



Tripartite Alliance

# Annual Report 2024



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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 Management

From January–December 2024



## Chairperson

Mr Stephen Lee

## Board of Directors

Mr Bob Tan,  
Deputy Chairperson

Ms Cham Hui Fong

Mr Christopher Wong

Mr Edwin Ng

Ms Ivy Lai\*

Mr Jason Chen\*

Mr Jeffrey Siow

Ms Joan Moh

Mr Kandhavel Periyasamy

Mr Lau Kai Lee

Mr Marcus Lam

Mr Ong Hwee Liang

Mr Silas Sng

## Finance & Procurement Committee

Ms Ivy Lai, Chairperson\*

Mr Marcus Lam, Chairperson

Ms Catherine Hu\*

Mr Lau Kai Lee

Mr Loy Liang Kiat\*

Mr Tan Kok Hoe

## 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,  
Chairperson

Ms Cham Hui Fong

Mr Jeffrey Siow



## TADM Committee

Mr Jason Chen,  
Chairperson\*

Ms Joan Moh,  
Chairperson

Mr Kandhavel Periyasamy

Mr Sim Gim Guan\*

Ms Sylvia Choo\*

Mr Hao Shuo



## TAFEP Committee

Ms Cham Hui Fong, Co-chair

Mr Edwin Ng, Co-chair

Mr Benedict Chan

Ms Faith Li

Mr Kandhavel Periyasamy

Ms Kohe Hasan

Mr Raymond Chin

Mr Saktiandi Bin Supaat

Mr Sim Gim Guan\*

Mr Hao Shuo



## WSH Council

Mr Abu Bakar bin Mohd Nor,  
Chairperson

Mr Vincent Phang,  
Deputy Chairperson

A/Prof Gan Wee Hoe

Mr Simon Goh

Mr Adrian Lim

Mr Lim Keng Yang

Dr Kenneth Low

Ms Ng Wee Wei

Mr Silas Sng

Dr Eugene Fidelis Soh

Ms Aileen Tan

Ms Tan Man Ee

Mr Tay Choon Hong

Ms Dawn Teo

Mr Raj Joshua Thomas

Mr Melvin Yong

Mr Lim Teck Chuan

Mr Ricky Loo

Mr Tan Swee Yiow

Mr Dave Ng\*

Mr Ong Hwee Liang\*

Mr Yam Ah Mee\*

## Senior Management

Mr Kandhavel Periyasamy,  
TAL, Executive Director 1

Mr Silas Sng,  
TAL, Executive Director 2

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 2024

Mr Loy Liang Kiat,  
Finance & Procurement  
Committee

#### 31 Mar 2024

Mr Dave Ng,  
WSH Council  
Mr Ong Hwee Liang,  
WSH Council  
Mr Yam Ah Mee,  
WSH Council

#### 31 Jul 2024

Ms Ivy Lai,  
Board of Directors,  
Finance & Procurement,  
Committee Chairperson

#### 31 Aug 2024

Mr Jason Chen,  
Board of Directors, TADM  
Committee Chairperson  
Ms Catherine Hu,  
Finance & Procurement  
Committee

#### 24 Oct 2024

Mr Stephen Lee,  
Human Resources,  
Committee Chairperson

#### 30 Nov 2024

Mr Sim Gim Guan,  
TADM Committee,  
TAFEP Committee

#### 31 Dec 2024

Ms Sylvia Choo,  
TADM Committee

## ▶ Board of Directors





From left to right: Mr Jason Chen\*, Ms Joan Moh, 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 Marcus Lam, Mr Silas Sng, Mr Christopher Wong, Ms Ivy Lai\*

\*Ms Ivy Lai's and Mr Jason Chen's terms ended in July and August 2024 respectively.

# ➤ 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

As I pen this final message as Chairperson of Tripartite Alliance Limited (TAL), I am grateful to have been a part of TAL's journey to improve Singapore's workplaces and workforce for the past nine years.

Like Singapore, TAL was built on the conviction that progress is only possible when we work together as equal partners who are united in purpose. This belief has guided our work and will continue to shape our path forward.





Over the past year, our business units have made significant strides in advancing fair, harmonious, and safe workplaces. The Tripartite Alliance for Dispute Management (TADM) continued to deliver timely and effective support to employees and employers. This resulted in more than 80% of employment claims being resolved at TADM, with nine in 10 employees fully recovering their salaries.

The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) deepened its outreach and education efforts. TAFEP partnered a wide spectrum of partners to reach out to over 5,800 employers, HR professionals and business leaders about key tripartite guidelines and the upcoming Workplace Fairness Act. Through 33 Tripartite Standards Coaching Clinics and 17 Fair Employment Workshops, TAFEP also worked with over 2,000 employer representatives to deepen their understanding of good employment practices and implement them effectively. In addition, TAFEP formalised its commitment to educate the wider community by signing Memorandums of Understanding with the Institute for Human Resource Professionals and Singapore Polytechnic.

In 2024, the Workplace Safety and Health (WSH) Council introduced several new initiatives that yielded tangible results. The WSH Advocate Programme was launched to recognise industry champions who prioritise safety, benefiting 75,000 contractor employees. The Well-being Champions Network

expanded significantly, covering 235,000 employees across 475 organisations. Additionally, the Code of Practice for Platform Services was released to enhance the safety and well-being of platform workers. These initiatives reflect the Council's commitment to improving workplace safety and health through targeted and impactful programmes.

The Tripartite Collective (TC) played a vital role in strengthening the spirit of tripartism. From engaging youth through the Youth Experience Programme to commemorating 30 years of retirement and re-employment policies through the TC Dialogue, TC fostered conversation and collaboration across generations. The inaugural Tripartite Leadership Programme brought together over 100 directors and senior leaders to deepen their understanding of tripartism and build robust working relationships.

We also celebrated five years of the Union of TAL (UTAL), which has proven to be a valuable partner and reliable source of feedback from our workforce. UTAL's partnership with management led to the establishment of the Company Training Committee, enhancing learning and development across TAL. The union's outreach and member engagement efforts have strengthened our internal culture and aligned our workforce with our organisational priorities.

Beyond our core work, TAL remained deeply committed to corporate social responsibility. From festive giving and

volunteering at a local soup kitchen to tree planting for sustainability, our staff demonstrated compassion and care for the community and environment. These initiatives embody our values and reinforce our role as a responsible corporate citizen.

Looking ahead, TAL must continue to adapt to external developments such as economic uncertainty, shifting trade dynamics, and the rapid rise of artificial intelligence. TAL must leverage technology to enhance productivity, review our focus areas, and remain agile in meeting the needs of employers, employees, and jobseekers.

As we mark the ninth year of TAL's establishment, we are reminded that TAL's journey is just beginning. Though our history spans less than a sixth of Singapore's, our aspirations are no less bold. We will continue to build on the foundations of tripartism, fairness, and collaboration to defy the odds and grow together.

Thank you for the opportunity to serve. I am confident that TAL will continue to thrive and make a lasting impact on Singapore's workforce and workplaces.

