



Tripartite Alliance for
Fair & Progressive Employment Practices



Briefing Session

Introduction to Tripartite Alliance Award 2027

Outline

- About the Tripartite Alliance Award
- Submitting Your Organisation's Application
- Characteristics of Exemplary Organisations
- Assessment Criteria
- Preparing for Site Visits
- FAQs
- Q&A
- Feedback & End

About the Tripartite Alliance Award (TAA)

About the Tripartite Alliance Award

- The Tripartite Alliance Award (TAA) is **conferred by the tripartite partners** (namely Ministry of Manpower, National Trades Union Congress and Singapore National Employers Federation) and organised by TAFEP.
- It celebrates companies who excel in **building fair and progressive workplaces** and **keep employees at the heart of their progress**.
- The TAA has an **independent judging panel** comprising members of the tripartite partners, academics and industry experts.



Award Categories

The TAA 2027 has **four categories** and organisations may apply for **one or more** of these categories:

Fair and Progressive Employment Practices

- Adopt fair, responsible and progressive workplace and people practices
- Cultivate an inclusive culture
- Build strong employee relations

Work-Life Excellence

- Enable employees to better manage their work-life needs
- Maximise employee performance and optimise business performance
- Embrace work-life harmony as part of their talent strategy

Age Inclusive Practices

- Implement age-friendly workplace practices
- Removing barriers to employment and allowing a multi-generational workforce to thrive

Responsible Outsourcing Practices *(applicable for service buyers only)*

- Recognises its extended workforce (e.g., outsourced workers) as contributors to their business success
- Outsource in a responsible manner

Individual Awards

- Organisations can also nominate individuals for the Leadership and/or Workplace Advocate Awards in each of the four categories.
- Nomination is **optional** and not having a nominee will not impact the organisation's standing in the category(ies).

Leadership Award

- Recognises **senior management** (*Directors/equivalent & above*) who have made exceptional contributions in the category with their deep commitment and outstanding leadership to create an inclusive workplace.

Workplace Advocate Award

- Recognises **middle management and supervisors** who have been effective contributors and change agents and have successfully operationalised and enabled their organisation's strategies, plans and initiatives in the category.

Note: Only nominees whose organisations are shortlisted will be eligible for the individual award.

Benefits of Participating in the Award

Recipients of the TAA are recognised as employers of choice with **fair, responsible and progressive practices**.

The winners will:

1	Be presented with an award trophy
2	Receive a report on the results of the Employee Opinion Survey for each shortlisted award category
3	Enjoy media coverage and the opportunity to be featured in publications and newsletters
4	Be allowed to use the award logo for recruitment and publicity purposes



Tripartite Alliance Award 2025

Award Ceremony

On 14 November 2025, at Shangri-La Hotel Singapore, more than 400 guests, which included key tripartite representatives, were gathered to honour **43 exemplary organisations** and **5 outstanding individuals** for setting new standards for workplace excellence.



Be recognised for your exemplary employment practices.

Celebrated on TAFEP social media platforms, e.g. FB, LI



Opportunities to be interviewed and broadcasted by media



Speaking opportunities at TAFEP organised/affiliated events, including:

- Tripartite Connect
- TAA Post-Award Learning Forum



Profiled and featured in speeches by POHs

TAA 2025 Award Ceremony



8. The most effective work-life strategies are championed from the top. At **Starbucks Coffee Singapore**, senior leaders have built a culture where employees feel empowered to have conversations with their managers on flexible work arrangements (FWAs). They come together, have discussions and arrive at a mutually beneficial position. For instance, Shift Supervisor Rohana discussed with her manager and worked out a schedule that enables Rohana to carry out her work responsibilities effectively while, at the same time, also caring for her family. Her experience reflects how supportive leadership and trust-based dialogue can make FWAs a win-win arrangement. Starbucks' people-first approach has translated into exceptional business outcomes, including a turnover rate of 2.3% in 2024.

