

EMPLOYMENT STANDARDS REPORT 2025



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Introduction

1. This report highlights the state of Employment Standards in Singapore in 2025.
2. The overall incidence¹ of employment claims (consisting of salary claims and wrongful dismissal claims) and appeals lodged with the Ministry of Manpower (MOM) and the Tripartite Alliance for Dispute Management (TADM) increased to 3.44 per 1,000 employees in 2025, from 3.12 per 1,000 employees in 2024. The increase is for both local and foreign employees. The incidence of employment claims is closely linked to job turnover — dismissals, retrenchments, and business cessations — all of which have trended upwards in 2025. The increase in employment claims is likely driven by labour market conditions amid business reorganisation and restructuring rather than a broad-based deterioration in employment standards.²
3. A total of 13,083 employment claims and appeals were lodged with MOM and TADM in 2025. 5,689 (or 43%) claims were lodged by local employees while the remaining 7,394 (or 57%) claims were lodged by foreign employees. Most of the claims and appeals were salary claims (10,801) followed by wrongful dismissal claims (2,168).³
4. The resolution rate at mediation continues to be high. More than 80% of employment claims were resolved at TADM. More than 90% of claimants fully recovered their salaries and payments at TADM and the Employment Claims Tribunals (ECT).



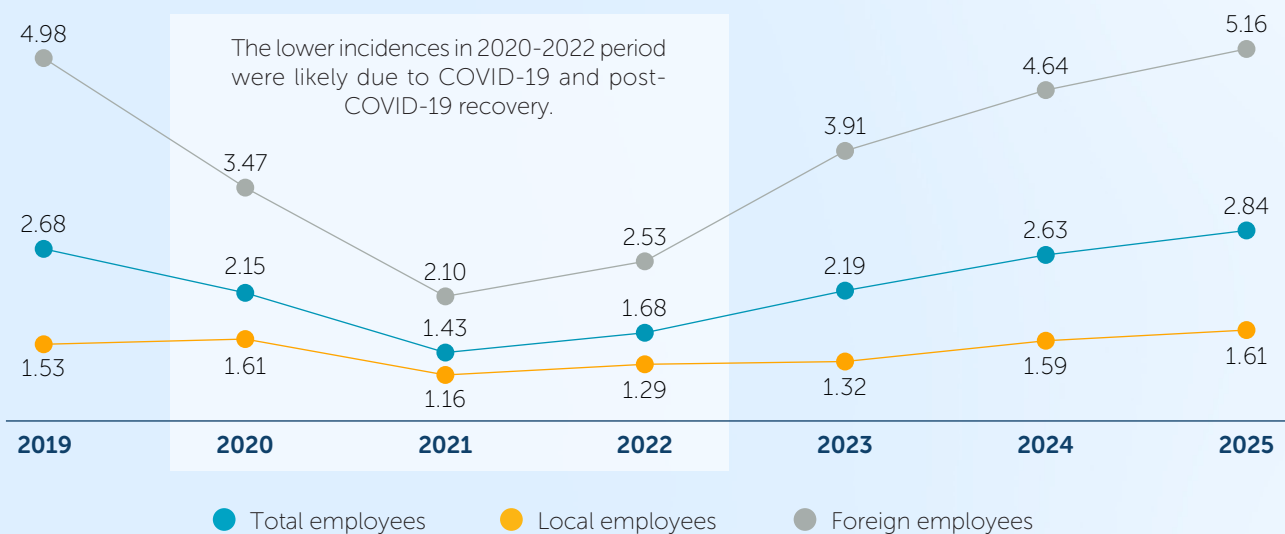
1. Total employment level (excluding migrant domestic workers) was used to compute the incidence rate. The figures as at December 2025 are available on MOM's website: <https://stats.mom.gov.sg/Pages/Employment-Summary-Table.aspx>
2. The findings are consistent with those from an earlier study conducted in 2024. Source: Report on Impact of labour market indicators on employment claims, Manpower Research & Statistics Department, MOM
3. The remaining were (i) dismissal appeals lodged under the Retirement and Re-employment Act and the Industrial Relations Act; and (ii) cases where TADM offered voluntary mediation for issues which were not covered under employment legislations, such as payment disputes between self-employed persons and their service buyers.