**Mr Stephen Lee**

Chairperson, Tripartite Alliance Limited

# Financial Performance

## Statement of financial position as at 31 March 2025

	31 March 2025 \$	31 March 2024 \$
<b>ASSETS</b>		
<b>Non-Current</b>		
Plant and equipment	79,105	122,900
Right-of-use assets	2,723,113	4,795,031
<b>Total non-current assets</b>	<b>2,802,218</b>	<b>4,917,931</b>
<b>Current</b>		
Trade and other receivables	359,047	291,448
Prepaid operating expenses	781,852	577,241
Cash and bank balances	43,924,288	36,773,347
<b>Total current assets</b>	<b>45,065,187</b>	<b>37,642,036</b>
<b>Total assets</b>	<b>47,867,405</b>	<b>42,559,967</b>
<b>ACCUMULATED FUNDS AND LIABILITIES</b>		
<b>Accumulated Funds</b>		
Accumulated surplus	3,509,157	1,622,132
Fund contribution from a member	1,759,689	1,759,689
<b>Total accumulated funds</b>	<b>5,268,846</b>	<b>3,381,821</b>
<b>LIABILITIES</b>		
<b>Non-Current</b>		
Deferred capital grants	66,071	75,430
Provision for reinstatement cost	803,632	763,328
Lease liabilities	1,227,874	2,712,680
<b>Total non-current liabilities</b>	<b>2,097,577</b>	<b>3,551,438</b>
<b>Current</b>		
Trade and other payables	38,681,999	33,530,322
Lease liabilities	1,484,806	2,030,341
Current income tax payable	334,177	66,045
<b>Total current liabilities</b>	<b>40,500,982</b>	<b>35,626,708</b>
<b>Total liabilities</b>	<b>42,598,559</b>	<b>39,178,146</b>
<b>Total accumulated funds and liabilities</b>	<b>47,867,405</b>	<b>42,559,967</b>

## Statement of comprehensive income for the financial year ended 31 March 2025

	Year Ended 31 March 2025 \$	Year Ended 31 March 2024 \$
Income	1,663,216	529,547
<b>Other item of income</b>		
Other income	523,845	375,291
<b>Other items of expenses</b>		
Consultancy fees	(2,164,339)	(2,946,397)
Depreciation of plant and equipment	(70,577)	(50,061)
Amortisation of right-of-use assets	(2,071,918)	(1,928,965)
Employee benefits expenses	(49,407,703)	(43,629,476)
IT and software expenses	(4,429,199)	(3,534,414)
Marketing and distribution costs	(7,353,470)	(6,621,736)
Other operating expenses	(4,260,852)	(3,500,250)
Interest expense	(231,346)	(186,003)
<b>Excess of expenditure over income before tax and grants</b>	<b>(67,802,343)</b>	<b>(61,492,464)</b>
Grant income	70,025,545	62,109,792
<b>Excess of income over expenditure after grants before tax</b>	<b>2,223,202</b>	<b>617,328</b>
Taxation	(336,177)	(79,341)
<b>Surplus for the financial year, representing total comprehensive income for the financial year</b>	<b>1,887,025</b>	<b>537,987</b>



# 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.

## **Delivering Effective and Fair Employment Dispute Resolution**

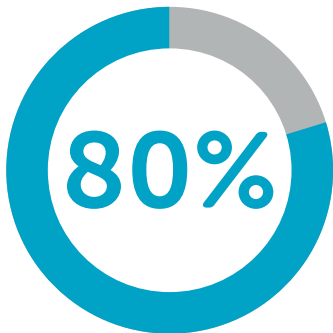
In 2024, TADM's mediation-first approach remained effective, with more than 80% of employment claims resolved amicably through TADM's mediation process. In addition, the majority of salary claims were concluded at TADM within 2 months, and more than 90% of employees fully recovered their salaries and payments.



# ► Year in Review

## As at 31 December 2024

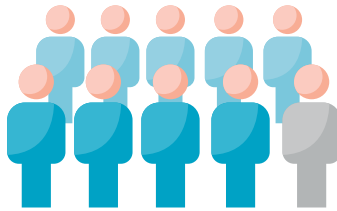
More than



of employment claims were resolved at TADM

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 recovered sum to employees

**\$19**  
million

Total payment for wrongful dismissal claims

**\$2.14**  
million





# ➤ Highlights for the Year

## Strengthening Global and Local Partnerships

To stay abreast of international best practices, TADM undertook several initiatives in 2024 to engage with local and overseas partners. These efforts centred on mutual learning, knowledge exchange in key operational areas, and the sharing of achievements and best practices in managing employment disputes.

### Local Engagement with Migrant Workers' Centre

On 6 September 2024, TADM visited the Migrant Workers' Centre (MWC) Recreation Centre to gain deeper insights into its support ecosystem for migrant workers. The visit highlighted MWC's key work such as the provision of emergency humanitarian assistance, operation of a 24/7 multilingual helpline, ground sensing and peer support through trained ambassadors, and implementation of the Settling-In Programme. This engagement not only provided valuable operational insights but also further strengthened the partnership and collaboration between TADM and MWC.





### Sharing of Knowledge and Best Practices

On 21 February 2024, TADM hosted a delegation from the Philippines' Department of Labor and Employment and presented its digital transformation journey, with a focus on the Online Dispute Resolution (ODR) platform. The session highlighted how TADM's suite of self-service digital tools empowers employees and employers to file claims and resolve disputes independently, reducing the need for in-person mediation and saving time for users.

On 26 March 2024, TADM conducted a virtual session with the United Kingdom's Advisory, Conciliation and Arbitration Service, sharing TADM's services and processes, corporate performance, key features of the Employment Practices and Progressive Workplaces Shared Platform (EmPOWER) system, and its employment dispute resolution model.



### EmPOWER: Award-Winning Dispute Resolution Platform

EmPOWER is an online platform that enables end-to-end digital management of employment disputes. The platform offers a range of ODR services including the AskTADM chatbot, claim filing, e-Negotiation, and e-Mediation. By providing real-time access to digital services, EmPOWER enhances customer convenience and reduces the need for physical visits to TADM's service centres.

Since its launch in 2023, the EmPOWER platform has received local and international recognition for revolutionising employment dispute resolution. The awards received in 2024 included:

- ▶ Innovation Award @ PEGA Industry Awards
- ▶ Best in Future of Work Award @ International Data Corporation Future Enterprise Awards
- ▶ Innovation Award @ Gartner Eye on Innovation Awards
- ▶ Most Fearless Award @ Public Service Transformation Awards



- ▶ The EmPOWER team receiving the Best in Future of Work Award at the International Data Corporation Future Enterprise Awards.



# 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 2024

**19,526\***

organisations have adopted the various Tripartite Standards, benefiting 1.47 million employees



**17,646**

participants in 207 workshops and events organised by TAFEP and its partners



**3,313**

learners used TAFEP's e-learning modules



**179**

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



*\*The figure is cumulative*

# ► Highlights for the Year

## Engaging Industry Partners and Employers

In 2024, TAFEP deepened industry engagement through strategic collaborations with 48 partners, including a diverse mix of Trade Associations and Chambers, Sector Agencies, Trade Unions and their management counterparts, as well as recruitment agencies. Together, we co-organised a wide range of events and joint initiatives to advance fair and progressive workplace practices.

These collaborative efforts focused on key organisational priorities, including the Tripartite Guidelines for Fair Employment Practices (TG-FEP), the Tripartite Guidelines on Flexible Work Arrangement Requests (TG-FWAR), as well as fair and merit-based hiring practices and grievance handling frameworks. These initiatives also supported preparations for the upcoming Workplace Fairness Act (WFA), which reinforces fair recruitment practices and grievance handling procedures.

The WFA will require employers to put in place processes to handle grievances professionally and sensitively at the firm level. This aims to foster a safe and supportive environment for employers and employees to discuss sensitive or challenging issues. Through these partnerships, we successfully engaged over 5,800 employers, HR professionals, and business leaders across various sectors. These initiatives not only raised awareness but also equipped stakeholders with practical tools and knowledge to implement fair and progressive workplace practices.