MOM Committee of Supply (COS) 2026



B7. **Dementia Singapore**, a leading social service agency, knows this well. It has fully integrated FWAs such as staggered working hours into their workplace culture. For example, all employees can start their preferred working hours, allowing working parents to start and end work earlier to pick up their children. This has led to high levels of staff satisfaction and a low attrition rate.

a. Let me illustrate how **Dementia Singapore** has used those Guidelines. A cancer survivor in her late 50s required a reduced workload arrangement, or flexi-load, to manage her health. She submitted a formal FWA request in line with the Tripartite Guidelines. **Dementia Singapore** then considered it, by weighing its operational requirements. Her work responsibilities were reviewed and redeployed, in consultation with other teammates. Her request was approved and she is now on a three-day work week.

Profiled on TAFEP’s website and e-news edms through case study to share best practices

Dementia Singapore's Competitive Edge: Age-inclusive Practices for Retention and Productivity

Learn how Dementia Singapore fosters an age-inclusive workplace through policies, training and career development to build a dementia-inclusive society.

29 May 2026 | [Case studies](#) | [Age management](#) | [Trending](#) | [Best practices](#)

Page Content

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- [Business Case](#)
- [Featured Age-Inclusive Practices](#)
- [Implementation](#)
- [Outcomes](#)



Profile

Organisation
Dementia Singapore Ltd. (Dementia Singapore)

Dementia Singapore is a social service agency that provides specialised dementia care in six centres across Singapore, as well as caregiver support, training, consultancy and advocacy for a dementia-inclusive society.

Industry Health and Social Activities	Employment size Close to 200
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Employment profile
Executives, managers, nurses, specialists, social workers, occupational therapists

TAA 2025 Pinnacle Award Winner
Dementia Singapore ft. on TAFEP’s website

Leading the Charge: How Electronics Firm RF360 Energised its Workforce

RF360 Singapore’s transparent systems, strong union collaboration and continuous investment in staff development help attract and retain skilled talent.

19 Jun 2026 | [Case studies](#) | [Tripartite Guidelines on Fair Employment Practices](#) | [Trending](#) | [Best practices](#)

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Profile

Organisation
RF360 Singapore Pte. Ltd

A Qualcomm subsidiary, RF360 develops and manufactures radio frequency front-end (RFFE) filtering solutions for mobile and connected technologies, including Internet of Things, automotive, and industrial applications.

Industry Manufacturing	Employment size Approx 1,100
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Employment profile
Engineers, technicians, production specialists, corporate and support staff

TAA 2025 Winner **RF360** ft. on TAFEP’s website

Delivering Results: How Logistics Firm Alliance 21 Group Gained Lead in Race for Talent

Discover how the specialist logistics SME strengthened employee experience and workforce capabilities through a strategic HR and manpower transformation.

06 May 2026 | [Case studies](#) | [Tripartite Guidelines on Fair Employment Practices](#) | [Trending](#) | [Best practices](#)

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Profile

Organisation
Alliance 21 Group

The Alliance 21 Group is a Singapore-based logistics provider offering end-to-end supply chain solutions. Its companies include Alliance 21 Pte Ltd for international freight and ALEX Fulfilment Services Pte Ltd for fulfilment services, delivering integrated logistics solutions.

Industry Transportation and Storage	Employment size Around 30
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Employment profile
Executives, managers and operations staff

TAA 2025 Winner **Alliance 21 Group** ft. on TAFEP’s website

TAA 2027 applicants will receive an invitation to the **Post-Award Learning Forum** to gain insights and discover best practices by exemplary employers

Award Process and Timeline

Application Window

14 Sep –
13 Nov 2026

Assessment & Shortlisting

Dec 2026 -
Mar 2027*

Site Visits

Apr - Jun 2027

Final Judging

Jul - Oct 2027#

Awards Presentation

Nov 2027 (tbc)

**All applicants will be informed by approx. March 2027 if they are shortlisted for the site visits.*

#All shortlisted applicants that undergone a site visit will be informed if they have won the award by approx. October 2027.