Salary Claims

Incidence of salary claims increased from 2024

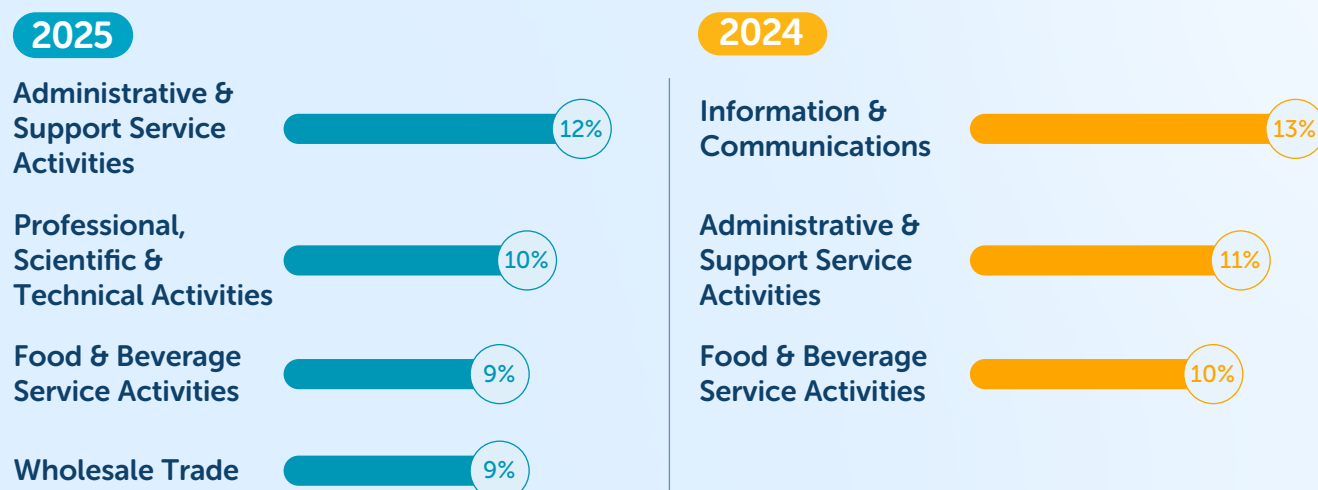
5. The incidence of salary claims increased to 2.84 per 1,000 employees in 2025, from 2.63 per 1,000 employees in 2024. The incidence of salary claims has remained higher for foreign employees compared to local employees. Most of these salary claims arose from end-of-employment situations, such as disputes over final month salary payments, and cases where employers faced financial difficulties.

▼ Chart 1: Incidence of salary claims per 1,000 employees, 2019 – 2025



6. Among local employees, the incidence of salary claims of 1.61 per 1,000 local employees in 2025 is comparable to 1.59 per 1,000 local employees in 2024. The top sectors with salary claims lodged in 2025 were Administrative & Support Service Activities, Professional, Scientific & Technical Activities, Food & Beverage Service Activities and Wholesale Trade. Salary claims amongst local employees were generally spread across industries, with no single sector dominating. This is reflected in the similar share of claims across the top few sectors, and as a result, the top sectors tend to vary from year to year.

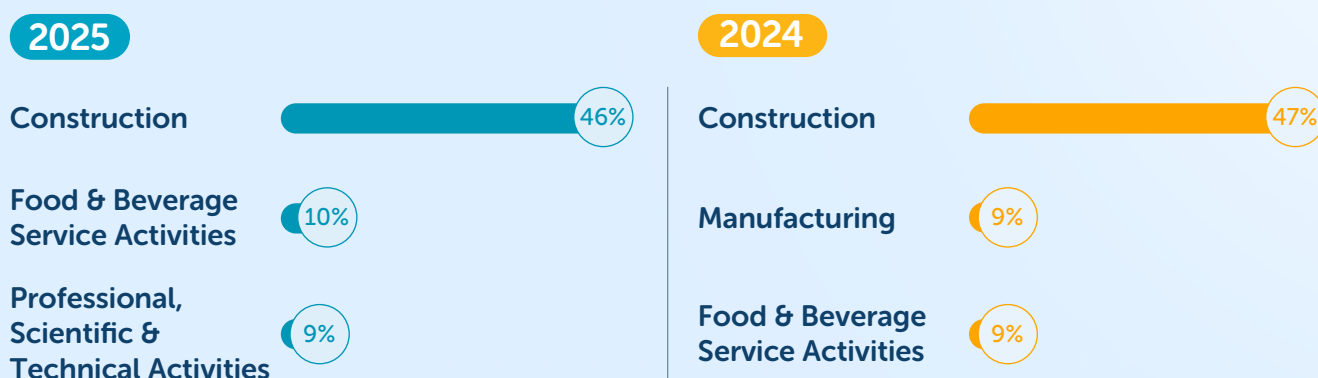
▼ **Chart 2: Top sectors for salary claims lodged by local employees**