In addition, TAFEP also conducted 16 briefing sessions on the TG-FWAR which took effect on 1 December 2024. Benefitting around 4,000 participants, these briefings helped employers develop a better understanding of the Guidelines, its requirements, and the business benefits of sustainable Flexible Work Arrangements (FWA) implementation.



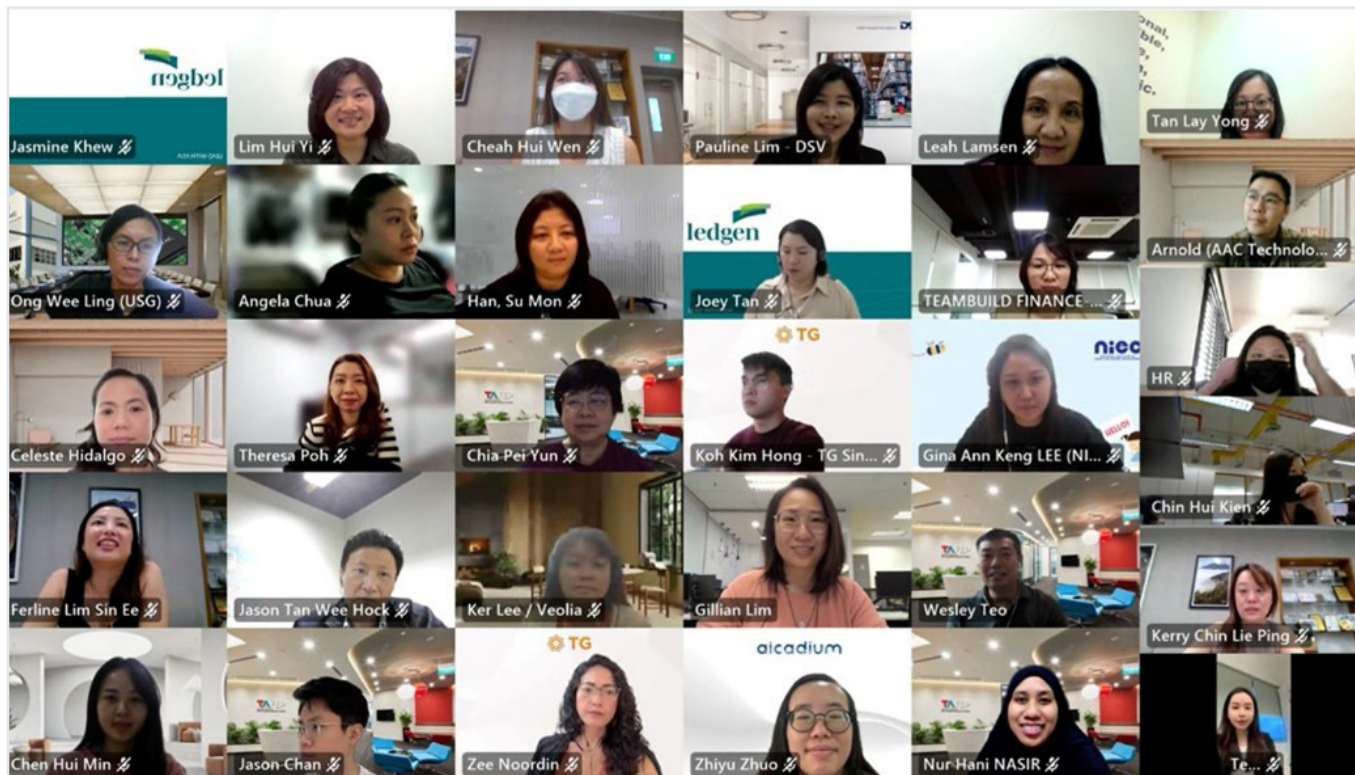
◆ Industry Engagement on Fair Employment Practices and TG-FWAR

## Coaching Employers to Adopt Tripartite Standards (TS)

The TS coaching clinics help employers deepen their understanding of good employment practices and implement them effectively. With the right knowledge and tools, employers are better equipped to adopt the TS which comprise a set of verifiable and actionable employment practices across different functional areas. Companies that adopt the TS distinguish themselves as organisations with good HR practices and gain recognition as fair and progressive employers. The TS complement our laws, Tripartite Guidelines, and Advisories.

In 2024, TAFEP conducted 33 clinics, engaging over 1,520 employer representatives. These clinics cover key TS, such as Recruitment Practices, FWAs, Work- Life Harmony, Grievance Handling, Age-Friendly Workplace Practices and Advancing Well-Being of Lower Wage Workers. Participants gained valuable knowledge, enhanced capabilities, and learned to apply HR principles effectively to meet organisational needs.





To enrich the sessions, employers who had implemented good HR practices shared their experiences and insights, enabling peers to learn from real examples. TAFEP also continues to support participants by answering their queries and sharing resources throughout their implementation journey and adoption of the TS.

## Engaging Communities on Fair Workplace Practices

In 2024, TAFEP conducted a series of briefings and engagement events in collaboration with 12 community organisations, including those representing women, persons with disabilities, mental health advocates, and unions. These sessions reached over 400 participants across various sectors.



◆ Engaging Communities on Fair Workplace Practices

The briefings aimed to raise awareness of the TGFEP, with a strong emphasis on promoting inclusive and respectful workplace cultures. Key topics included workplace harassment and grievance handling.

To enrich the discussions, case studies were shared, offering practical insights and encouraging meaningful dialogue among participants. The sessions were well-received, with positive feedback highlighting their relevance, clarity, and usefulness in supporting organisational efforts to build fair and inclusive workplaces.

## Deepening Partnerships with the Training Ecosystem

Building on our existing collaborations, TAFEP signed Memorandums of Understanding on 2 August 2024 with key partners, the Institute for Human Resource Professionals (IHRP) and Singapore Polytechnic (SP), to reflect our shared commitment to engage and educate HR professionals and students, respectively.

TAFEP forges a close partnership with IHRP to build capabilities among HR professionals on progressive and inclusive people practices and gather ground insights on the community's needs.

The partnership with SP paved the way to jointly engage and support HR students and adult learners in appreciating and implementing fair and progressive employment practices when they join or return to the workforce.

