

## ANNEX A

### Overview of Singapore's new national strategy WSH 2018

#### National WSH Vision

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**A safe and healthy workplace for everyone; and  
A country renowned for best practices in workplace safety and health**

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#### Background

Since the national WSH reform in 2005, there have been many changes to the WSH landscape. Last year, the WSH Advisory Committee was elevated to a full-fledged industry-led WSH Council with executive powers. At the Council launch, Prime Minister Lee Hsien Loong challenged MOM and the WSH Council to bring down the national workplace fatality rate to less than 1.8 fatalities per 100,000 workers by 2018.

#### Comparison of Workplace Fatality Rates

Country / Region	Latest (Year)
Sweden	1.7 <sup>1</sup> (2005)
United Kingdom	1.4 <sup>1</sup> (2005)
Australia	2.0 <sup>2</sup> (2005)
United States	1.8 <sup>3</sup> (2006)
EU15 Average	2.3 <sup>1</sup> (2005)
Japan	1.9 <sup>4</sup> (2005)
Singapore	2.8 (2008)

#### Note

The workplace fatality rate is defined as the number of workplace fatalities per 100,000 workers.

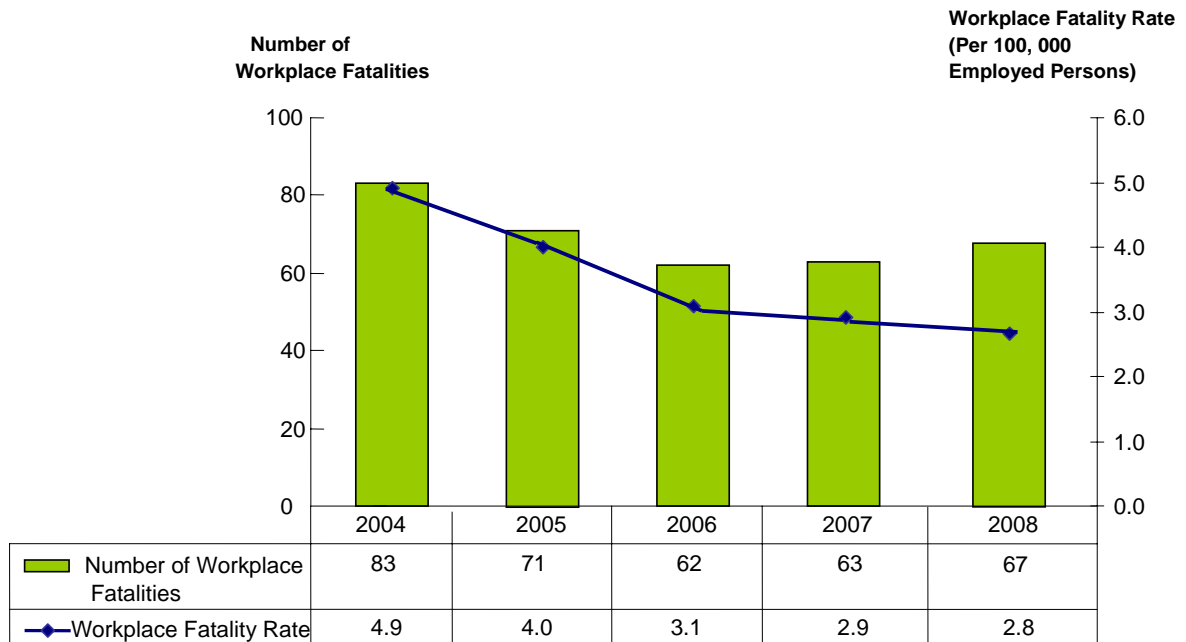
#### Data Sources

<sup>1</sup> Eurostat; <sup>2</sup> International Labour Organization, LABORSTA; <sup>3</sup> Estimated from data obtained from the US Department of Labor, Bureau of Labor Statistics; <sup>4</sup> Estimated from data obtained from the Japan International Center for Occupational Safety and Health

2 To guide our efforts to meet the new target, the WSH Council and MOM have reviewed the earlier national strategy WSH 2015 and identified areas for enhancement and new areas of work. The review culminated in an updated national strategy known as WSH 2018. The WSH Council consulted over 13,000 industry stakeholders as well as the International Advisory Panel for WSH. Comments were included in the updated national strategy known as WSH 2018.

3 The final WSH 2018 Strategy is strongly supported by the tripartite partners – the Ministry of Manpower, the Singapore National Employers Federation and the National Trades Union Congress.

**Workplace Fatalities, 2004 – 2008**  
(Number and rate per 100,000 employed persons)



**Key areas in WSH 2018**

4 Since 2005, we have witnessed an improvement in our WSH performance (see Figure above) through our capability and partnership building efforts, enhancements to our regulatory framework, and outreach efforts to industry and other stakeholders. In WSH 2018, the detailed areas of work and initiatives under these strategies have been enhanced, to take into account insights gleaned since the introduction of the new WSH framework in 2005. In the implementation of WSH 2018, we will also make a concerted effort to:

- a. Adopt Differentiated Approaches. We have done well in implementing the various strategies to date, by putting in place broad-based capability building efforts and outreach mechanisms. Moving forward, we will enhance the effectiveness of our efforts by developing *sector-specific* approaches that take into account the distinct nature, challenges and WSH landscape of each industry sector. This will ensure that our programmes and initiatives target the specific needs of the industry, and that our interventions are deployed through the right channels.