Note: The percentage refers to the percentage of salary claims lodged by local employees in the sector out of the total number of salary claims lodged by local employees in the year.

7. Among foreign employees, the incidence of salary claims increased to 5.16 per 1,000 foreign employees in 2025 compared to 4.64 per 1,000 foreign employees in 2024. The top three sectors in 2025 were Construction, Food & Beverage Service Activities and Professional, Scientific & Technical Activities. The Construction sector continued to be a key sector for salary claims. The increase in salary claims in the Professional, Scientific & Technical Activities sector came mainly from the sub-sector of Architectural and Engineering Activities; Technical Testing and Analysis, where the claimants were mostly construction workers or process construction and maintenance workers.

▼ **Chart 3: Top sectors for salary claims lodged by foreign employees**



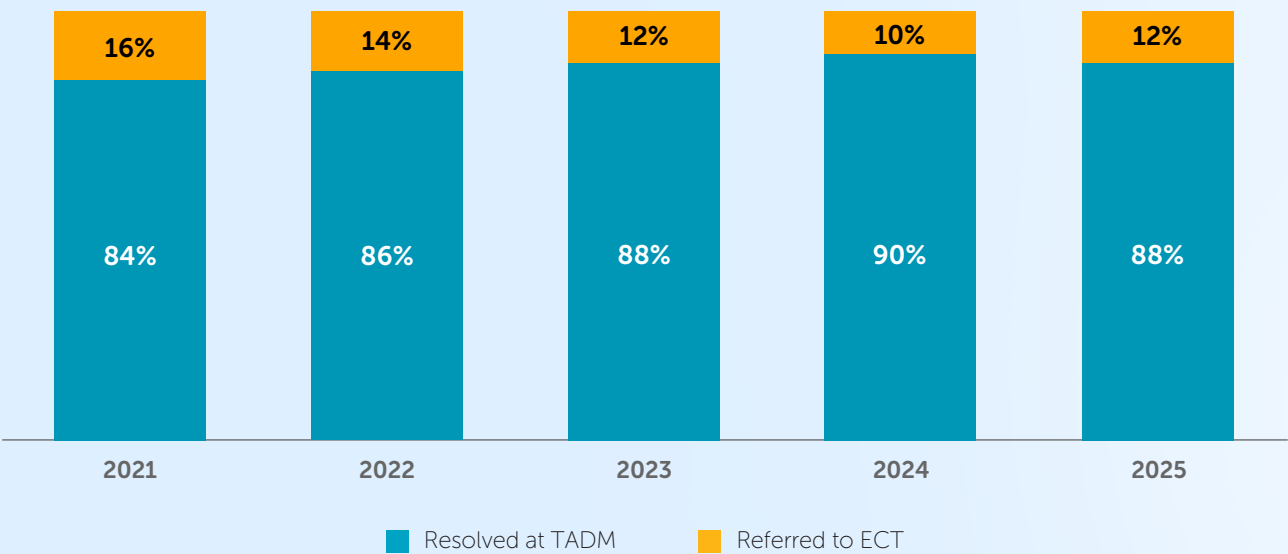
Note: The percentage refers to the percentage of salary claims lodged by foreign employees in the sector out of the total number of salary claims lodged by foreign employees in the year.

- 8. The median amount claimed by local employees has increased over the years in tandem with the increase in median gross monthly income from employment.⁴ While median income has increased over the years, the median duration of claims has remained stable at around 1 month for local employees and around 2 months for foreign employees over the past five years.
- 9. The top three claim items for local employees were basic salary, salary in-lieu of notice and encashment of unconsumed annual leave. For foreign employees, the top three claim items were basic salary, salary for overtime work and payment for work done on rest days and public holidays. The top three claim items for both local and foreign employees have remained consistent over the years. Collectively, they accounted for 91% of all salary claims lodged in 2025.