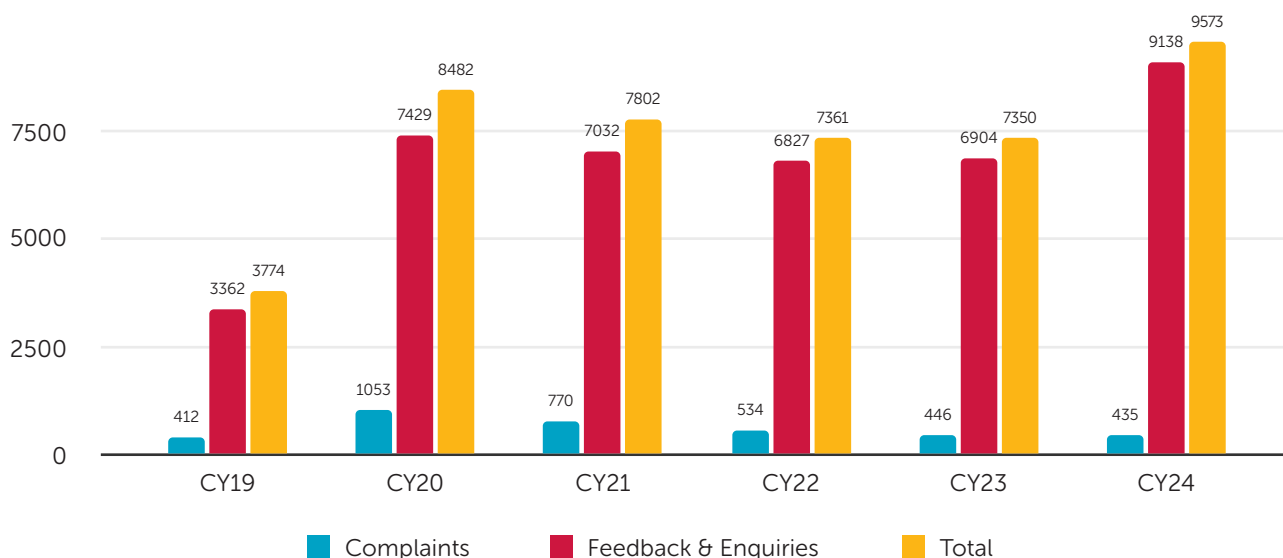
# Highlights for the Year

## Addressing Workplace Concerns and Queries

TAFEP provides advice and assistance to members of the public who may have experienced workplace discrimination, workplace harassment, or unprogressive employment practices. Upon receiving such reports, TAFEP will assess whether any follow-up is needed with the employers. Where there is a basis to do so, TAFEP will conduct further fact-finding and engage employers to address gaps in their workplace practices.

From 2024, TAFEP started handling queries from both employers and employees relating to the TG-FWAR. In general, employers had queries on the TG-FWAR process and how to implement it, while employees sought advice on submitting FWA requests and dealing with situations when such requests are denied. TAFEP did not receive any complaints related to the TG-FWAR during the period from December 2024, when the TG-FWAR took effect, to April 20251.

In 2024, TAFEP handled 30% more cases covering complaints, feedback and enquiries compared to 2023. The top 3 issues of discrimination complaints were related to race/language, nationality and age. For feedback and enquiries, the top three issues were on handling of employee grievances, employment matters related to salary and dismissal/termination.



## Supporting Employers to Correct Recruitment Practices

As part of our commitment to foster fair and merit-based employment, TAFEP engages employers on their recruitment practices when complaints are raised by employees or when there are proactive audits into employers' practices. In some instances, employers may be unaware and unfamiliar with the TGFEF and the Ministry of Manpower's Fair Consideration Framework.

To address this, TAFEP adopts a rehabilitative and educational approach, where employers found to have lapses in their hiring practices are referred to complete Fair Employment workshops. Such workshops help to build their understanding of fair recruitment principles. In 2024, TAFEP conducted 17 workshops to educate more than 560 employer representatives.

For cases requiring deeper intervention, TAFEP works closely with employers to review and align their recruitment policies with the relevant guidelines. This helps employers improve their practices, without being unduly punitive.

# Publicity Efforts

## Workplace Fairness Campaign

The campaign continued to raise awareness about workplace discrimination through a creative refresh that depicted various scenarios and interactions at the workplace. By showing how discrimination can be mitigated with a shift in mindset, the campaign encouraged both employees and employers to play a more active role in addressing discriminatory behaviours at the workplace. Its goal was to prompt self-reflection, challenge personal biases, and inspire intentional efforts to build a workplace where everyone has equal opportunities to thrive. The campaign was rolled out in May 2024 across multiple media platforms, including television, digital channels, and social media.



## FWA Campaign

The FWA Campaign focused on promoting the FWA request process, guided by the principles of the TG-FWAR, which took effect on 1 December 2024.

These guidelines provide a structured and transparent approach for employees to request FWA and for

employers to respond fairly and consistently. By encouraging open dialogue and mutual respect in the process, the campaign supports a cultural shift towards greater workplace flexibility, empowering organisations to meet evolving workforce expectations while strengthening business resilience.

Launched in January 2024, the campaign also aimed to raise awareness and understanding of FWA by educating employers and employees on the different types of FWA and the benefits they bring to the workplace.



## TS Campaign

The TS Campaign made significant strides in promoting fair and progressive workplace practices by rallying employers to adopt three core standards: Recruitment Practices, Grievance Handling, and Age-Friendly Workplace Practices.

These standards not only align with the upcoming WFA but also empower Singapore organisations to foster inclusive, respectful, and future-ready workplaces.

Through targeted outreach and strategic messaging, the campaign spotlighted TS adopters as employers of choice among jobseekers.

By adopting the core TS, companies demonstrated their commitment to fair and responsible employment practices, strengthening their employer brand and positioning themselves ahead. The campaign, rolled out in April 2024, contributed to a growing movement toward workplace fairness and laid a strong foundation for continued progress in employment standards across Singapore.





# ► Capability Building for Workplace Fairness Act Implementation

With the passing of the Workplace Fairness Act (WFA) in January 2025, Singapore took a significant step forward in strengthening protections against workplace discrimination. Under the new framework, the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) continues to serve as the first point of contact for individuals experiencing workplace discrimination, with the Tripartite Alliance for Dispute Management (TADM) providing a mediation-centred approach to resolve these employment disputes. The WFA complements the Tripartite Guidelines on Fair Employment Practices, enabling TAFEP to address all forms of workplace discrimination.

To support the effective implementation of the WFA, TADM and TAFEP rolled out a suite of training and development programmes since September 2024. These initiatives aim to equip staff with the necessary knowledge and skills to manage workplace fairness cases effectively.

## International Learning and Engagement

TADM and TAFEP engaged overseas counterparts in the United Kingdom, Australia, New Zealand and Hong Kong, to learn about the implementation of anti-discrimination laws in other countries, benchmark Singapore's approach against international standards, and identify best practices that could be adapted locally.

- Advisory, Conciliation and Arbitration Service (United Kingdom), April 2024
- Fair Work Commission (Australia) and Human Rights Review Tribunal (New Zealand), April 2024
- Equal Opportunities Commission (Hong Kong), July 2024



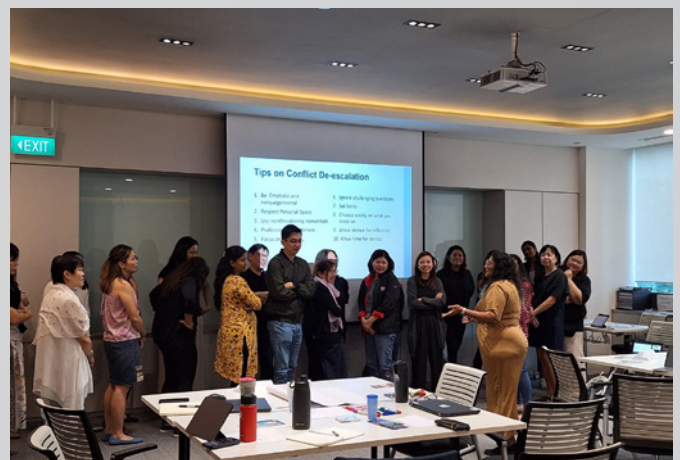


## Cross-Agency Attachments

A three-month cross-deployment programme enabled staff from TADM and TAFEP to broaden their exposure and strengthen their skillsets. Through this initiative, participants developed integrated approaches for cross-agency referrals and case management, and they were equipped to be subject matter experts within their respective agencies. Upon completion, they shared their knowledge and skills with their teams, contributing to the overall enhancement of the agencies' capabilities.