- b. Raise the Stature and Professionalism of WSH. WSH professionals play an important role in supporting WSH improvements at the workplace, by assisting employers in monitoring and enhancing safety management. To support the efforts under WSH 2018, MOM has projected that we need to grow the size of the local pool of WSH professionals to 19,000-strong by 2018.
- c. Make Safety and Health a Way of Life. We have made great strides in engendering collective industry ownership of WSH outcomes. As a next step, we need to strengthen personal ownership of WSH, where individuals see WSH as a matter of course, taking responsibility for their personal safety and that of those around them. This can only be done when people start to view safety and health as a way of life, rather than as a set of safety rules and procedures to be adhered to, with penalties imposed for non-compliance. .
- d. Extend Reach and Depth. To sustain our improvements in WSH outcomes, we need to extend the reach and depth of our outreach, capability building and enforcement efforts. Our WSH messages must reach down to the last worker on the ground and be spread to all workplaces, especially the smaller ones. This is especially critical with the eventual extension of the WSH Act to all workplaces. Developing new channels of engagement, new partnerships and new networks will help on this front.

### **Strategic Outcomes 1: Reduction in WSH incident rates**

5 Our long-term goal is to have safe and healthy workplaces where no lives are lost and no injuries are suffered. Our intermediate goals for 2018 are to achieve:

- a. A workplace fatality rate of less than 1.8 fatalities per 100,000 workers; and
- b. A workplace injury rate of less than 280 injuries per 100,000 workers.

### **Strategic Outcome 2: Safety and health is an integral part of business**

6 Safety and health is seen as an integral part of business. Companies see the value of good WSH practices in enhancing business competitiveness, productivity and profitability. There is proactive assessment and control of risks at all levels during business operations. WSH performance is seen as an important dimension of company performance, alongside established business outcomes such as revenue and profit.

### **Strategic Outcome 3: Singapore is renowned as a Centre of Excellence for WSH**

7 Singapore is recognised for its high WSH standards and is seen as being at the forefront of building a progressive and pervasive safety and health culture. Employers, workers and other stakeholders possess the right skills and capabilities to manage WSH. Workers and WSH professionals are therefore highly regarded by

other countries for their competencies. There are also strong institutions such as professional bodies, industry associations and training providers supporting the WSH framework in Singapore. These enable Singapore to serve as a regional centre for WSH ideas, practices and expertise.

#### **Strategic Outcome 4: A progressive and pervasive safety and health culture**

8 Employers, workers and other stakeholders view WSH as a personal responsibility and share the belief that workplace accidents are preventable and therefore unacceptable. This mindset is manifested in concrete behavioural terms: management proactively addresses safety concerns, while workers take precautionary steps to complete a task in a safe manner and look out not only for their own safety, but that of those around them as well.

#### **Strategy 1: Build strong capabilities to better manage WSH**

9 To realise this key strategy, we will focus on a number of areas:

- a. Risk Management. We hope to see improvements on two fronts. First, extending the reach of risk management implementation, especially to SMEs. Second, to see improvements in the quality of risk management amongst companies that do practise it.
- b. WSH Culture. To provide a tangible target and outcome for the industry to aim for in terms of a WSH culture, we will develop a WSH culture index to measure the state of WSH culture in both individual companies and industry sectors. We will develop a structured WSH culture-building programme to guide companies.
- c. Competency Development. The development of the WSH Professionals Workforce Skills Qualifications (WSQ) framework is a key initiative that will raise the level of WSH practice in Singapore. It provides a structured framework for training WSH professionals, strengthening their capabilities in identifying and managing risks and hazards.

However, for industry to effectively manage risks and hazards as well as build a safety culture, our WSH competency framework should go beyond WSH professionals and include members of the general workforce as well.

- d. Competency Delivery. The quality of training providers and the integrity of the training framework are paramount to the effectiveness of competency delivery. We will continue to identify and develop world-class service providers to cater to the training needs of stakeholders. This includes ensuring that the trainers are adequately equipped.
- e. Practical Assistance. We have put together an array of resources to help businesses and stakeholders implement the initiatives under the

WSH framework. These include codes of practice and guidance materials such as checklists and technical advisories. As a next step, we will explore expanding the range of our guidance materials as well as enhancements to their user-friendliness and practicality.

