chipped in where they could and kept reminding me to log off when it was time for me to do so.



Hazel Chew
Senior Assistant
Director, Human
Resources,
Tripartite Alliance
Limited

PEOPLE OF TAL



Amos Hong

Senior Manager,
Fair Consideration
Management,
Tripartite Alliance for
Fair and Progressive
Employment
Practices

Tell us more about your job.

My job involves engaging employers and assessing if their hiring practices are in line with the Tripartite Guidelines on Fair Employment Practices and the Fair Consideration Framework.

We work in partnership with MOM to check on selected employers whom we assess may not have fairly considered local job seekers.

Can you describe a typical day at work?

My workday typically starts with reviewing the email responses of employers about their hiring practices. I will subsequently submit the findings to MOM.

After lunch, I will review potentially discriminatory job advertisements. I would engage the companies if there were discriminatory elements found and help them rectify the job advertisements.

On some days, I also conduct engagement sessions with companies. These sessions help companies gain a better understanding of what they can do to attract and retain locals and strengthen their workforce profiles. This includes sharing on resources and programmes available to them.

Finally, to round up the day, I will put on my earphones and listen to music before going home to spend time with my family.

What is something surprising or unusual about your work that most people are unlikely to know?

Many employers we engage do not realise that we are not just checking on their hiring practices, but also helping them to become better employers. So, our role is not just to ensure compliance but also to help businesses succeed.

What keeps you going? What is one guiding principle you live by?

At TAFEP, I get to shape progressive workplace practices. My guiding principles at work are summarised in 3 Ps: Performance, Passion, and Purpose. I believe in being excellent, deriving meaning and purpose in my work with doing something greater than myself.

What support or help have you received from your co-workers or supervisors to carry out your work?

TAFEP has an amiable work culture where bosses are supportive and colleagues are helpful. I am grateful for my bosses who have been supportive in trying out new technologies at work (e.g. using ChatGPT) and allowing me to try new things (e.g. hosting, acting for corporate videos). TAL also encourages the formation of Communities of Practice where like-minded colleagues with similar interests can engage in shared interests.

Tell us more about your job.

My area of work is in Organisation Development and Change Management (OD&CM), and I am part of the Corporate Development team. I am responsible for employee engagement, internal communications, training, and staff welfare.

Can you describe a typical day at work?

I usually start my day by looking through my assigned tasks and the requests or enquiries from staff, such as for internal communications, training and staff welfare matters.

I also work closely with our colleagues at TAL Corporate for HR and Finance matters and my counterparts at the Ministry of Manpower for employee engagement.

Employee engagement is a very important part of my role. In between my various duties, I will walk around the office and talk to colleagues from different teams to understand their work and to connect everyone together – almost like an ambassador!

What is something surprising or unusual about your work that most people are unlikely to know?

I recently coordinated and oversaw the soundproofing of two office rooms for WSHC's podcast project. Now, the revamped rooms are perfect for audio and video recordings, with a cozy waiting area for our guests. I'm happy that my efforts have helped WSHC to produce its debut podcast, "Let's Talk", which is recorded in that room.

What keeps you going? What is one guiding principle you live by?

My perspective on life has changed significantly. I used to think that I should live my life to the fullest when I was younger and lived by the mantra, "JUST DO IT!"

After experiencing a critical illness two years ago, I had a change of perspective about life. I am now more focused on living my life meaningfully and being present in the moment.

What support or help have you received from your co-workers or supervisors to carry out your work?

WSHC is the best place to work! When I was sick two years ago, I received many prayers and strong support from my team. My thoughtful RO even assigned a colleague who had been through a similar situation to share her experience and support me. The day before I went for my major operation, I was very touched to receive WhatsApp messages from colleagues and our GM.



Erica Toh

Manager, Corporate Development, Planning and Development, Workplace Safety and Health Council



Tripartite Alliance