## Inclusivity and Sensitivity Training

TAFEP collaborated with community organisations and training providers to deliver training focused on serving a diverse range of individuals, including persons with disabilities, mental health conditions, and those who had experienced workplace harassment. Over 250 staff from TAFEP and TADM have completed the training, with full staff participation targeted by the end of 2025.



## Customised Mediation Training

In partnership with the Singapore Mediation Centre, mediators from TADM underwent customised training to enhance their mediation skills and manage workplace fairness disputes more effectively. The mediators learnt about different mediation approaches and skills to better guide employers and employees through constructive dialogues and reach mutually agreeable solutions.



# 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 2024

25,500

companies with  
bizSAFE 3 & above



75,000

contractor employees  
benefitted from the WSH  
Advocate Programme



235,000

employees covered within the  
Well-being Champions Network



131,200

workers given access to  
Total WSH Services



17,500

workers participated  
in iWorkHealth



450,000

workers trained in WSH



74,000

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



89,000

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



79,600\*

WSH Bulletin subscribers



\*Cumulative, as at 31 December 2024

# Singapore Workplace Safety & Health Statistics 2024

## Rate and Total Number of Workplace Injuries



Singapore's workplace safety and health performance remains among the best in class globally.

## Workplace Fatal Injuries

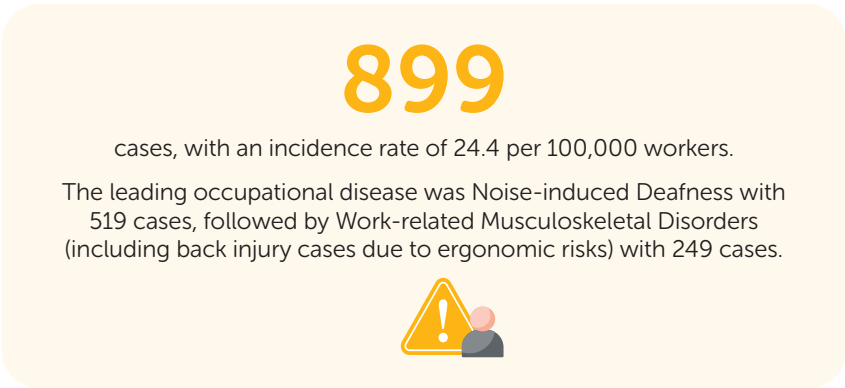
By Fatal Risk Classification*	Type A	Type B	By Cause of Injury	Number of Fatal Injuries
Number of fatal injuries	38	5	Vehicular Incidents	11
Fatal injury rate (per 100,000 workers)	1.0	0.1	Falls from Height	4
			Collapse/Failure of Structures & Equipment	6
			Crane-related Incidents	2
			Slips, Trips & Falls	0

By Industry	Construction	Marine	Manufacturing	Transportation & Storage
Number of fatal injuries	20	5	2	9
Type A risk*	18	5	1	9
Type B risk*	2	0	1	0
Fatal injury rate per 100,000 workers	3.7	8.1	0.5	3.4

## Dangerous Occurrences



## Occupational Diseases



\*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

## 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 WSH, recognise exemplary employers and employees for others to emulate, and reinforce the importance of maintaining high WSH standards across industries.

### Launch of the WSH Advocate Programme to strengthen WSH ownership

The WSH Advocate Programme was launched at The Singapore WSH Conference on 11 September 2024 to recognise industry champions that prioritise safety when selecting and rewarding contractors. These WSH “queen bees” play a pivotal role in influencing industry practices and setting expectations that good WSH is good for business. The inaugural cohort of 18 WSH Advocates had formalised their commitment at a Partnership Agreement Signing Ceremony on 27 January 2025 to collectively oversee contractors and subcontractors employing over 75,000 workers - amplifying the reach of stronger safety practices, upstream influence and targeted WSH training across supply chains.



### Largest number of in-person delegates at The Singapore WSH Conference 2024

The biennial Conference garnered a record in-person attendance of close to 1,600 delegates, despite a condensed one-day programme. There was also a significant shift in the delegate profile, with top and middle management forming 64% of attendees, up from 33% in 2022, signalling stronger leadership commitment to WSH.

Dr David Michaels, former U.S. Assistant Secretary of Labor for the Occupational Safety and Health Administration, delivered the keynote address, which underscored the importance of a strong safety culture and embracing collaborative safety management. Key topics explored at the Conference included how companies are integrating WSH into their long-term sustainability strategies, and how technology is transforming the future of work.



# Highlights for the Year

## Record number of applications received for WSH Awards 2024

The WSH Awards 2024 attracted an all-time high of 727 applications, reflecting growing industry commitment to safety and health excellence. A record 323 organisations and individuals were recognised for their exemplary WSH practices, underscoring the breadth of quality submissions and the rising bar for WSH performance.

Over 2,000 award recipients and their guests celebrated their achievements at the ceremony held on 30 July 2024. The award recipients' best practices were widely publicised across digital platforms for other companies to emulate, with social media posts garnering strong traction of over 3.6 million impressions and over 125,000 engagements.



## Building industry capabilities to better manage WSH

As our industries evolve, so must our approach to managing WSH. Building stronger capabilities - through knowledge, skills, and shared ownership - is key to creating safer and healthier workplaces.

### Raising WSH awareness among workers through engaging and inclusive outreach

The WSH Council developed a range of resources to help companies prevent accidents. These included a bilingual Ladder Safety Pack, multilingual vehicular safety GIFs, a Slips, Trips and Falls (STF) awareness kit tailored for the healthcare sector, as well as STF-related materials. In 2024, these resources collectively saw close to 10,000 downloads, demonstrating strong industry interest in adopting targeted WSH solutions.



The WSH Council also produced resources to raise awareness on heat stress and safe work practices. These materials were downloaded over 3,000 times, while related social media posts achieved more than 103,000 impressions and 5,000 engagements. This strong traction reflects growing awareness among employers and workers on recognising early signs of heat stress and taking proactive steps to stay safe.

The WSH Council partners with various organisations at roadshows across Singapore to strengthen WSH knowledge and awareness among migrant workers. In 2024, over 30,000 migrant workers participated in simple games on WSH topics, such as working at height and vehicular safety, and were quizzed on safety reporting at these events.





### Strengthening industry WSH through targeted capability-building initiatives

The healthcare industry launched its Community of Practice (CoP) for WSH officers in October 2024 to provide a dedicated platform for WSH professionals to exchange best practices and explore solutions to shared challenges. Sixty members pledged to address the leading cause of injuries in healthcare institutions, namely slips, trips and falls. The CoP is expected to grow as more WSH practitioners come on board to strengthen WSH capabilities across the healthcare sector.



### Supporting employees' mental well-being through various engagement sessions and resources

The Well-being Champions Network (WCN) continued to grow steadily, from 70 members across 50 organisations in 2023, to 800 members from 475 organisations in 2024. This reflects the strong industry support for workplace mental well-being. Engagement sessions and Peer Forward workshops were organised to equip employees with the skills to offer peer support and recognise signs of distress.

On 15 November 2024, WCN and the Singapore Institution of Safety Officers co-organised the SafeMind | SafeWork Seminar which reinforced the importance of psychological safety alongside physical safety. Participants were introduced to ISO 45003, a framework for managing psychosocial risks and building mentally healthy workplaces.