About 9 in 10 salary claims were resolved at TADM

- 10. The proportion of salary claims that were resolved at TADM in 2025 was 88%, slightly lower than 90% in 2024. The remaining 12% were referred to the ECT for adjudication. TADM’s mediation process effectively resolved most claims quickly and amicably.

▼ Chart 4: Percentage of salary claims resolved at TADM, 2021 – 2025

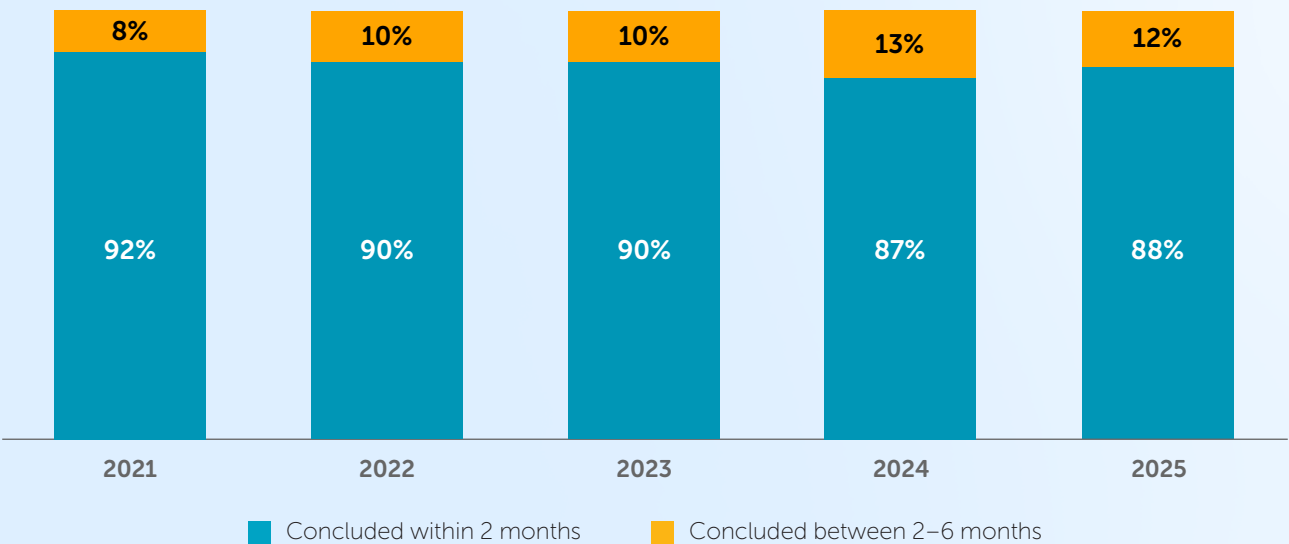


4. Median gross monthly income from employment (excluding employer CPF) of full-time employed residents.

About 9 in 10 salary claims were concluded expeditiously within 2 months at TADM

11. The proportion of salary claims that were concluded at TADM⁵ within 2 months in 2025 was 88%, slightly higher than 87% in 2024.

▼ Chart 5: Duration to conclude salary claims at TADM, 2021 – 2025



9 in 10 employees fully recovered their salaries at TADM and ECT

12. Of the salary claims lodged in 2025,
- 92% of the employees fully recovered⁶ their salaries at TADM and ECT, slightly lower than 94% in 2024. Over the past five years, recovery outcomes have remained stable, with more than 90% of employees fully recovering their salaries each year.
 - 5% recovered their salaries partially through settlement payments from security bond insurers⁷ and main contractors, or were assisted through financial assistance for lower-wage workers under the Short-Term Relief Fund (STRF) or Migrant Workers’ Assistance Fund (MWAFF), administered by TADM and Migrant Workers’ Centre respectively.
 - The remaining 3% did not recover any of their owed salaries and were mainly higher income earners.
13. Non-payment of salary is an offence, and MOM will investigate and take appropriate enforcement actions, which may include warnings, composition fines and prosecution. MOM curtails access to foreign manpower for employers who do not fully pay their employees’ salaries. Less than 1% of the salary claims lodged in 2025 involved employers who wilfully refused to make full payment for the salary arrears despite having the means to do so.
14. The total recovered sum to employees increased to \$22 million in 2025, from \$19 million in 2024. The increase is consistent with the higher number of salary claims lodged in 2025.

