

# TRIPARTITE ADVISORY ON MENTAL HEALTH AND WELL-BEING AT WORKPLACES



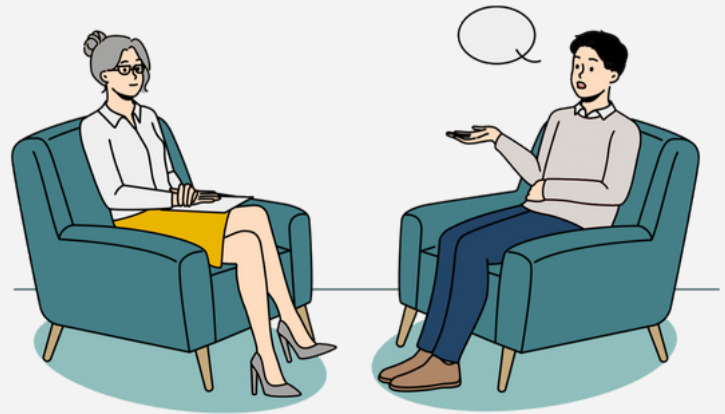
A positive work environment supports mental well-being, contributing to improved productivity.

The Tripartite Advisory on Mental Health and Well-being at Workplaces provides guidance and resources for employers to support employees' mental well-being, and enhances employment support for individuals with mental health conditions.

## 1 RECOMMENDATIONS TO SUPPORT INDIVIDUAL EMPLOYEES

Provide access to counselling services such as through Employee Assistance Programmes (EAPs)

Extend flexible employee benefits to cover mental well-being programmes and mental health consultations



## 2 RECOMMENDATIONS FOR THE TEAM/ DEPARTMENT

**Train supervisors to spot signs of distress**

- Develop workplace leaders (managers, HR personnel, WSH representatives and union leaders) with essential supportive skills by utilising HPB's programmes under the [Workplace Outreach Wellness \(WOW\) Package](#) or Workplace Safety and Health (WSH) Council's [Total WSH Programme](#)

**Set up a peer support system enabling trained peer supporters to help employers create safe environment for workers in need and destigmatise mental health issues at work**

- Establish clear escalation protocols so that these informal support networks know when and where to refer their colleagues for professional help
- Equip employees with peer support skills by tapping on [NTUC's Peer to Peer support training](#) or HPB's [Peer Supporter training](#)

**Foster a psychologically safe and trusting work environment by having open and regular conversations on mental well-being**

- Supervisors can conduct regular mental well-being check-ins and workload reviews with employees



### 3 RECOMMENDATIONS FOR THE ORGANISATION

#### Review the state of employees' mental well-being regularly as part of risk assessment for workplace health

- Conduct surveys and focus group discussions with employees to understand general state of mental well-being and work stressors (e.g. through MOM's [iWorkHealth tool](#)).

#### Appoint workplace mental well-being champions

- Rally senior management to implement policies to support employees' mental well-being
- Curate well-being activities and resources
- Establish a referral system for those in distress
- Well-being Champions can join the WSH Council's [Well-being Champions Network](#) for resources, training and best practice sharing

#### Review HR policies with a view to supporting employee mental well-being and employees with mental health conditions

- Ensure workplace practices and performance management systems are non-discriminatory and merit-based in nature
- Develop a policy on flexible work arrangements (FWAs) so that employees who may need FWAs to better meet both their work and personal demands know what types of FWAs are available and how to go about requesting them

#### Establish clear policy on after-hours communication policy

- Employers may refer to the [Sample Policy for After-Hours Communication](#)

#### Establish return-to-work policies to support employees recovering from mental health conditions

- Employers may refer to the NCSS [Mental Health Toolkit for Employers](#) on return-to-work guidelines

#### Hire Individuals with Mental Health Conditions (IMHCs) to access a wider talent pool and build more inclusive workplaces, which also improve the employment and employability of IMHCs

- Employers may partner employment support agencies such as [Institute of Mental Health](#), [Singapore Anglican Community Services](#) and [Singapore Association for Mental Health](#) to put in place post-placement support and hire IMHCs



## ACKNOWLEDGEMENTS

The Tripartite Partners thank the following organisations for their support and contributions to this tripartite advisory.

- Agency for Integrated Care
- Health Promotion Board
- HealthServe Ltd
- Institute for Human Resource Professionals
- Institute of Mental Health
- Migrant Workers' Centre
- Ministry of Culture, Community and Youth
- Ministry of Education
- Ministry of Health
- Ministry of Social and Family Development
- National Council of Social Service
- Public Service Division, Prime Minister's Office
- Singapore Anglican Community Services
- Singapore Association for Mental Health
- Tripartite Alliance for Fair & Progressive Employment Practices
- Workplace Safety and Health Council

First published in Nov 2020  
Revised in Nov 2023

For more information, please visit [www.mom.gov.sg](http://www.mom.gov.sg)

A tripartite initiative by:

