



EMPLOYMENT STANDARDS REPORT

2019/2020

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Introduction

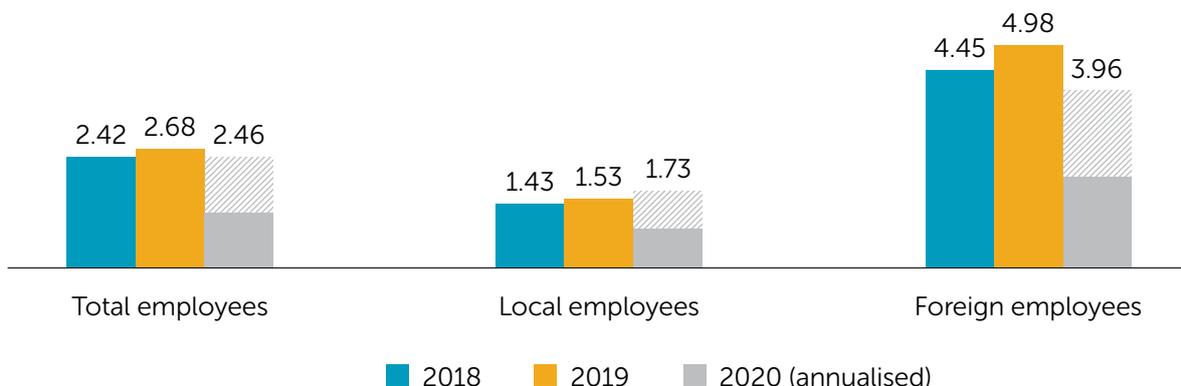
1. The Employment Act (EA), Singapore's main labour law, underwent significant amendments in 2019. Ministry of Manpower (MOM), together with our tripartite partners, the National Trades Union Congress and the Singapore National Employers Federation, reviewed and amended the EA to ensure its relevance to the evolving workforce profile and employment landscape. Some of the key changes include extending core provisions of the EA to all employees regardless of salary and expanding EA Part IV¹ coverage to more non-workmen.²
2. In 2020, the employment landscape was drastically disrupted by the COVID-19 pandemic. While the Government has stepped in to support employers and employees with measures such as the Jobs Support Scheme and the Foreign Worker Levy (FWL) rebates and waivers, new types of workplace disputes arose. The tripartite partners worked quickly and closely together to provide guidance to employers and employees through numerous advisories to mitigate such disputes while the National Wages Council was convened and issued guidelines twice this year to address rising cost pressures on businesses.
3. To provide a more comprehensive and up-to-date coverage of the employment landscape, the statistics in this report cover employment issues from 1 January 2019 to 30 June 2020.³

Salary Claims

Overall incidence of salary claims remained low

4. From 1 January 2019 to 30 June 2020, 15,717 employment claims and appeals⁴ were lodged with MOM and the Tripartite Alliance for Dispute Management (TADM), of which 13,591 (or 86%) were salary claims. Overall, the incidence of salary claims increased from 2.42 salary claims per 1,000 employees in 2018 to 2.68 in 2019 but subsequently dropped to 2.46 (annualised) in the first half of 2020, mainly due to fewer claims from foreign employees.

Chart 1: Incidence of salary claims per 1,000 employees from 1 January 2018 to 30 June 2020



¹ Part IV of the EA provides for rest days, hours of work and other terms of employment service.

² Please refer to [Annex A](#) for a summary of the changes to the EA from April 2019.

³ This report provides statistics for the first half of 2020. The full year statistics for 2020 will be published in 2021.

⁴ These include individual claims lodged under the Employment Claims Act, and other appeals lodged under the EA, Child Development Co-Savings Act, Retirement and Re-employment Act, and Industrial Relations Act. The claims and appeals were lodged by 14,429 unique employees – an employee may lodge claims against more than 1 employer during the period.

Incidence of salary claims among local employees increased in 2019 and first half of 2020, mainly due to weak performance in selected sectors, with basic salary claim and claim for salary-in-lieu of notice being the most common claim items

- Among local employees, there were 1.53 salary claims per 1,000 employees in 2019, up from 1.43 in 2018. This was partly driven by an increase in claims from the wholesale and retail trade industry, in line with its weak performance in 2019.⁵ In the first half of 2020, the annualised salary claims per 1,000 employees was 1.73, higher than both 2019 and 2018, mainly due to the economic disruptions of COVID-19. Services industries such as wholesale and retail trade, administrative and support service activities, and accommodation and food service activities were severely affected and collectively contributed to about 40% of all salary claims lodged by local employees.
- Apart from basic salary, claim for salary-in-lieu of notice was the most common claim item lodged by local employees. Claims for salary-in-lieu of notice from local employees generally arise when termination of services is conducted verbally, without a written termination letter that indicates the last day of employment and serving of notice of termination.

Chart 2: Proportion of salary claim items lodged by local employees from 1 January 2018 to 30 June 2020

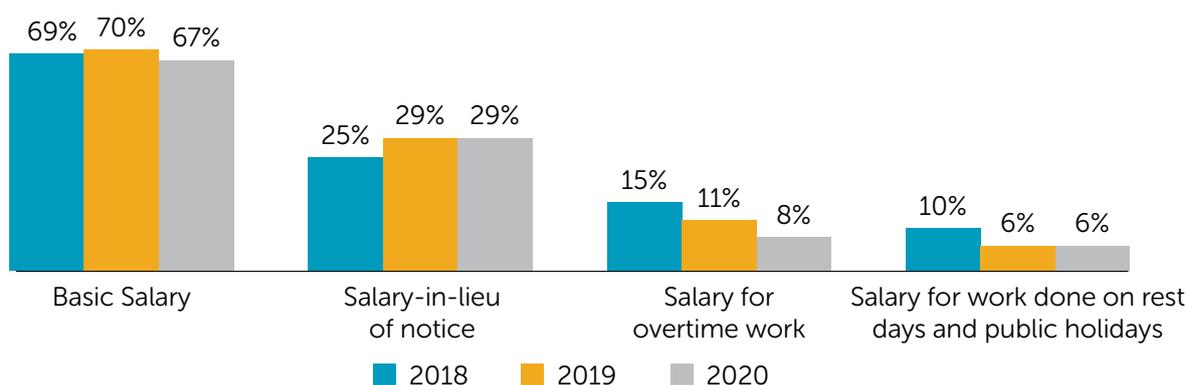
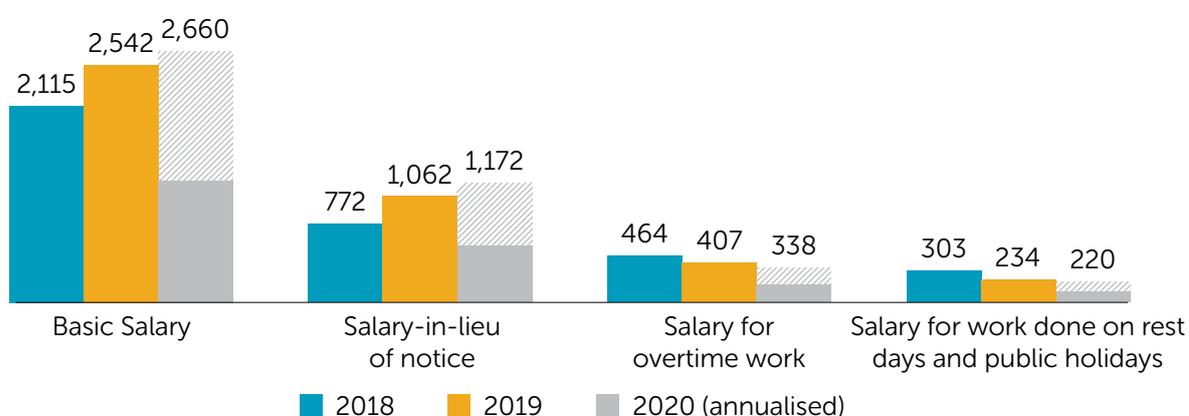


Chart 3: Number of salary claim items lodged by local employees from 1 January 2018 to 30 June 2020



Note: An employee may lodge a salary claim containing multiple claim items (e.g. basic salary and salary-in-lieu of notice). The claim items in Chart 2 and Chart 3 are not exhaustive.

⁵ The wholesale and retail trade industry contracted by 2.9% in 2019. Source: Economic Survey of Singapore 2019, Ministry of Trade and Industry Singapore.

Incidence of salary claims among foreign employees increased in 2019 due to more construction sector employees coming in groups, but decreased in first half of 2020 due to proactive resolution of salary issues of foreign employees residing in dormitories

7. Among foreign employees, there were 4.98 salary claims per 1,000 employees in 2019, up from 4.45 in 2018. This was partly attributed to more group claims among foreign employees in the construction sector. There were 134 construction employers with at least five claims involving foreign employees in 2019, up from 116 in 2018. The annualised incidence of salary claims for 2020 is 3.96 per 1,000 employees, lower than the last 2 years. The decrease was driven by a significant drop in the number of claims lodged by foreign employees in the construction sector. With the workers quarantined at the dormitories, TADM took a proactive approach to resolve salary issues that workers raised with the Forward Assurance and Support Team officers on the ground, without requiring workers to come forward to lodge claims, which contributed to the lower number of claims lodged. In addition, government support through the FWL rebates also helped to ensure that employers could continue to pay salaries to their foreign employees. These COVID-19 measures are elaborated on in a later section.
8. Basic salary claim continues to be the top claim item lodged by foreign employees. This is followed by claim for salary for overtime work by foreign employees, which frequently arise due to employers' failure to maintain proper work hour records or computational errors on the overtime rates payable.

Chart 4: Proportion of salary claim items lodged by foreign employees from 1 January 2018 to 30 June 2020

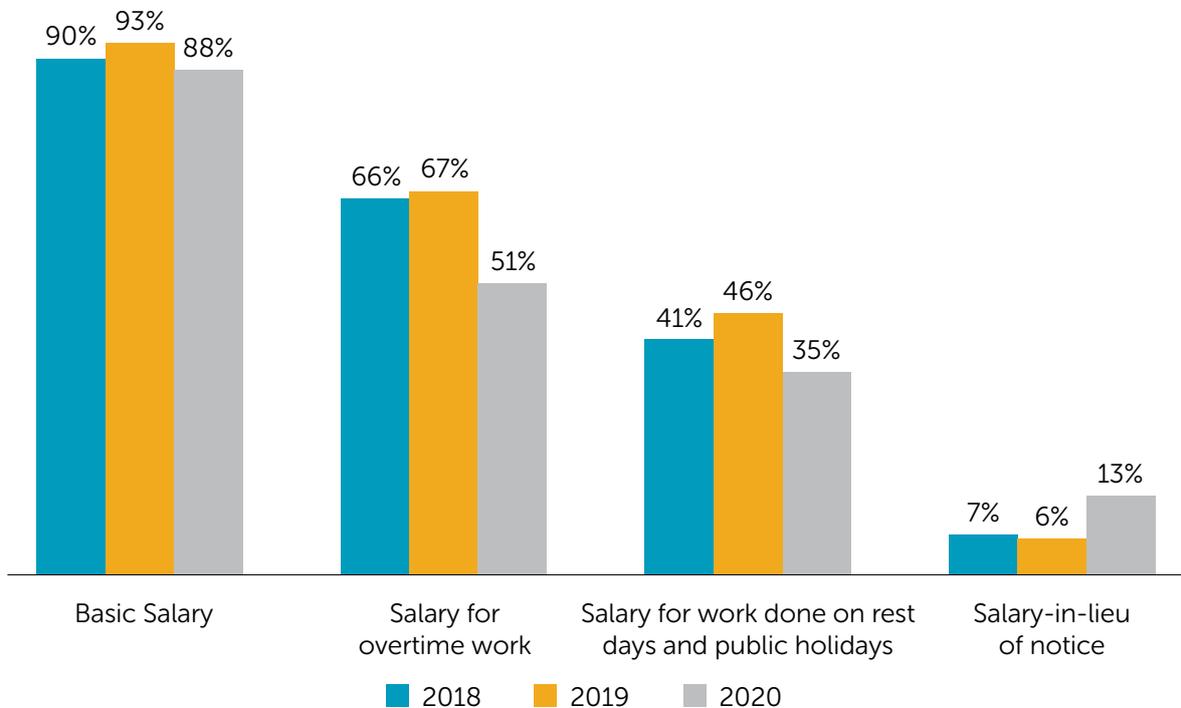
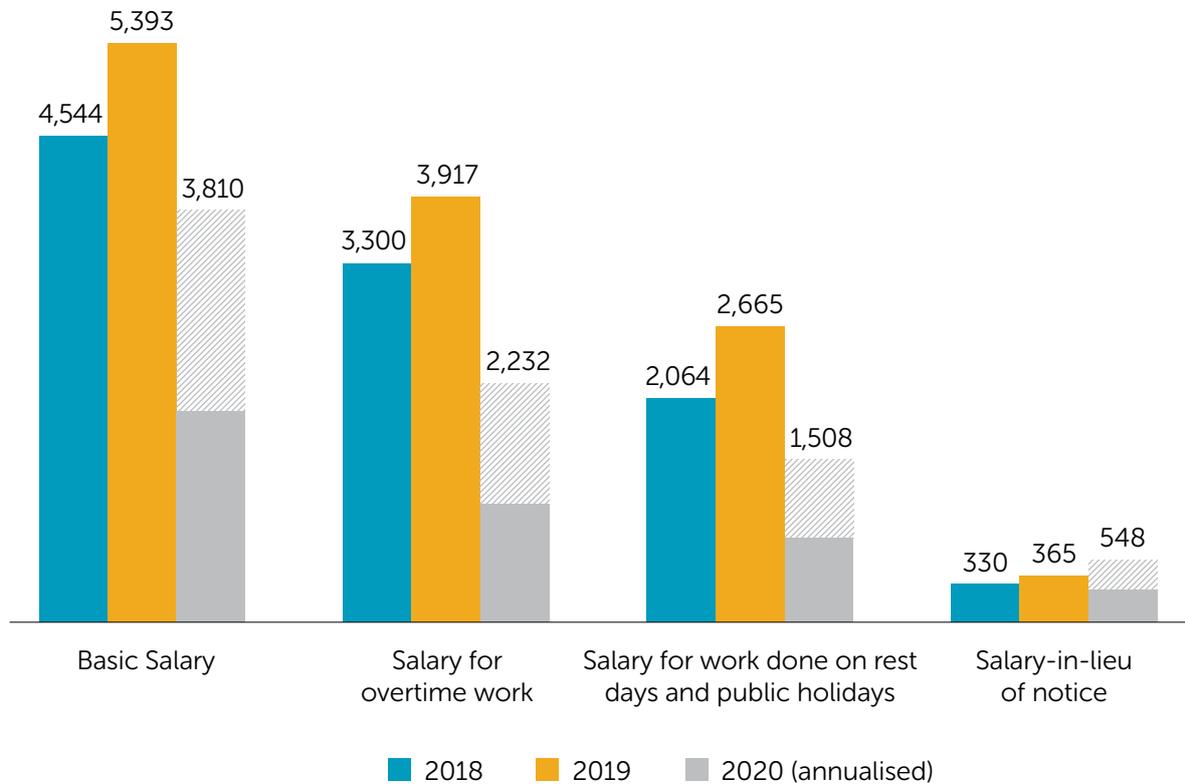