5. Cases that were concluded at TADM refer to cases that were resolved at TADM or were referred to the ECT for adjudication.

6. Based on the amount agreed between parties involved in the dispute or the amount ordered by ECT.

7. Employers are required to purchase a security bond for each non-Malaysian Work Permit Holder that they employ. The bond may be forfeited under various circumstances, such as when the employer fails to pay his or her worker’s salary on time. In the event of a salary claim, the security bond insurers may offer to provide the worker with a settlement payment in lieu of having the security bond forfeited.

When Salaries Go Unpaid: Holding Errant Employers to Account

On 25 July 2025, Royal Cuisine Group's Director and General Manager were each charged with 24 counts of salary offences under the Employment Act. Both pleaded guilty to 12 charges each, with the remaining charges taken into consideration for the purposes of sentencing. They were sentenced to a total fine of \$144,000, with each fined \$72,000 in default 66 weeks' imprisonment.

Background

Royal Cuisine Group, which operated multiple catering brands,⁸ began accumulating salary arrears from August 2022. In December 2022, its premises were shuttered due to unpaid rent, leaving more than 100 local and foreign employees with up to three months of unpaid salaries. The sudden closure of operations, which led to a large number of employees facing salary arrears, demanded a swift and coordinated response by MOM and TADM.

Supporting Affected Employees

TADM moved quickly to assist the affected employees, verifying their salary claims and facilitating mediation to help them recover what they were owed. Recognising that the employees needed immediate help to find new jobs, TADM also linked them with the National Trades Union Congress's (NTUC's) Employment and Employability Institute (e2i) to facilitate their job search. Financial assistance was also extended to eligible lower-wage workers under STRF and MWAF.

Taking Enforcement Action

Despite the clear violation of employees' rights, accountability from the company's management was not forthcoming. As the individuals responsible for the operations of the abovenamed companies, Royal Cuisine Group's Director and General Manager were uncooperative when MOM and TADM approached them. They repeatedly failed to attend mediation sessions, disregarded follow-up engagement, and made no meaningful efforts to repay the affected employees despite being given ample opportunity to do so. This eventually led to MOM taking enforcement actions against them, resulting in their conviction for salary-related offences.

MOM's and TADM's intervention ensured that affected employees received the support they needed and that wilful employers were held to account. MOM takes a serious view of the non-payment of salaries and will continue to take firm action against errant employers who fail to comply with employment laws.

8. Brand names under Royal Cuisine Group include Tingkat Singapore, Angel Confinement Meals, Happy Mamapapa Catering, Vegetarian Buffet as well as former Yanxi restaurant at Chin Swee Road.

For Employers

Pay your employees salary on time. Non-payment of salary is an offence.

For Employees

Not receiving your salary on time?

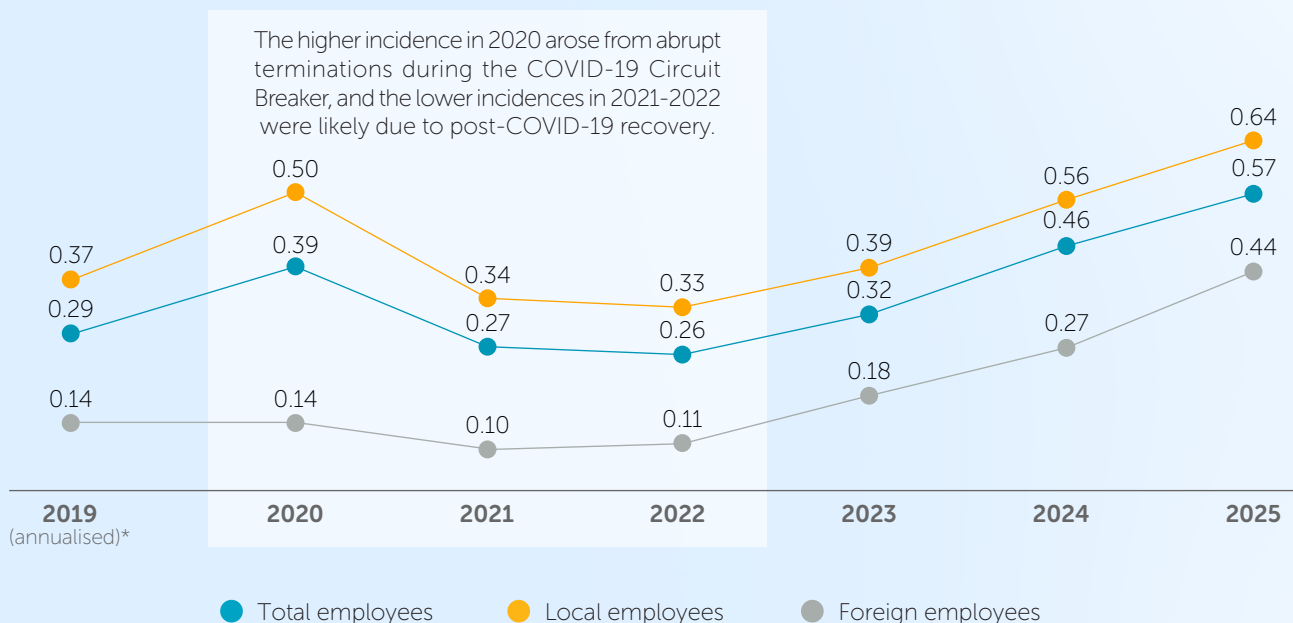
Approach your employer to resolve the matter. If there is no timely resolution, file a claim with TADM or contact your union for assistance. Come forward early.

Wrongful Dismissal Claims

Incidence of wrongful dismissal claims increased from 2024

15. The incidence of wrongful dismissal claims was 0.57 claims per 1,000 employees in 2025, higher than 0.46 per 1,000 employees in 2024. Similar to previous years, the incidence was higher for local employees (0.64 claims per 1,000 local employees) compared to foreign employees (0.44 claims per 1,000 foreign employees).

▼ **Chart 6: Incidence of wrongful dismissal claims per 1,000 employees, 2019 – 2025**



*The figure for 2019 is annualised using data from April to December 2019, in line with the shift of adjudication of wrongful dismissal claims under the Employment Act and Child Development Co-Savings Act from MOM to ECT on 1 April 2019.

2 in 3 wrongful dismissal claims were resolved at TADM

16. Of the wrongful dismissal claims lodged in 2025:

- 67% of cases were resolved at TADM while the remaining 33% were referred to ECT for adjudication. This is slightly lower than 2024, where 71% of the cases were resolved at TADM.
- In 65% of the cases that were resolved at TADM, employers were found to have fulfilled their contractual or statutory obligations, or the cases were withdrawn after mediation. The remaining 35% involved some form of settlement by the employer such as making goodwill payments, allowing employees to resign or clearing up miscommunications.

17. Employees and employers are encouraged to refer to the Tripartite Guidelines on Wrongful Dismissal for a better understanding of their employment rights and obligations, and to proactively take steps to reduce misunderstandings through clear communication and grievance handling processes. They can approach MOM or TADM if they require assistance.

Finding Common Ground: How Mediation Helped an Employee Find His Path Forward

A Head of IT who joined his company in November 2022 was asked to take on an additional role overseeing a department out of his area of expertise in May 2024. He accepted the expanded responsibility, viewing it as an opportunity to contribute to the company's needs.

His employment was subsequently terminated with salary-in-lieu of notice in Jul 2025. He stated that he was not given an opportunity to address any concerns. He was also worried that the termination letter could adversely affect his future career prospects. Believing his dismissal was wrongful, he brought his case to TADM in August 2025, seeking compensation and a retraction of the termination letter.

The company maintained that the employee's performance as a Head of Department had fallen short of expectations, citing specific lapses across both departments under his supervision. The company was of the view that termination with notice was an appropriate course of action for a senior employee, in lieu of a performance improvement plan. The termination letter stated the reasons for termination, which the employer explained to the employee, and the company had fulfilled its contractual obligations by providing salary-in-lieu of notice.