Submitting Your Organisation's Application

Eligibility Criteria

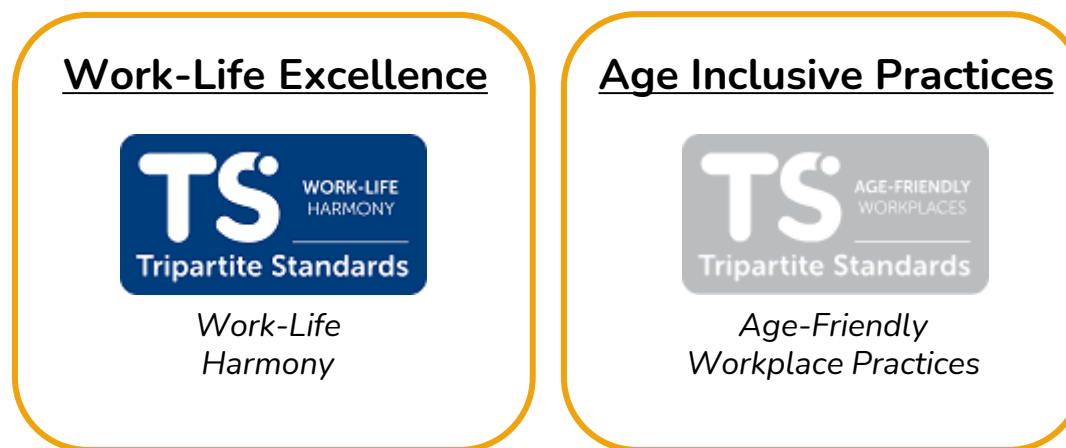
All participating organisations must:

- a) **Adopt the required Tripartite Standards (TS)***, which is a series of good employment practices that are important for all employers to implement at their workplaces.

For all categories



Additional TS for
specific categories



*Through an online form on EmPOWER (e-Services) via the TAFEP website (tafep.sg), using Corppass.

Eligibility Criteria

b) Adopt the following practices for Flexible Work Arrangements

1



Offer FWAs to employees

3

Discuss suitable alternatives that better meet the needs of both employer and employee where a request for FWA cannot be granted



2



Inform employees about:

- types of FWAs offered
- process to request for FWAs
- expectations on the responsible use of FWAs

4

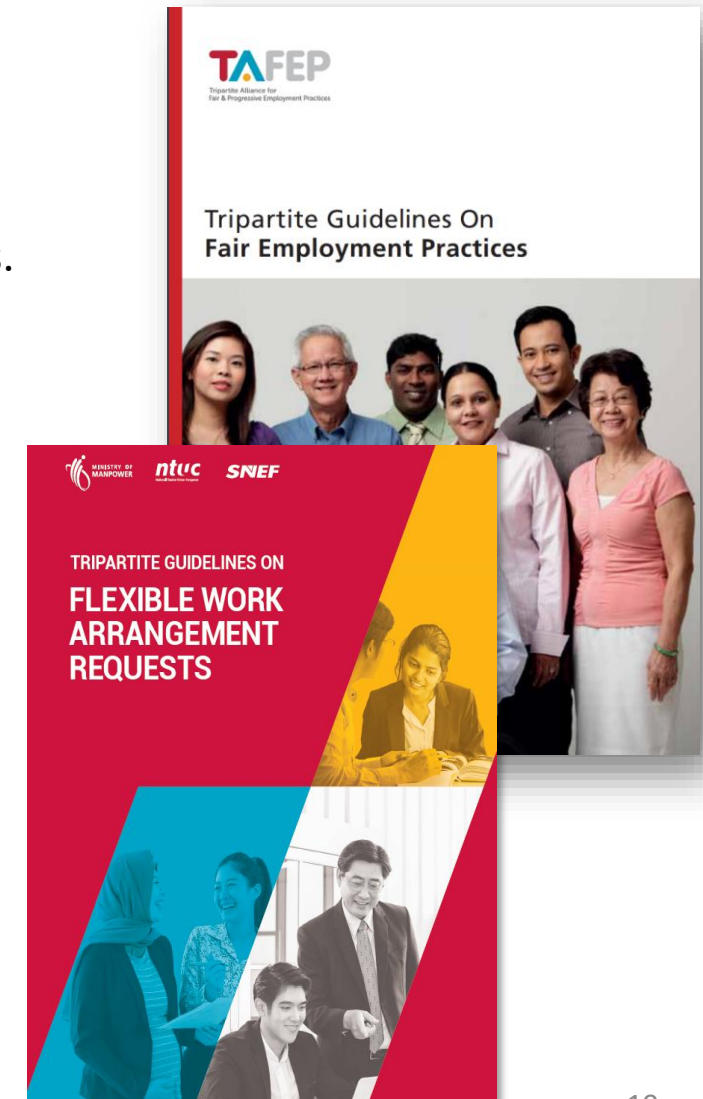
Train supervisors to:

- Objectively evaluate employees' applications for FWA based on the suitability of the FWA, considering the needs of the job and the employees.
- Set work expectations, manage and appraise employees on FWAs fairly based on work outcomes.