## Setting national WSH standards

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

### Launch of WSH Guidelines for Procurement in the Construction Industry

The WSH Guidelines for Procurement in the Construction Industry were launched in April 2024. The guidelines call on developers to assign a minimum 5% weightage to WSH performance in tenders and disqualify vendors with poor safety records. Developers are also encouraged to provide a WSH bonus of at least 0.5% of the contract value to incentivise sustained safety excellence.

The guidelines reinforce the role of top leadership in driving WSH outcomes and support the Code of Practice on Chief Executives' and Board Directors' WSH Duties. It also aligns with national initiatives such as the Safety Disqualification Framework and establishes a consistent standard across both public and private sector projects.



# Highlights for the Year

## Code of Practice for Platform Services gazetted to enhance safety and well-being of platform workers

The WSH Council released and gazetted the Code of Practice (CoP) for Platform Services in 2024. The CoP offers practical guidance on how platform operators and workers can fulfil their WSH responsibilities under the Platform Workers Act, marking a key step in institutionalising WSH for the delivery and ride-hail industry.

Extensive outreach accompanied the launch, including a social media campaign that profiled operators demonstrating good WSH practices, as well as an infographic series covering key safety topics such as working in adverse weather and managing heavy loads. The campaign achieved over 800,000 impressions and close to 40,000 engagements, reflecting strong interest and awareness across the emerging sector.



## New content formats to uphold industry standards

The WSH Council began disseminating its WSH Insights and WSH Advisory in 2024 to enhance the industry's WSH capabilities and encourage the adoption of good practices. WSH Insights showcases good practices adopted by companies for others to emulate, while WSH Advisory recommends ways to prevent fatal incidents. In 2024, these resources were downloaded over 37,000 times.



The WSH Council also launched the "Let's Talk" Podcast in 2024 to foster deeper, more reflective conversations on WSH. The podcast features voices from across the workforce - from frontline workers to top leadership - and promotes shared ownership and collaboration in building safer and healthier workplaces. Past episodes have been well-received on YouTube, demonstrating encouraging reception for this new approach to WSH outreach.





# ➤ National WSH Campaign 2024

Organised by the WSH Council, with support from the Ministry of Manpower (MOM), National Trades Union Congress (NTUC), and Singapore National Employers Federation (SNEF), the annual National WSH Campaign kicked off the year-long national efforts to promote WSH.

The National WSH Campaign 2024 continued its theme of “Reporting Saves Lives”, urging companies to strengthen their WSH culture by establishing an internal reporting framework, and recognising workers who speak up for safety.

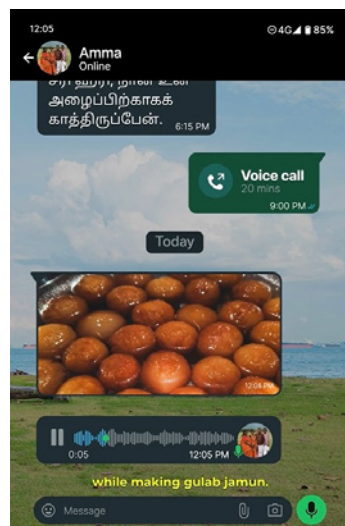


The WSH Council urged companies to adopt the three “E”s to strengthen Singapore’s culture of WSH excellence:

- Empower workers by recognising and encouraging reporting.
- Ensure safe work procedures are implemented and acted upon by supervisors.
- Embrace safety by speaking up and looking out for one another at all levels.

Tripartite partners echoed this call through a joint video message, featuring senior representatives from MOM, NTUC, SNEF, and the WSH Council, reinforcing collective commitment to building a workplace culture where every voice matters. Then Senior Minister of State for Manpower, Mr Zaqy Mohamad, attributed Singapore’s good WSH performance to the combined efforts of employers, unions, safety professionals, and workers. He also emphasised the importance of continued vigilance in strengthening the culture of safety and care.

The main campaign video titled “Five Friends” aimed to promote and normalise safety reporting. It showcased how a brotherhood of workers overcame adversity by looking out for one another. A series of videos titled “Notes of Care” was also released later in the year to sustain focus on safety reporting. These multilingual clips depict audio messages between workers and their family members, offering a glimpse into how keeping safe and healthy at work matters to those at home.



The campaign was launched on social media and achieved over 260,000 campaign microsite visits and more than 980,000 video views. It also achieved close to 1.2 million social media engagements, an increase of 36.5% as compared to 2023.

# ► Tripartite Collective

## Strengthening the Spirit of Tripartism

Since its establishment in August 2021, the Tripartite Collective (TC) – the newest agency in the Tripartite Alliance Limited – has been supported by the tripartite partners (Ministry of Manpower, National Trades Union Congress (NTUC), Singapore National Employers Federation (SNEF)) and Temasek Foundation, to promote the core values and benefits of tripartism.

The TC aims to strengthen the spirit of tripartism in the community by bringing together members from various communities to exchange views and ideas on key issues faced by employers and employees. This will help to foster a shared understanding on the role and importance of tripartism, for Singapore to weather future crises and stand ready to capitalise on new opportunities for our employees and employers.

### Youth Experience Programme on 24 Jul 2024

Over 70 students and staff from Singapore Polytechnic and Temasek Polytechnic attended the TC's inaugural run of the Youth Experience Programme to learn about tripartism in action. The participants took part in a dialogue with DBS management and DBS Staff Union and toured DBS' premises. The students learnt about DBS' sustainability practices in their café and how the bank encouraged customers to self-help through the e-lobby. Participants also learned how tripartism improves lives for everyone and creates an inclusive environment, especially for vulnerable workers in an intimate fireside chat with former Minister of State for Manpower, Ms Gan Siow Huang. The Lee Kuan Yew School of Public Policy soft-launched their microsite on tripartism at the programme as an additional resource for students to learn more about the history and development of tripartism in Singapore. Students indicated a significant improvement in their understanding of tripartism, with the average rating rising to 4.3 out of 5 compared to 2.13 before their participation in the programme.



### TC Dialogue – Tripartism in Action: 30 Years of Developing Sustainable Retirement and Re-employment Policies on 20 Aug 2024

The TC's annual dialogue commemorated the development of retirement and re-employment policies over the past 30 years. The event featured a commissioned case study by Associate Professor Dr Chia Ngee Choon which includes an extensive recount of the journey and development of Singapore's retirement and re-employment policies over the past 30 years and highlights the importance of tripartite collaboration and negotiations that led to the successful implementation of the policies. This was followed by an insightful panel discussion by senior tripartite leaders on behind-the-scenes negotiations and the crucial role of tripartism in the development of these policies.





## Tripartite Leadership Programme on 22 Oct 2024 and 4 Nov 2024

Through TC's inaugural two-day Tripartite Leaders Programme, over 70 directors and 40 senior leaders from government agencies, NTUC and SNEF gathered to strengthen tripartite collaboration. This programme, specially tailored for newly appointed directors in the tripartite community, provided a platform for them to learn more about the inner workings of tripartism from senior leaders and foster robust working relationships essential for navigating future challenges.

### Day 1

Mr Kandhavel Periyasamy, Executive Director 1, TAL, kicked off the programme by giving a comprehensive introduction to Singapore's tripartite journey. Tripartite directors shared the tripartite partners' crucial role in extending career longevity, and this was complemented with a group discussion to brainstorm ideas to enhance senior employment. The day culminated in an intimate fireside chat with Mr Lim Swee Say, who shared candid insights into how tripartite collaboration successfully navigated past crises.



### Day 2

Participants experienced an exclusive tour of PSA Tuas Port, followed by insightful panel discussions with PSA management and Singapore Port Workers Union representatives. The programme concluded with senior tripartite leaders sharing their perspectives on the distinct challenges and responsibilities of leadership roles within each partner organisation.