- f. Broadened Base of WSH Statistics. Under-reporting is an issue confronting many countries, including Singapore. Moving forward, we will explore mechanisms to enhance reporting rates. This will ensure that reported statistics reflect the actual situation and risks on the ground and ensure the effectiveness of our interventions.
- g. Incident Investigation. One of the key pillars of driving WSH improvements is learning from past experiences. We will continue to develop the capabilities of businesses to draw useful lessons from near misses and internal accident investigations in order to identify shortcomings and prevent similar incidents from happening again.
- h. WSH Institute. As part of our endeavour to establish Singapore as a Centre of Excellence for WSH, we will develop an institute dedicated to WSH that will provide advanced education, knowledge, solutions and consultancy services, and conduct applied research.

## **Strategy 2: Implement an effective regulatory framework**

10 Under this strategy, targeted interventions and enforcement actions will be developed based on a comprehensive analysis of industry trends and developments. More emphasis will also be placed on creating a self-regulatory framework in order to promote greater industry ownership. A few priority areas have been identified to support this strategy:

- a. Strategic Intervention. To prioritise efforts and focus on areas that matter most, resources have to be deployed strategically to target priority areas. Sectoral strategies will also be developed for sectors with high accident rates. Under these strategies, intervention measures will be tailored to meet the specific needs of each industry sector.
- b. Resolution of Systemic Lapses. We need to move beyond rectifying physical risks or violations to identifying systemic lapses that can potentially cause more accidents in the future at both the industry and company level.
- c. Extended Enforcement Reach. To ensure that MOM's enforcement resources are utilised strategically, we can explore other avenues to complement our enforcement efforts. This can include the active engagement of the public to spot and report unsafe acts and conditions.
- d. Differentiated Regulatory Approach for Workplace Health. While our overall regulatory framework for WSH is a performance-based regime

rather than a prescriptive one, it may be necessary for our workplace health framework to provide stakeholders with more specific guidance on their obligations to ensure workplace health outcomes.

- e. Self-regulation. To be responsive to WSH needs and trends, effective industry self-regulation is required. We will continue to encourage greater involvement by industry and trade associations in setting norms for WSH practices and raising WSH standards.
- f. Legislative Review. The Government will review WSH legislation regularly to ensure that our WSH regime remains robust and continues to be relevant to current operating conditions.

### **Strategy 3: Promote the benefits of WSH and recognise best practices**

11 To encourage businesses to adopt good WSH practices, it is important that they recognise that good WSH practices will enhance business competitiveness. To effect this strategy, work will focus on the following areas:

- a. Outreach and education. In recent years, we have made great strides in taking the WSH message beyond traditional audiences such as workers in riskier industries, and bringing it to the general workforce and the public. This has been accomplished through initiatives such as the National WSH Campaign. Going forward, we want to enhance our outreach efforts and mechanisms, to allow us to reach out to all levels of the workforce, from the chief executive officer to the last worker on the ground.
- b. Recognition. We will continue to refine the WSH recognition framework to encourage widespread participation and improvement in WSH standards. This framework must be attractive to SMEs, and ensure that their efforts and improvements in WSH are not overshadowed by bigger and better-resourced companies. Early adopters and individuals with significant WSH contributions should also be recognised for their safe behaviours and related efforts.
- c. Information Dissemination and Hazards Communication. The WSH Council has created a variety of platforms and tools to date to alert and inform industry of key WSH issues of interest such as accident statistics and trends at the national and industry levels, and WSH best practices locally and abroad. These include electronic WSH bulletins and the use of creative collaterals such as mobile exhibits.
- d. Driving Improvements through Large Organisations. Large companies can make a big impact in creating a strong safety and health culture in the industry sectors they are in. Such companies can serve as role models and mentor other companies in implementing best WSH practices and systems.

- e. Business Case and Accident Cost Measurement. We will continue to conduct research on accident costs and establish tools to measure business costs due to accidents. Such tools can be used to help companies assess the usefulness of WSH control measures and allow them to make better informed business decisions.
- f. Grading of Safety and Health Management Systems. A grading scheme for safety and health management systems can help companies better identify areas for improvement in their WSH management. We have made some progress on this front with the development of the Construction Safety Audit Scoring System (ConSASS), a checklist to help auditors assess the quality and effectiveness of the WSH management systems in the construction industry. Next, we will encourage a more widespread adoption of ConSASS, by urging developers to factor in the ConSASS results in their selection of contractors.

#### **Strategy 4: Develop strong partnerships locally and internationally**

12 Improving WSH standards and developing a vibrant WSH culture is not something that the Government, nor the WSH Council, can achieve by itself. It requires the collective effort and cooperation of all key stakeholders. Key areas of work under this strategy include:

- a. Inter-agency and Inter-industry Collaboration. We will continue to develop close collaboration among various stakeholders such as the Government, unions, trade associations, developers, insurance companies, financial institutions, embassies, media, local non-governmental organisations and the community to better achieve the WSH strategic outcomes.
- b. International Advisory Panel. We will continue to convene regular meetings of the Panel to learn from the experiences of the international community.
- c. International Collaboration. Strong networks in WSH in the international arena will help Singapore keep abreast of the latest developments in WSH and be informed of new WSH hazards and risks that have been identified in other countries.

**For more information on WSH 2018, please check [www.wshc.gov.sg](http://www.wshc.gov.sg).**