Eligibility Criteria

- c) Ensure that your organisation abides by the Tripartite Guidelines
 - i. [Tripartite Guidelines on Fair Employment Practices \(TGFEF\)](#), which set out fair employment practices for adoption by employers.
 - ii. [Tripartite Guidelines on Flexible Work Arrangement Requests \(TG-FWAR\)](#) which set out how employees should request for FWAs and use them, and how employers and supervisors should handle FWA requests.
- These guidelines are **baseline requirements** as the TAA recognises exemplary organisations that have effectively implemented fair, responsible and progressive employment practices.



Submitting Your Organisation's Application

Step 1

Check if you meet the
eligibility criteria*

*(e.g., adopting Tripartite Standards,
ensure adherence to Tripartite
Guidelines, etc.)*

Step 2

Decide which
category(ies) to apply

Step 3

Complete the application
form for each category your
organisation is applying for

Step 4

Submit application
form(s) online by the
submission deadline

* Organisations are to fulfill the eligibility criteria by the application submission deadline.

Characteristics of Exemplary Organisations

Five recurring elements emerged across shortlisted organisations from TAA 2025. Together, they form a wheel showing how progressive employment practices develop and sustain over time.



Assessment Criteria

Assessment Criteria

- In every category, organisations are encouraged to demonstrate their **management strategy**, how the organisation's leadership is committed to it, and how well they have implemented their end-to-end strategies.
- While the specific criteria vary for each category, organisations should demonstrate how they value their workforce and facilitate the progress of their workforce through their practices in these key areas, namely:



Assessment criteria are reflected in the **four main questions** of the application forms

Assessment Criteria

S/N	Assessment criteria	Examples
1	Business case for implementing the strategies and practices of the respective award category	➤ Clear business case on why your organisation implements such practices (e.g., to address specific business needs, align with organisational values; formalised in a policy statement) ➤ Success indicators/results demonstrating the impact of such practices (e.g., provide <u>concrete</u> evidence such as improved employee survey results, year-on-year business growth)

Why is this important? (Not exhaustive)

- **Transparency** – everyone knows what to expect; fosters open communication between staff & management
- **Alignment** – everyone understands the goals and principles
- **Consistency** – provides a consistent framework for decision-making
- **Increases employee engagement** – creates a positive work environment, leads to higher morale and productivity
- **Accountability** – regular evaluation ensures strategy remains effective and relevant

Assessment Criteria

S/N	Assessment criteria	Examples
2	Management commitment demonstrated toward enabling the success of implementation	➤ Management communicating and role modelling relevant policies/practices <i>(e.g., management taking the lead to raise awareness about work-life programmes)</i> ➤ Management’s accountability for the results of such practices <i>(e.g., employee survey results tied to management’s KPIs)</i>

Why is this important? *(Not exhaustive)*

- **Aligns** with overall business goals
- **Influences** the organisational culture
- **Ensures a consistent standard** within the organisation to follow
- **Builds trust and credibility**
- **Drives continuous improvement** and sustainability of the practices relevant to the award category in the long-term

Assessment Criteria

S/N	Assessment criteria	Examples
3	Range and extent of the various policies, programmes and communications to facilitate consistent implementation and sustainability	➤ Relevant details on practices, highlighting noteworthy achievements/programmes; consider using the ‘5Ws and 1H’ method (e.g., if your organisation conducted job redesign to support older workers, share relevant information such as: - <u>Why</u>: The objective - <u>What</u>: The job area that was redesigned - <u>Who</u>: Employees or role that benefited - <u>When</u>: When the changes were implemented - <u>How</u>: How employees were consulted and the redesign carried out - Any positive outcomes observed (e.g., improved productivity)

Why is this important? (Not exhaustive)