Participants responded positively to the programme, giving it an average rating of 4.31 out of 5. They particularly appreciated the candid presentation of tripartism's history and valued the authentic insights shared about its real-world challenges.



# ▶ TAL Corporate Social Responsibility Efforts

Tripartite Alliance Limited's (TAL's) Corporate Social Responsibility 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;



## Community Involvement

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



## Environment and Sustainability

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



## Year-End Festive Giving

In December 2024, 40 TAL staff joined hands with Agape to bring festive cheer to families in need. They gathered at Agape's office to pack and distribute 600 care boxes to residents living in rental flats — each thoughtfully filled with essentials like bread and fruits.

This initiative was made even more meaningful thanks to the generous support of the TAL Crochet Club. With their help, over \$6,000 was raised, all of which went toward purchasing essential items for the care boxes.

The youngest participant that day was seven-year-old Jedidiah, who joined the event with his mother, Ms Sharimili, a Tripartite Alliance for Dispute Management staff. He was in high spirits and eager to help, despite the hard work involved.

Ms Yanti, one of the 40 volunteers, shared, "It was a simple but meaningful way to give back. Coming together like this reminds us that even small actions can brighten someone's day."





## Serving with Heart

Lending a hand in the kitchen might not be part of their day job, but for 23 TAL staff, it became a meaningful way to give back.

They took time from their usual work schedules to volunteer at Willing Hearts, a local soup kitchen that prepares, cooks and distributes about 9,000 daily meals to over 70 locations across Singapore. These meals support a wide range of beneficiaries, including the elderly, individuals with disabilities or mobility issues, low-income families, children from single-parent households, and migrant workers.

Our staff spent the day peeling, chopping, washing, and preparing meals — playing a vital role in ensuring these nutritious meals reached those who needed them most. It was a meaningful experience that gave our staff a deeper appreciation of the work behind every meal, and the difference simple acts of service can make.



## Planting for a Sustainable Tomorrow

As part of our ongoing commitment to sustainability and community well-being, TAL is proud to support the One Million Trees movement, an initiative by the National Parks Board to plant one million trees across Singapore by 2030. This nationwide effort is a key part of transforming Singapore into a City in Nature, a central pillar of the Singapore Green Plan 2030.

On 13 February 2025, 40 of our staff, including members of the management team, came together at Nim Meadow Park to plant 30 trees, contributing to a greener and more climate-resilient Singapore. It was a meaningful opportunity for our staff to connect with nature while doing something tangible for the environment.



# ➤ Union of Tripartite Alliance Limited

Established in 2019, the Union of Tripartite Alliance Limited (UTAL) serves as a house union representing the interests of employees within Tripartite Alliance Limited (TAL). With a mission to advocate for fair treatment and ensure employee voices are heard in decisions that impact them, UTAL has become a vital pillar of support for the workforce.

## Celebrating 5 Years of Progress and Advocacy

In 2024, UTAL celebrated a significant milestone — its 5<sup>th</sup> anniversary. Since its inception, the union has made meaningful strides, including negotiating a collective agreement, increasing membership, and co-establishing a Company Training Committee (CTC) with TAL management.

To mark the occasion and thank members for their continued support, UTAL distributed grocery vouchers. This was a well-received gesture which recognised the members' contributions to UTAL's journey over the past five years.

## Strengthening Collaboration with Management

Throughout the year, the Executive Committee (EXCO) continued its constructive engagement with TAL management to support workplace improvements. These efforts contributed to enhanced internal communication, more effective employee feedback mechanisms, and a stronger alignment on organisational priorities.

A notable area of collaboration was the CTC, jointly established by UTAL and TAL management. The CTC is a 13-member team, comprising staff from Tripartite Alliance for Dispute Management, Tripartite Alliance for Fair and Progressive Employment Practices, Workplace Safety and Health Council and TAL Corporate, who meet quarterly to discuss specific learning and development matters. This committee played a central role in shaping training initiatives aimed at building core competencies and supporting the company's long-term development goals.

## Deepening Member Engagement and Visibility

In 2024, UTAL continued to strengthen its presence and engagement with members. An initiative jointly launched with TAL HR, the UTAL EXCO participated in TAL's company-wide orientation sessions for the first time. This provided a platform to introduce new hires to UTAL's mission and benefits, leading to increased awareness and member sign-ups.

To better understand member perspectives, UTAL conducted its first-ever Member Sentiment Survey. The survey provided key insights into member satisfaction, motivations for staying with the union, and areas for improvement. Feedback emphasised the desire for more networking opportunities and clearer communication around UTAL's objectives. These insights will help shape the union's future strategies and areas of focus.



◆ UTAL members receiving grocery vouchers in appreciation of their support during the union's 5<sup>th</sup> anniversary.





◆ UTAL EXCO members sharing about the union at TAL's orientation for new staff.

## A Structured Path Forward: EXCO Workplan and Leadership Renewal

Guided by a structured workplan developed two years ago, the EXCO continued to deliver on strategic priorities through regular management engagement, sound financial stewardship, and active member outreach. These efforts fostered a vibrant, connected union community and encouraged higher participation.

This year also saw a successful leadership transition. We extend our heartfelt thanks to Mr Ng Chee Hong, former General Secretary, for his outstanding leadership and dedication. His contributions have laid a strong foundation for UTAL's continued growth and effectiveness.

## Looking Ahead

The EXCO remains firmly committed to advocating for members and advancing the shared goals of UTAL and TAL. Future plans include:

- ◆ Building on survey insights to host more interactive and engaging sessions
- ◆ Broadening union reach to both new and existing employees
- ◆ Continuing to strengthen our collaboration with TAL management
- ◆ Working on enhancements to the collective agreement

## 2024 UTAL Executive Committee

Ms Pauline Chong, President

Mr Ivan Lim, General Secretary

Ms Marilyn Chok, Assistant General Secretary

Ms Seo Tho Wee Qing, General Treasurer

Mr Leroy Chiang, Assistant General Treasurer

Ms Josephine Loo, Member

Mr Ng Chee Hong, Member

Mr Alvin Kao, Member

Ms Yasmin Yaccoup, Member

# People of TAL

**Sandy Goh**

**Mediator,  
Tripartite Alliance for  
Dispute Management (TADM)**



## **1. Tell us more about your job?**

My role as a mediator is to help employers and employees resolve employment disputes. As the case manager, I assess the disputes and advise both the employers and employees on their respective rights, responsibilities, and best practices concerning employment and industrial relations matters. I facilitate the mediation and guide them toward a mutually acceptable resolution without having to escalate the disputes to the Employment Claims Tribunals for adjudication.

## **2. Can you describe a typical day at work?**

My typical day includes conducting in-person or virtual mediation sessions scheduled for the day. Besides, I also engage with employees and employers over the phone or via email to clarify and have better understanding of the claims lodged, offer advice and/or prepare them for the upcoming mediation. My colleagues and I will gather in small groups to discuss and learn from one another. We share stories of challenging and difficult cases, and bounce ideas off one another on how best to approach them.

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

What people may not realise is that every case filed with TADM brings a unique story, and its own challenges. There is no one-size-fits-all approach to resolving disputes. After 5 years on the job, I am still learning, and remaining neutral while guiding parties towards amicable resolutions.

## **4. What keeps you going? What is one guiding principle you live by?**

The sense of satisfaction that comes from knowing I have made someone's life better by helping them recover their long-overdue salary. While the job comes with its challenges, the supportive work culture, encouragement from my supervisor and great teamwork have helped me overcome obstacles and grow in the job. I believe in staying true to myself. People appreciate me for who I am, and it leads to more genuine connections.

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

The culture of TADM is built around collaboration, support and openness. My supervisor and colleagues are friendly, approachable, and always willing to lend a hand when needed. Whether I am seeking advice or assistance, everyone is eager to share their experiences and knowledge. This fosters a positive and inclusive environment where we learn together and help each other succeed.





## **Chevy Ang**

**Manager,  
Planning & Development  
(Strategic Development)  
Workplace Safety and Health (WSH) Council**



### **1. Tell us more about your job?**

I joined the Strategic Development team recently as part of the Job Rotation Exercise. In my new role, I help evaluate WSH Council's initiatives and programmes and explore ways to improve them. Currently, the team is looking into improving our flagship programme, bizSAFE, to help companies achieve better WSH performance.

Previously, I was in the Practices team supporting the Built Environment and Services clusters in developing WSH resources and materials. A memorable highlight for me was contributing to WSH Council's very first TikTok videos. Our team worked closely to develop the storyboards and oversee the filming on-site. It was fulfilling for me to see the videos published and receiving positive feedback. One of the videos that I worked on was the WSH Council's blind spot stickers and it has since received over 300,000 views! You can check out the video at the WSH Council's Tik Tok channel.

### **2. Can you describe a typical day at work?**

Since I'm new to this role, most of my time is spent learning the ropes such as data analysis, planning, and programme evaluation. My workdays have been swamped with meetings and excel sheets. Having not touched an excel sheet in a long time, I spent some time refamiliarising myself with formulas and functions. Most recently, I have been looking for ways to improve the Risk Management Audit Checklist for bizSAFE applicants by engaging various colleagues and stakeholders. Being part of the Strategic Development team means keeping a broad perspective of how our initiatives can shape safer, healthier and more progressive workplaces, ultimately contributing to the national WSH landscape.

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

People may not realise how much room there is for creativity in our work. Whether it's designing meaningful programmes, tackling challenges or communicating WSH guidelines clearly, we regularly draw on creative problem-solving, critical thinking and communication skills. Every day brings something different, and that's what I cherish most about my job.

### **4. What keeps you going? What is one guiding principle you live by?**

I live by the principle: work hard and play hard. Outside of work, I regularly engage in various activities and interests, such as dance and games.

I've been dancing to K-Pop for the past 16 years, and this has been one of my longest standing hobbies. Dancing helps me to disconnect from work and recharge. When I'm not dancing, I unwind with mobile and computer games. My latest interest has been Honkai: Star Rail. The game features a rich storyline with well-written characters that help create a virtual space for rest and relaxation. These activities help me to return to work with clarity and focus, ready to take on each new day.

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

One of the best things about working for WSH Council is the collaborative culture. Our work always requires us to seek each other's inputs and comments, to tap on diverse views. I am always grateful that everyone is supportive regardless of rank, and I have never been refused help or advice whenever I needed it.

# People of TAL

**Jojo Chan**

**Manager,  
Fair Employment Management,  
Tripartite Alliance for Fair and  
Progressive Employment Practices (TAFEP)**



## 1. Tell us more about your job?

My job requires me to respond to queries and provide advice on fair and progressive employment practices. Additionally, we engage, assess, and follow up with companies to ensure that their employment practices are fair and aligned with the Tripartite Guidelines on Fair Employment Practices and Fair Consideration Framework.

## 2. Can you describe a typical day at work?

My day usually starts with reviewing and prioritising the cases we are assigned based on urgency and complexity. This involves understanding the concerns raised by employees or employers regarding workplace issues. I often spend time communicating with individuals involved in these cases, gathering information through phone calls or emails to fully understand their situation. This process helps me analyse cases effectively and determine the best course of action for our customers.

In addition to case work, I frequently collaborate with my team to discuss ongoing cases and share insights that can help improve our processes. Throughout the day, I maintain clear and open lines of communication with my customers and ensure that they are kept updated about their cases.

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

We receive a large spectrum of enquiries from both employers and employees — sometimes about topics far beyond our usual scope. Even when the enquiry falls beyond our direct responsibilities, we need to think on our feet and respond promptly, ensuring that the advice we provide remains clear, consistent, and helpful.

We never know what types of cases will be assigned to us, and the scope of our work is quite broad —

often involving multiple issues within a single report. Since emotions can run high for some customers, it's essential that we remain composed, help customers focus on their issue, and provide thoughtful advice along with possible solutions. In my opinion, emotions are often the most challenging aspect to manage. It's a crucial skill in our daily work — one that I'm continually learning and refining with every customer interaction.

## 4. What keeps you going? What is one guiding principle you live by?

What keeps me going is the desire to grow a little every day. I value progress over perfection as small steps forward are still steps in the right direction. Knowing that my work can make a difference in someone's day keeps me motivated.

I make it a point to focus on the positive aspects of every situation and constantly remind myself that the work does impact people's lives. The strong support from both management and my team plays a big role in keeping me motivated and committed to continuously improving in my role.

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

We do get cases with different complexities and, from time to time, I encounter new issues that I have never dealt with. Some issues are highly sensitive and have to be handled carefully. Hence, I am grateful to be in an organisation that is very open and collaborative, where we can surface cases for further discussion. We get the opportunity to learn through case discussions, where our management and more experienced colleagues share their perspectives and offer guidance. The support of the management provides critical insights and direction that help us manage our cases efficiently.

**Gui Wei Yih**

**Senior IT Consultant,  
Tripartite Alliance Limited (TAL)**



### **1. Tell us more about your job?**

At TAL, I manage our IT infrastructure, which includes overseeing both hardware and software, as well as running the IT Helpdesk that supports our staff on day-to-day tech matters. I work closely with colleagues and external vendors to drive initiatives that improve our workflows and productivity. Another part of my role involves planning for future IT needs such as laptops, software tools, and network capacity so that TAL continues to operate efficiently as we grow.

### **2. Can you describe a typical day at work?**

No two days are the same, and that is part of what I enjoy most. My day often involves a mix of planning for upcoming IT projects, meeting with departments to understand their needs, and collaborating with vendors on solutions. I also work closely with HR to equip new employees with the necessary IT equipment in preparation for their onboarding, and with the procurement team to source and procure the required IT assets. On the technical side, I monitor system performance, troubleshoot and resolve issues, and ensure our infrastructure remains stable and secure.

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

People often think IT is just about fixing computers or installing software, but it is much more than that. A part of my job involves making complex systems understandable and usable for my fellow colleagues. I also constantly balance innovation with risk, making sure we stay ahead technologically without compromising data security. Another surprising aspect is how many hats I wear—sometimes I'm the project manager, other times I'm a problem-solver, or even a liaison with external partners. And while technical skills are essential, soft skills like communication, negotiation, and leadership are just as important.

### **4. What keeps you going? What is one guiding principle you live by?**

I try to put myself in others' shoes. It helps me understand their needs better and find the best way to support them. I am easy-going and adaptable, always aiming to create solutions that make a real difference for others. Knowing that my work helps my colleagues do their jobs more smoothly and confidently is what drives me every day.

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

The support I have received at TAL has been instrumental in allowing me to do my job well. My supervisor trusts me to lead projects and encourages innovation, which gives me the confidence to push for better solutions. My colleagues are open to learning and adapting, which makes rolling out new tools and systems much smoother.





Tripartite Alliance