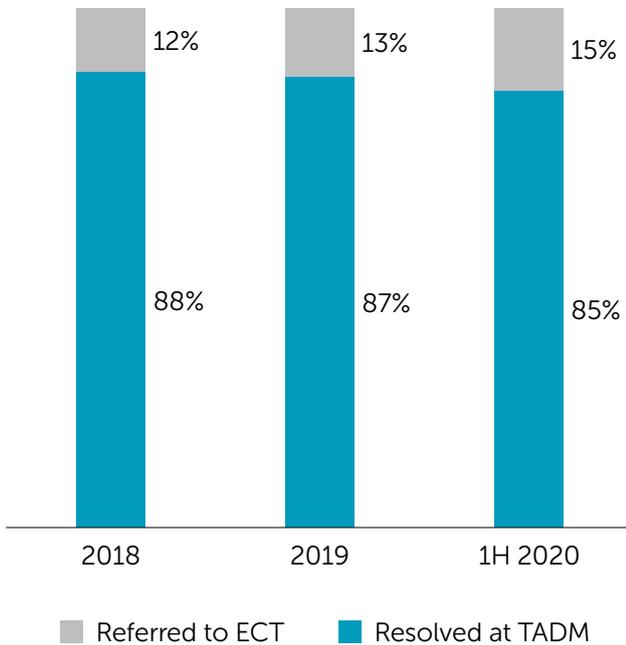
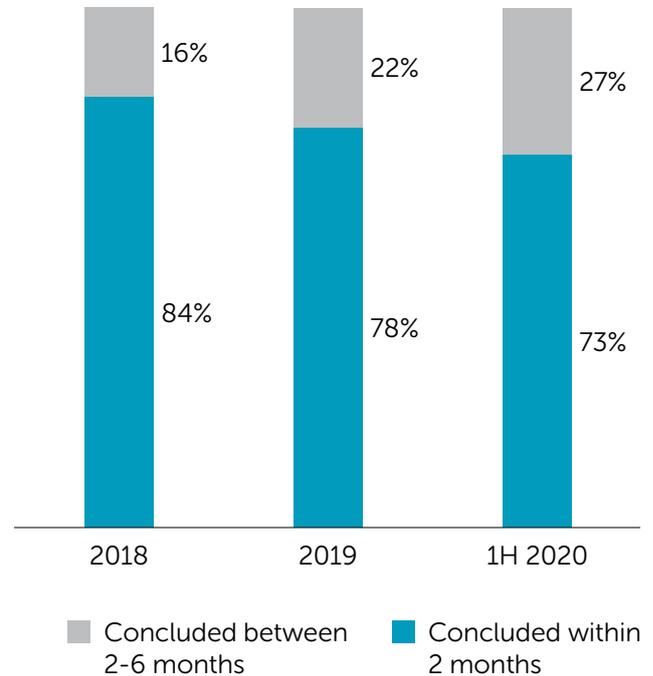
Chart 5: Number of salary claim items lodged by foreign employees from 1 January 2018 to 30 June 2020



Note: An employee may lodge a salary claim containing multiple claim items (e.g. basic salary and salary-in-lieu of notice). The claim items in Chart 4 and Chart 5 are not exhaustive.

Salary claims resolved expeditiously with 90% of employees fully recovering salaries owed

- The percentage of salary claims resolved at TADM has remained fairly stable in 2019 and first half of 2020, when compared to 2018. However, the percentage of salary claims concluded within 2 months has decreased since 2018. This was partly due to an increase in the number of employment disputes involving group claims and more employers facing financial difficulties. Such claims generally take longer to resolve as the parties needed time to discuss and agree to an acceptable payment schedule. This was further exacerbated during the Circuit Breaker where face-to-face communication between employers and employees was limited. Of the salary claims lodged between 1 January 2019 and 30 June 2020, 90% of employees successfully recovered their salaries fully at TADM or the Employment Claims Tribunals (ECT). About half of the remaining employees partially recovered their salaries. The total recovered sum amounted to about \$23 million.

Chart 6: Percentage of salary claims resolved at TADM**Chart 7: Duration to conclude salary claims at TADM**

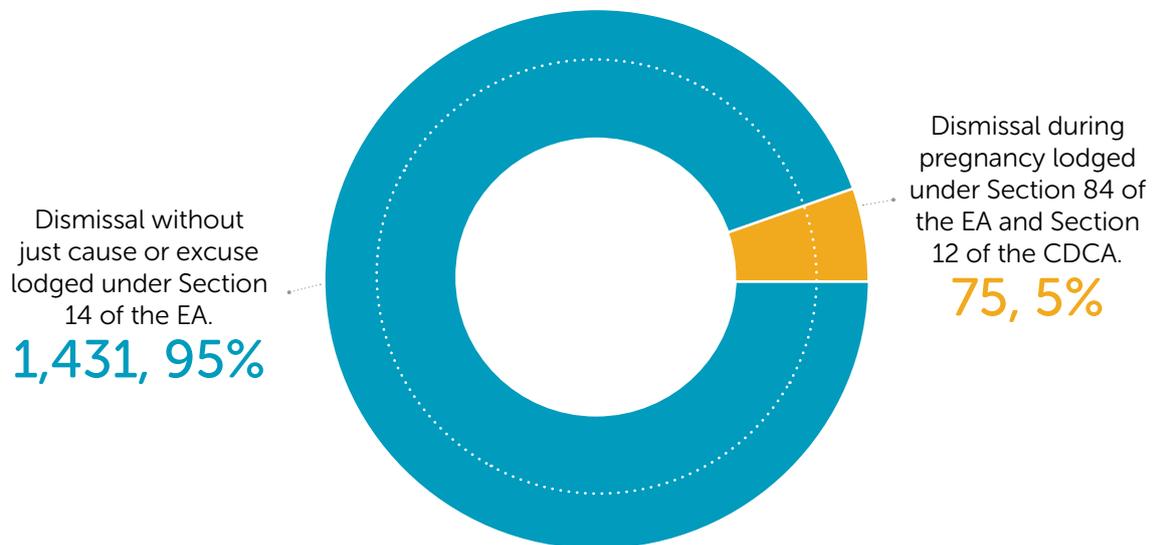
Dismissal Claims

The amended EA has allowed more than 300 managers and executives who were previously not covered by the EA to lodge wrongful dismissal claims; 1 in 4 claims were assessed to be substantiated by TADM

10. With EA amendments extending coverage of wrongful dismissal claims to all employees from 1 April 2019, the adjudication of wrongful dismissal claims under the EA and Child Development Co-Savings Act (CDCA) was also shifted from MOM to ECT. There were 1,506 dismissal claims lodged under the EA and CDCA between 1 April 2019 and 30 June 2020 (please refer to Chart 8 for a breakdown).⁶ 23% (or 333) of the dismissal claims lodged under Section 14 of the EA were by managers and executives who were not covered under the EA prior to 1 April 2019.

⁶ MOM continues to hear wrongful dismissal appeals lodged under the Retirement and Re-employment Act (RRA) and the Industrial Relations Act (IRA). There were 115 and 65 dismissal appeals lodged under RRA and IRA respectively, between 1 April 2019 and 30 June 2020.

Chart 8: Breakdown of dismissal claims lodged by employees from 1 April 2019 to 30 June 2020



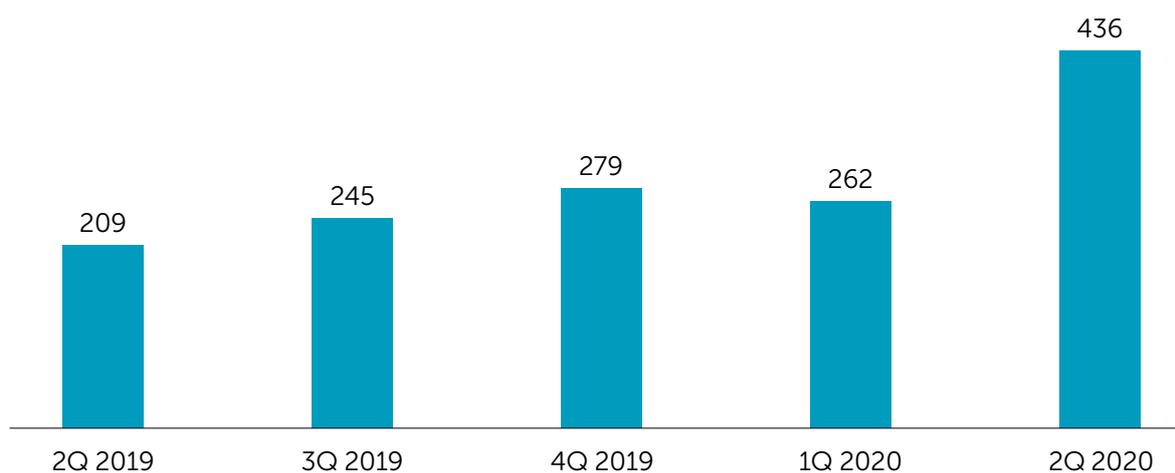
11. Of the 1,431 dismissal claims lodged under Section 14 of the EA, 26 (or 2%) are still pending mediation at TADM while 286 (or 20%) were privately settled between the parties directly or were withdrawn by the claimant. Of the remaining 1,119 claims:
- 277 (or 19 percentage points) of the dismissal claims were assessed to be substantiated. Such wrongful dismissal claims include employers dismissing employees on the grounds of poor performance. However, when asked to substantiate the assertion, the employer was unable to show that the unsatisfactory performance had been documented and/or communicated to the employee. Based on the *Tripartite Guidelines on Wrongful Dismissal*, TADM would advise the employer that the assertion of poor performance is not substantiated and will require them to address the employee's claims. About 60% of the substantiated dismissal claims were resolved amicably at TADM as the employers heeded TADM's advice to address these claims, while the remaining 40% were referred to ECT.
 - 842 (or 59 percentage points) of the claims were assessed to be unsubstantiated. Of these, 60% were resolved at TADM. The remaining 40% were referred to ECT for adjudication.

Significant increase in dismissal claims in second quarter of 2020, in tandem with decline in local employment

12. The number of dismissal claims lodged under Section 14 of the EA in the second quarter of 2020 is higher than previous quarters, in line with the decline in local employment during this period.⁷ Despite the increase, there is no evidence that more employers terminated their employees unfairly to deny them of retrenchment benefit. The absolute number of claims for retrenchment benefit remained low at 69 claims in the second quarter of 2020.

13. Instead, many of the dismissal claims in the second quarter of 2020 were lodged by employees who were unhappy over the abrupt manner of termination (due in part to restrictions in face-to-face meetings during the Circuit Breaker), rather than failure to fulfil their contractual obligations. In resolving these disputes, one key role played by TADM mediators was to allow both parties to voice out their difficulties and try to see the issue from the other party's point of view.
14. TADM advises employers to take steps to prevent such avoidable unhappiness and disputes. Employers should always be clear in their communications and be sensitive to the emotions of their employees when exercising contractual termination. In cases where workers were retrenched instead of contractually terminated, the updated *Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment* (with effect from 17 October 2020) specifically addresses this point, by calling on employers to ensure their retrenchments are carried out in a respectful manner, and with compassion, including the manner in which the affected employees are notified and the type of support they receive thereafter.

Chart 9: Number of dismissal claims lodged under Section 14 of the EA from 1 April 2019 to 30 June 2020



Significant majority of dismissal claims were concluded at TADM within 2 months

15. For dismissal claims lodged between 1 April 2019 and 30 June 2020, 72% were concluded within 2 months, with the complex claims concluding between 2 and 6 months. The total payment by employers to employees amounted to \$1.4 million.

⁷ Source: Labour Market Report Second Quarter Release 2020, Manpower Research & Statistics Department, MOM.

**Chart 10: Duration to conclude dismissal claims at TADM
from 1 April 2019 to 30 June 2020**



Continued efforts to uplift employment standards and weathering the impact of COVID-19

Proactive detection of EA non-compliance

16. Between January 2019 and June 2020⁸, MOM carried out more than 7,300 **proactive inspections of workplaces** to ensure some 52,400 employees received their employment dues, such as prompt payment of salary and payment for overtime, work done on rest days and public holidays at the correct rate of pay.
17. To help employers who did not wilfully breach employment laws and were non-compliant largely because they overlooked the requirement to keep proper work hour records, especially with respect to the calculation and payment for overtime work, MOM required them to attend **corrective clinics on the EA** so that they better understand their obligations and improve their employment practices. Between January 2019 and June 2020, about 600 employers attended the EA corrective clinics. More than 9 in 10 employers rectified their practices and did not have salary claims lodged against them after attending the corrective clinics. The remaining employers were required to correct their practices, and enforcement action was taken according to the severity of the claim.

⁸ The inspections were suspended from 6 April 2020 to 30 June 2020 due to the Circuit Breaker.

Weathering the impact of COVID-19

18. The COVID-19 pandemic is an unprecedented crisis. To mitigate the business and workplace challenges brought forth by the pandemic, MOM worked closely with tripartite partners to roll out a series of initiatives in the first half of 2020. The data period covered in this section extends beyond 30 June 2020 to provide a more up-to-date coverage on these initiatives.
19. To ensure that foreign employees residing in dormitories continue to receive salary payments despite the movement restrictions, MOM required all employers with employees residing in dormitories to **pay salaries electronically since April 2020**. As of end August 2020, about 90% of these employers were doing so, up from 76% before the requirement was introduced. With the easing of movement restrictions, we expect the minority of employers who were previously unable to pay salaries electronically due to technical or administrative issues⁹ to be able to do so progressively. MOM will continue to follow up and remind employers to make the switch, and in due course take enforcement action against non-compliance, as we would for other conditions under the Employment of Foreign Manpower Act.



20. In addition, to prevent an increase in salary claims during this period, MOM adopted a proactive approach for early detection of salary non-payment. In May 2020, MOM **expanded the salary payment declaration pilot to require all employers in the construction sector¹⁰ to submit monthly declarations on the status of salary payment to their foreign employees**. Since the start of the declaration in May 2020, MOM achieved a response rate of 97% from about 14,000 construction employers every month. Of the employers who responded, more than 90% of employers declared that they made prompt payment of salaries to their foreign employees while TADM followed up with the remainder and recovered salaries owed to about 9,000 foreign employees between May and August 2020. This proactive approach allowed for early intervention in salary issues without waiting for foreign employees to come forward with salary claims and greatly improved the outcome of salary restitution.

⁹ For example, their workers' bank account applications were still pending approval by the bank.

¹⁰ Construction sector accounted for the largest number of salary claims among foreign employees.

21. In light of the negative impact of COVID-19 on businesses, MOM introduced a new requirement in March 2020 for **employers with 10 or more employees to notify MOM on cost-saving measures that affect employees' monthly salaries** to ensure that the measures implemented were reasonable and fair. As of end September 2020, MOM received close to 7,300 notifications from about 5,000 employers, affecting about 250,000 employees. The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) proactively engaged about 900 employers employing close to 52,000 affected employees whose salary cuts appeared to be excessive based on the tripartite advisories¹¹, and close to 330 of the employers agreed to review their measures. The remaining employers were able to justify the necessity of cost-saving measures for business survival.
22. MOM also reached out to employees who felt that their employers' cost-saving measures were unreasonable or unfair. With the objective of achieving fair outcomes for all involved parties, MOM engaged the parties to determine whether the employer had followed the tripartite advisories.
23. Between May 2020 and August 2020, MOM received about 580 complaints related to cost-saving measures, involving some 470 employers. Through MOM's intervention which includes assessing fairness of the employers' cost-saving measures, vast majority were able to resolve their disputes amicably. MOM found that the complaints often arose due to poor communications as well as the employer's failure to explain the need for the cost-saving measures which resulted in misunderstandings.¹² MOM also received complaints involving around 80 employers regarding the quantum of retrenchment benefit that they had provided to their employees. MOM looked into these complaints, and found that more than 60% of the employers had provided fair and reasonable retrenchment benefit, while the other employers were assessed to have genuine financial difficulties.
24. Overall, one in five employers improved their practices and provided better support to their employees after MOM's intervention. To date, no employer has been found to wilfully refuse to channel Government support to proper use.



¹¹ *Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment and Advisory on Salary and Leave Arrangements.*

¹² Please refer to [Annex B](#) for case studies on disputes related to cost-saving measures.

Special Feature:

Building fair workplaces beyond basic employment standards

25. MOM and TAFEP take a firm stand against workplace discrimination. Over the past years, we have put in place a framework of education and enforcement actions against discrimination. A MOM study¹³ found that in 2018, majority of employers (69%) had put in place processes to ensure fair hiring practices and this proportion had been increasing steadily over the years. Notwithstanding the progress made by employers, the percentage of local jobseekers who perceived discrimination during job search process had increased.¹⁴
26. To proactively tackle discrimination and improve the perception of fairness at the workplace, MOM monitors the workforce profile of employers for potential unfair hiring practices, investigates those in possible breach, and has also taken stern action against those who try to circumvent fair hiring requirements under the Fair Consideration Framework (FCF).
 - (a) Since 2016, MOM has been proactively identifying employers who have a higher share of foreign Professionals, Managers, Executives and Technicians (PMETs) compared to their industry peers or a high concentration of a single foreign nationality source, and has placed them on the **FCF Watchlist**. Their Employment Pass (EP) applications are held back, while TAFEP engages these employers to help them improve their human resource practices. Following TAFEP's intervention, many employers exit the FCF Watchlist within a year, and for the minority of employers who are uncooperative, their work pass privileges remain suspended.
 - (b) Beyond the FCF Watchlist, MOM also **proactively identifies employers for investigations via data analytics for possible pre-selection of foreigners or not adhering to the spirit of the FCF job advertising requirement when submitting EP applications**. We have regularly taken discriminatory employers to task for such errant practices, including suspending their work pass privileges.
 - (c) Since 2016, more than 1,200 employers have been scrutinised under the FCF. In all, 3,200 EP applications by these employers have been rejected or withheld by MOM, or withdrawn subsequently. On the other hand, employers on the FCF Watchlist have hired more than 4,800 Singaporean PMETs.

¹³ Source: Supplementary Survey on Fair Employment Practices, Manpower Research & Statistics Department, MOM. More details are available on <https://stats.mom.gov.sg>. This survey has been conducted once every 4 years since 2010, with the last one conducted in 2018. MOM will increase the frequency of this survey to conduct it annually from 2021 onwards.

¹⁴ Please refer to [Annex C](#) for more details of the findings from the study.



27. MOM also strengthened our enforcement efforts in the following ways:
- (a) In January 2020, **MOM imposed stiffer penalties for all forms of discriminatory hiring practices.** Errant employers that breach the *Tripartite Guidelines on Fair Employment Practices* (TGFEP) will be barred from hiring new foreign workers or renewing existing ones for a minimum of 12 months, up to a maximum of 24 months. This means that they will have to hire local workers to continue their operations in Singapore.
 - (b) MOM and TAFEP have stepped up the number of investigations and enforcement actions. In the first half of 2020, TAFEP looked into about 260 cases of possible discriminatory hiring practices, up from about 160 for the same period in 2019. Substantiated cases were referred to MOM for investigations and enforcement. In the first half of 2020, MOM curtailed the work pass privileges of about 70 employers for discriminatory hiring practices. This is a significant increase from 35 employers in the full year of 2019.
 - (c) MOM introduced new licence conditions for employment agencies that took effect from 1 October 2020 to make clear their obligations to uphold fair hiring. All employment agencies must comply with the fair recruitment requirements set out in the TGFEP when recruiting on behalf of their clients. In addition to helping their clients fulfil job advertising requirements, employment agencies must also brief their clients on the fair recruitment requirements in the TGFEP, make reasonable efforts to attract Singaporeans for vacancies that they are trying to fill, and consider all candidates based on merit.
28. On the education front, TAFEP provides advisory services to employers related to the implementation of employment practices in line with the EA and TGFEP. In addition, TAFEP supports employers with relevant resources, programmes and training on employment matters. This benefitted about 2,100 employers employing more than 476,000 employees.

Conclusion

29. Looking ahead, the economic uncertainties will continue to exert pressures on our workplaces and cause anxieties to both employers and employees. However, the tripartite partners have been heartened by the resilience and compassion shown in our workplaces thus far. We have seen many employers giving generous wage support to employees during business disruptions and employees being cooperative and making sacrifices to help employers in genuine difficulties. MOM, together with our tripartite partners, will continue to closely monitor workplace issues and tackle emerging issues early by giving clear guidance and taking actions where necessary. Despite the COVID-19 pandemic, we will press on with our efforts to uplift employment standards so as to foster an inclusive workforce and progressive workplaces. Together we will emerge stronger from the crisis.



ANNEXES



ANNEX A

Changes to the Employment Act from 1 April 2019

Key changes	Before	After
Extending core provisions of the Employment Act to all employees regardless of salary	<ul style="list-style-type: none"> • Employment Act does not cover managers & executives (M&Es) earning above \$4,500/month. 	<ul style="list-style-type: none"> • Salary cap will be removed. M&Es earning above \$4,500/month will be entitled to core provisions of the Employment Act, such as: <ul style="list-style-type: none"> - Minimum 7 – 14 days paid annual leave. - Paid public holidays and sick leave. - Timely payment of salary. - Protection against wrongful dismissal.
Expanding Part IV coverage to more non-workmen	<ul style="list-style-type: none"> • Additional protection on hours of work, overtime pay and rest days for: <ul style="list-style-type: none"> - Workmen earning up to \$4,500/month. - Non-workmen earning up to \$2,500/month. • Overtime rate payable for non-workmen capped at \$2,250/month. 	<ul style="list-style-type: none"> • Additional protection on hours of work, overtime pay and rest days for: <ul style="list-style-type: none"> - Workmen earning up to \$4,500/month. - Non-workmen earning up to \$2,600/month. • Overtime rate payable for non-workmen capped at \$2,600/month.
Shift of adjudication of wrongful dismissal claims to the Employment Claims Tribunals	<ul style="list-style-type: none"> • Wrongful dismissal claims are heard by the Minister for Manpower, whereas salary-related claims are mediated/adjudicated at the Tripartite Alliance for Dispute Management/Employment Claims Tribunals. • M&Es can file wrongful dismissal claims if they have served the employer for at least a year. 	<ul style="list-style-type: none"> • Wrongful dismissal claims and salary-related claims are mediated/adjudicated at the Tripartite Alliance for Dispute Management/Employment Claims Tribunals. • M&Es can file wrongful dismissal claims if they have served the employer for at least 6 months.



For more details on the changes to the Employment Act, please visit:
<https://www.mom.gov.sg/-/media/mom/documents/speeches/2018/guide-to-employment-act-changes-1-april-2019.pdf>

ANNEX B

Case Studies on Disputes related to Cost-Saving Measures

Case Study 1: Clearing annual leave during Circuit Breaker

- MOM received feedback from Ms A, an employee of a childcare centre, that her employer had unfairly deducted her annual leave during the Circuit Breaker. The cost-saving approach implemented by the employer was as follows:
 - For April 2020, employees were offered an option to continue working; and those who did not wish to be assigned work would have to clear their annual leave.
 - In May 2020, as there were few students in the childcare centre, the employer distributed the workload across the employees, and assigned work to employees for up to 50% of the month. Employees were asked to clear their annual leave on days that they were not working. Employees with insufficient annual leave would have to take no-pay leave.
- The cost-saving measures were communicated to all employees via Zoom. The employer paid full salaries to the employees, except for employees who had to take no-pay leave. The employer used all its Jobs Support Scheme pay-outs and Foreign Worker Levy rebates to pay salaries. Additional leave of between 1 and 4 days were also provided to employees with good performance.
- Upon MOM's intervention, the employer decided to reinstate part of the annual leave for its employees. With the reinstatement of annual leave, none of the employees had to take no-pay leave, and they received their full salaries. MOM also explained to Ms A that it was reasonable and legitimate for employees to take some annual leave to cover part of the month when they were unable to work, especially if this allows employees to continue to receive full salaries.



ANNEX B

Case Studies on Disputes related to Cost-Saving Measures

Case Study 2: Reduction in salary

- Ms B, who was a steward at a local hotel, filed a complaint against her employer regarding her salary payment during the Circuit Breaker. Her employer had paid her salaries for the work she had completed during these two months, which came up to about 10 days per month.
- She was dissatisfied with her salary payment as the employer had received financial support from the Government such as pay-outs from the Jobs Support Scheme. She felt that she should be receiving at least 75% of her salary. She added that she was deployed to perform tasks which did not require interaction with the guests despite being hired as a steward.
- MOM engaged the employer to find out more about the circumstances. The employer explained that their business was badly affected during the Circuit Breaker; occupancy rate was low and manpower requirements during the period was minimal. The employer was operating at a loss even with the financial support from the government. The employer was thus unable to provide more work for their employees and pay full salaries. The hotel management met every employee individually to share with them on the employer's situation and sought their agreement on the cost-saving measures of no-pay leave and shorter work arrangement.
- MOM's assessment was that the cost-saving measures implemented by the employer were fair and reasonable to keep business operations sustainable. MOM explained the employer's circumstances and the rationale for the cost-saving measures to the complainant. The complainant accepted the explanation and withdrew her complaint.



ANNEX C

Summary of Key Findings from Supplementary Survey on Fair Employment Practices in 2018

- Seven in ten private establishments (69%) have put in place structured HR processes and objective criteria¹⁵ in their assessment of job applicants. The proportion of establishments doing so has been increasing steadily since 2010 (63%). Most establishments that have not done so attributed their inaction to the lack of resources and expertise. They consist mainly of non-unionised and small establishments.
- Employers who implement fair and objective hiring practices have benefitted from higher employee retention. On average, the resignation rate of PMETs were estimated to be 24% lower in employers that engage in fair and objective hiring practices.
- The finding that majority of employers have been practising fair hiring is corroborated by workers' positive job search experiences. On average, 85% of job applicants surveyed agreed that their personal characteristics (age, gender, marital status, pregnancy status, number of children, race, religion or nationality) did not impede their ability to find work. However, the percentage of those who perceived discrimination during their job search process has increased from 10%¹⁶ in 2014 to 15% in 2018. The increase could reflect a confluence of factors, including heightened attention on discrimination following increased media coverage and publicity on enforcement action, as well as poorer sentiments about job search in 2018 amid global uncertainties and weaker economic conditions.
- Over 80% of employees felt that they were fairly treated at work by their organisation, including in terms of pay, bonuses, employment benefits, training, performance appraisal and career advancement opportunities.

¹⁵ Having hiring decisions based on a panel of interviewers, proper records of recruitment and selection of candidates, formal training and/or written guidelines to assist hiring personnel, as well as written job descriptions are part of structured HR processes in the recruitment and selection of candidates.

¹⁶ Based on personal characteristics of age (from 29% in 2014 to 30% in 2018), gender (from 5% to 10%), marital status (from 5% to 8%), number of children (from 9% to 14%), race (from 8% to 11%) and religion (from 5% to 7%). Data on nationality and pregnancy status were not collected in the 2014 survey.

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Tripartite Alliance
for Dispute Management



Tripartite Alliance for
Fair & Progressive Employment Practices