- **Inclusion** – ensures all employees feel respected, included and valued
- **Retention** – attracts and retains talent
- **Productivity** – employees can perform and give their best when they feel valued and respected

Assessment Criteria

S/N	Assessment criteria	Examples
4	Commitment towards continuous improvement to stay relevant and agile in a changing business environment	➤ Responsiveness to evolving business needs (e.g., staying up-to-date with emerging trends in the industry, participating in external industry events/training to learn best practices) ➤ Future plans for new initiatives or improvements on current initiatives (e.g., enhancing staff orientation programme, expanding FWA coverage to cover more work teams, job redesign to engage mature workers)

Why is this important? (Not exhaustive)

- Ensures organisations stay **relevant** and **adaptable**
- Enhances its ability to remain **competitive** and stay ahead of competitors
- Motivates employees, leading to higher **job satisfaction and retention**

General Tips for Completing the Application Forms

- Use the **online application forms** for your responses. Applications submitted using alternative templates will not be accepted.
- Use **guiding questions** in the application form when answering the questions to ensure thorough and relevant responses
- Avoid broad statements; and substantiate your responses with **relevant and specific examples or evidence** (e.g., *name of programmes, qualitative or quantitative data*).
 - Consider using the ‘1H and 5Ws’ method
- Share your organisation **current practices**:
 - In addition, highlight initiatives, enhancements, or outcomes achieved in the past two years.
 - Avoid using words such as 'could', 'should' and 'will' as they create ambiguity about whether the practices described are reflective of current practices, unless you are sharing about the organisation's plans to be executed
- **Be concise** in your responses and refrain from providing a laundry list
 - As a guideline, responses to each question should be between 500–700 words.

Preparing for Site Visits

Site Visits

Shortlisted organisations will be required to host a site visit for the respective award category(ies). Consultants commissioned by TAFEP will conduct and schedule the site visits, which consist of:

Employee Opinion
Survey (EOS)*,
*(if opted onsite
administration)*

Focus Group
Discussion (FGD)
with employees*

Senior Management
Interview*
*(e.g. Director and above,
outside of Human
Resources (HR))*

Interview with
Individual Awards
nominees
(if applicable)

*Takes **approx. 2 hours** for one award category, depending on the size of the organisation,
and will be conducted in **one work location/office***

- The TAA organiser will contact the shortlisted organisations to schedule the site visits on a mutually convenient date and time, as far as possible.
- **All shortlisted organisations who wish to proceed must meet the requirements of the site visit which are part of the assessment process.**

**Separate FGDs will be conducted for each category for finalists in multiple categories, while the EOS and senior management interviews will be consolidated.*

Preparing for Site Visits

Before the site visit, all shortlisted organisations must:

- a) **Complete the Employee Opinion Survey (EOS)**, which will be conducted through an online administration.
- To ensure representative responses, organisations must meet the required number of employees to be surveyed, as follows:

S/N	Staff Strength	No. of Employees
1	≤ 10	100% of staff strength
2	11 - 20	70% of staff strength
3	21 - 100	40% of staff strength or 15 staff, whichever is higher
4	101 - 500	15% of staff strength or 50 staff, whichever is higher
5	501 - 1000	10% of staff strength or 75 staff, whichever is higher
6	> 1000	120 staff

Preparing for Site Visits

Before the site visit, all shortlisted organisations must:

b) Facilitate preparation for the Focus Group Discussion (FGD)

- Organisations are required to provide the TAA organiser with a **list of employees within the organisation**, including unique employee numbers (in lieu of names), designations and basic demographic information for selection*
- **8-10 employees** will be randomly selected to participate in a short FGD; organisations will be informed of the selected employees in advance to facilitate their participation.
- If an employee fails to turn up on the actual day, the organisation is required to look for a replacement with a similar demographic profile to ensure that the responses are representative.

** The collected information provided will be kept confidential and used only for the purpose of ensuring that the respondent sample accurately represents the different employee groups within your organisation.*

Preparing for Site Visits

Before the site visit, shortlisted organisations may be required to:

c) **Facilitate a document review**, to demonstrate the organisation's commitment towards fair employment practices

- If required, organisations will be given **at least five working days** from the date of notification of being shortlisted for site visit, to prepare and submit documents such as job advertisements and job application forms.

FAQs

FAQs

S/N	Question	Answer
1	Is there an application fee?	No, there are no fees involved in the participation of the TAA.
2	Are all organisations eligible to participate in TAA?	Yes, the TAA is open to all Singapore-based organisations, except the TAL and the tripartite partners (MOM, NTUC and SNEF). Organisations that have previously applied/won the TAA in the past are welcome to apply again.
3	Is there a validity period for the award?	The award is linked to the year of conferment. For instance, if your organisation won the TAA in 2025 for the Fair and Progressive Employment Practices category, you retain the recognition as the winner for that year and can continue using the award logo beyond that year.
4	Can my organisation's employee survey results replace the award's EOS?	No, the EOS is specifically designed for each award category. All shortlisted organisations must complete the survey for the category they have applied for to ensure consistency and fairness in the evaluation process.

FAQs

S/N	Question	Answer
5	How many award winners will there be? Is there a limit to the number of winners?	There is no limit to the number of winners as the number of awards given out will depend on the number of participating companies and the quality of organisations' practices.
6	What circumstances could lead to disqualification from the award?	As the award recognises exemplary organisations, an application may be disqualified under any of the following circumstances: ➤ The participating organisation, - does not meet the eligibility criteria - has legal infringements and/or outstanding cases related to manpower or employment issues ➤ The application contains inaccurate, false or misleading information and supporting documents.

Visit the Awards microsite for more information: taaward.com/faqs.

**29 JULY
2026**

Briefing Session 1

**5 AUG
2026**

Briefing Session 2

**MID-SEP
2026**

TAA 2027 Applications Open

**OCT
2026**

Coaching Clinics

**MID-NOV
2026**

TAA 2027 Applications Close

Get ready for



**Tripartite
Alliance
Award
2027**

Complimentary Self-assessment Tool for Organisations

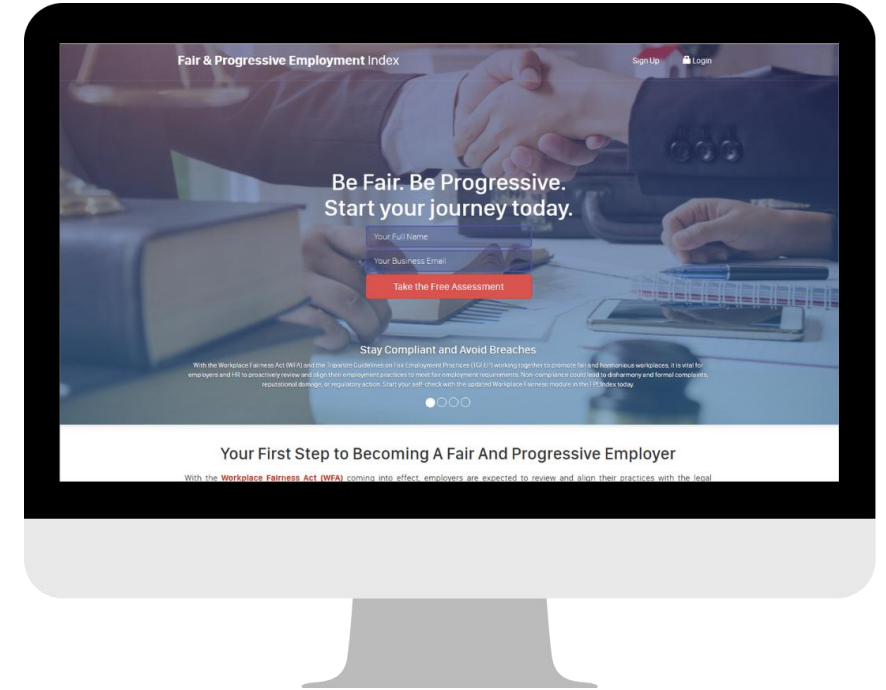
Assess your organisation's current practices

Fair & Progressive Employment Index (FPEIndex)

- ✓ Identify gaps in your employment practices, in compliance with WFA and TGFEP
- ✓ Receive actionable insights and practical recommendations
- ✓ Generate a confidential report for **Workplace Fairness** Module *New!*



Questions?
Email us at fairprogressive@tafep.sg



Take the Free Assessment at
FairProgressive.sg