How TADM Facilitated Resolution

At mediation, the TADM mediator took steps to ensure that both parties could engage in open and constructive dialogue. Both sides were reminded of their confidentiality obligations, providing a secure environment for the exchange of more sensitive information. The mediator sought supporting evidence from the employer. The employer shared documentation about the poor performance and explained why they dismissed the employee. This facilitated discussions to help both parties better understand each other's positions.

The mediator also shared the Tripartite Guidelines on Wrongful Dismissal with both parties, enabling them to evaluate their respective positions and explore options for an amicable resolution in an informed manner.

Outcome

Through mediation, both parties gained a clearer, evidence-based understanding of each other's positions — the claimant of the basis for the company's decision, and the company of the concerns the claimant had raised. This allowed the claimant to assess his situation against the Tripartite Guidelines on Wrongful Dismissal and make an informed decision that his termination was not wrongful. Both sides reached a resolution they could accept, amicably and expeditiously, without the need for prolonged court proceedings — an outcome that would not have been possible without the open dialogue facilitated by TADM.



I felt well-supported throughout, and the process ultimately helped me attain a fair and positive outcome.”
— Claimant

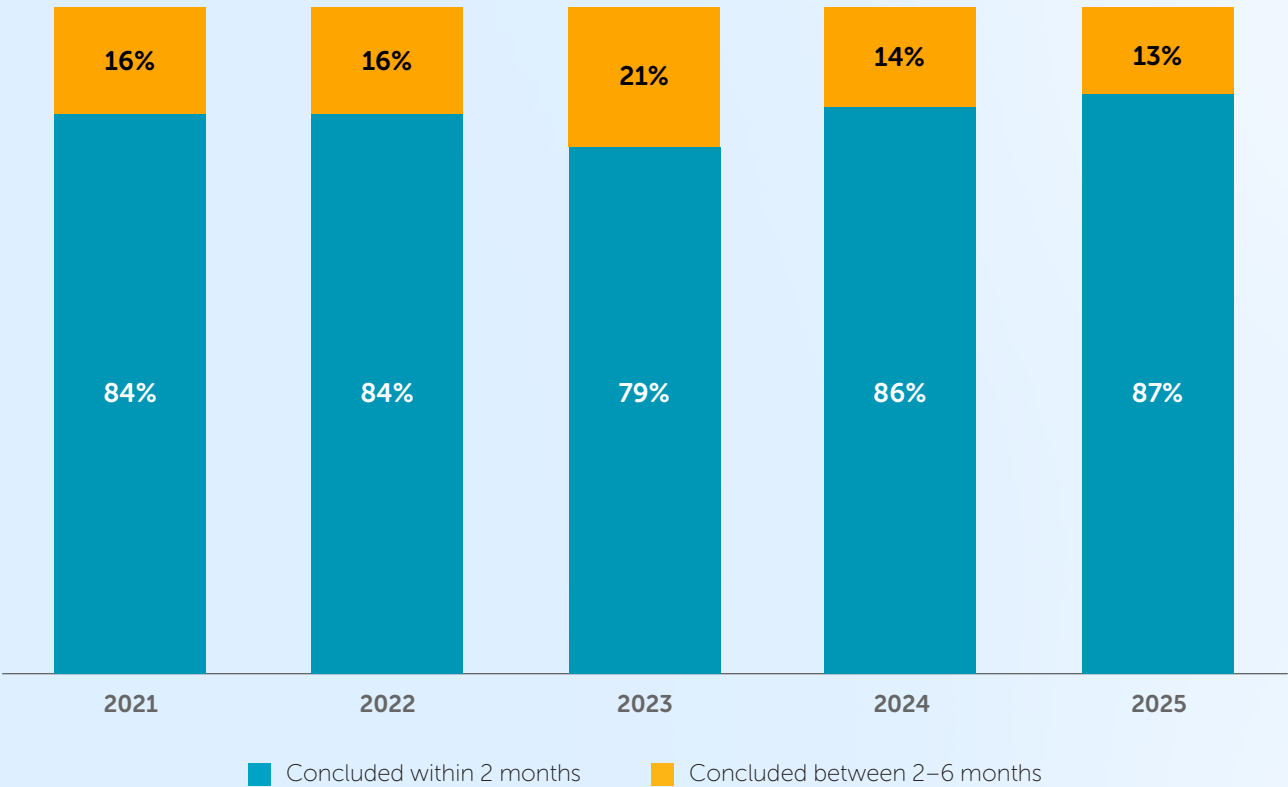
“The mediator was professional and demonstrated high competency throughout the process. She showed diligence in reviewing the documents submitted and quickly developed a good understanding of the background of the case.”
— Claimant

This case is a reminder that clear and timely communication between employers and employees can go a long way in preventing disputes from escalating. Where disputes do arise, TADM's mediation process provides a fair and constructive path forward, supporting both parties in making informed decisions and reaching resolutions that work for everyone involved.

More than 8 in 10 wrongful dismissal claims were concluded at TADM within 2 months

18. The proportion of wrongful dismissal claims concluded at TADM⁹ within 2 months was 87% in 2025, slightly higher than 86% in 2024.

▼ Chart 7: Duration to conclude wrongful dismissal claims at TADM, 2021 – 2025



19. The total payment by employers to employees amounted to about \$2.71 million in 2025, which is higher than \$2.14 million in 2024 due to increased volume of wrongful dismissal claims.

9. Cases that were concluded at TADM refer to cases that were resolved at TADM or were referred to the ECT for adjudication.



Raising Employment Standards Through Enforcement and Education

20. MOM takes a proactive, targeted, and data-driven approach to address employment claims.

Inspections and Enforcement

21. MOM maintains a strong enforcement presence, focusing on sectors with poorer compliance and using data analytics to identify companies with higher-risk profiles. In 2025, MOM conducted more than 5,000 proactive Workright inspections to assess employers' compliance with employment laws. Employers found to have lapses are referred to Employment Act clinics for training and rectification. Where lapses are more severe or systemic, stronger enforcement actions such as fines and prosecution are taken.

Education and Outreach

22. To educate employers on good employment practices, e-newsletters with bite-sized information covering topics relevant to their sector are regularly sent to employers. In 2025, topics include responsible employment practices when downsizing, common salary payment mistakes, tips to reduce employment disputes, and tips to ensure employment contracts and payslips meet legal requirements. MOM also provides tools and templates to help employers comply with Employment Act requirements.

23. To help employees better understand their employment rights and the avenues available to seek assistance, MOM also rolled out targeted educational initiatives to more vulnerable employees. This included short, animated videos for migrant workers in their native languages on how to avoid common employment issues and where to seek help, and sending letters to local lower-wage workers in the Food & Beverage Service Activities sector on employment requirements that they should be more attentive to and where they can seek help.

24. Employment and salary disputes often result from a lack of clarity on the terms of employment and salary payment. To raise awareness on Key Employment Terms (KETs) and Itemised Pay Slip (IPS), MOM ran a public education campaign spanning physical, digital and broadcast channels focused on encouraging employees to check their KETs and IPS and know what to do if they cannot locate these documents.

Fulfilling End-of-Employment Obligations Responsibly

25. To further support employers and employees in navigating their end-of-employment obligations, MOM will be stepping-up our detection of at-risk firms as well as expanding education and outreach efforts to equip employers and employees with the knowledge and tools to properly manage end-of-employment issues, reducing the likelihood of employment disputes arising.

Know Your Rights and Obligations at End of Employment

Both employers and employees should be familiar with their obligations when ending an employment relationship.

Notice of termination must be in writing, whether initiated by the employer or employee. The party initiating termination must either allow the other party to serve out the notice period or pay salary in lieu of notice. Where no notice period is specified in the contract, it will be determined by the employee's length of service, in accordance with the Employment Act. Both parties may also mutually agree to waive the notice period, which should be documented in writing.

Where **dismissal** is **due to misconduct**, employers must conduct an inquiry before taking any disciplinary action.

Final salary must be paid promptly. Any salary deductions must be for permitted reasons only and indicated separately in the employee's payslip.



Conclusion

26. Singapore's approach to upholding our employment standards is underpinned by strong dispute resolution mechanisms and MOM's education and enforcement efforts. Mediation at TADM remained effective, with more than 80% of employment claims resolved amicably and expeditiously. MOM will continue to work together with tripartite partners, NTUC and Singapore National Employers Federation (SNEF), to build fairer and more harmonious workplaces in Singapore.



A publication by:

