



Tripartite Alliance for
Fair & Progressive Employment Practices



Briefing Session

Tripartite Alliance Award 2025

Outline

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

About the Tripartite Alliance Award

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 2025 has **four categories** and organisations can participate in more than one 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., freelancers and 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 extensive 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
- 5 Be invited to network** with thought leaders and business leaders to share their exemplary practices

Award Process and Timeline



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



*Employment of Term
Contract Employees*



*Flexible Work
Arrangements*



*Grievance
Handling*



*Recruitment
Practices*

Additional TS
for specific
categories

Work-Life Excellence



*Work-Life
Harmony*

Age Inclusive Practices



*Age-Friendly
Workplace Practices*

Responsible Outsourcing Practices



*Contracting with
Self-Employed Persons*



*Procurement of Services
from Media Freelancers*

Note: Applicable if organisations procure services from self-employed persons and/or media freelancers

*Through an online form on EmPOWER (e-Services) via [TAFEP's website](#), using Corppass.

Eligibility Criteria

b) Complete the [Fair & Progressive Employment Index \(FPE Index\)](#), which is an organisational culture self-assessment survey tool.

- Your organisation's FPE Index results will be **validated** with your employees as part of the assessment process should your organisation be shortlisted.
- The FPE Index must be completed within 2024
i.e., if your organisation completed the FPE Index before 1 January 2024, your organisation is required to take the FPE Index for updated results and submit this with your application.

Note:

- After completing the Organisation Assessment, the Report can be generated.
- Administering the Employee Climate Survey is **not required** for TAA.

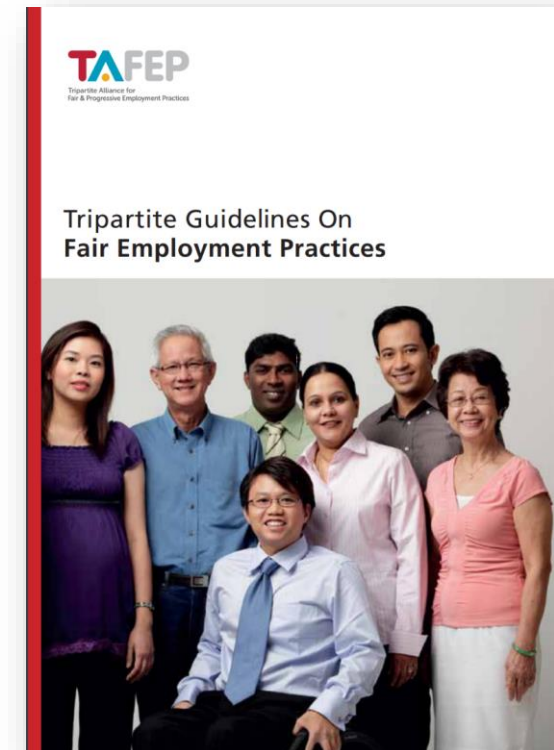


The image displays four screenshots related to the Fair & Progressive Employment Index (FPE Index) process:

- Leftmost screenshot:** A landing page titled "Fair & Progressive Employment Index" with a sign-up/login area and a prominent call-to-action: "Are you ready to reap the business benefits? Take the Free Assessment". Below this, it says "Access to Wider Talent Pool".
- Second screenshot:** An introductory text page explaining the index's purpose: "Our world is becoming increasingly complex and unpredictable. Becoming an employer of choice is more essential than ever to attract and retain the agile and productive workforce you need." It also includes a "Start your FPE Journey" button.
- Third screenshot:** A dashboard for "Lee for TAFEP" showing four main steps: "Organisation" (Take Organisation Assessment), "Employee" (Administer Employee Climate Survey), "Analysis" (Explore your Results & Analysis), and "Report" (Download Printable Results). The "Organisation" and "Report" steps are highlighted with red boxes.
- Rightmost screenshot:** A "FPEIndex Organisation" report page showing progress through sections A-F. Section A (General Awareness & Understanding) is completed, indicated by a checkmark in a circle. A pop-up window displays a question: "At: Our organisation ensures that all management, human resource employees and those with supervisory responsibilities are familiar with the Tripartite Guidelines on Fair Employment Practices (TOFEP) (e.g., through training, email updates etc.)." with "Yes" and "No" response buttons.

Eligibility Criteria

- c) **Ensure that your organisation abides by the Tripartite Guidelines on Fair Employment Practices (TGFEF)**, which set out fair employment practices for adoption by employers.
- Abide by [TGFEF](#) is a baseline requirement, 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)

and

Download application form(s) at taaward.com

Step 2

Decide which category(ies) to apply

Step 3

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

and

Complete the FPE Index

Step 4

Send completed application form(s), together with a copy of the FPE Index results to award@tafep.sg by the submission deadline

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

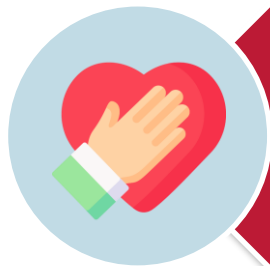
Characteristics of Exemplary Organisations

Key Values Generally held by Exemplary Organisations



Trust & Inclusivity

- Fostering an environment where every voice is heard
- Embracing diversity and promoting inclusion



Respect & Empathy

- Treating everyone with dignity and respect
- Showing empathy towards employees' needs and concerns



Genuine Care for Employees

- Provide a safe and supportive workplace
- Prioritising employee well-being

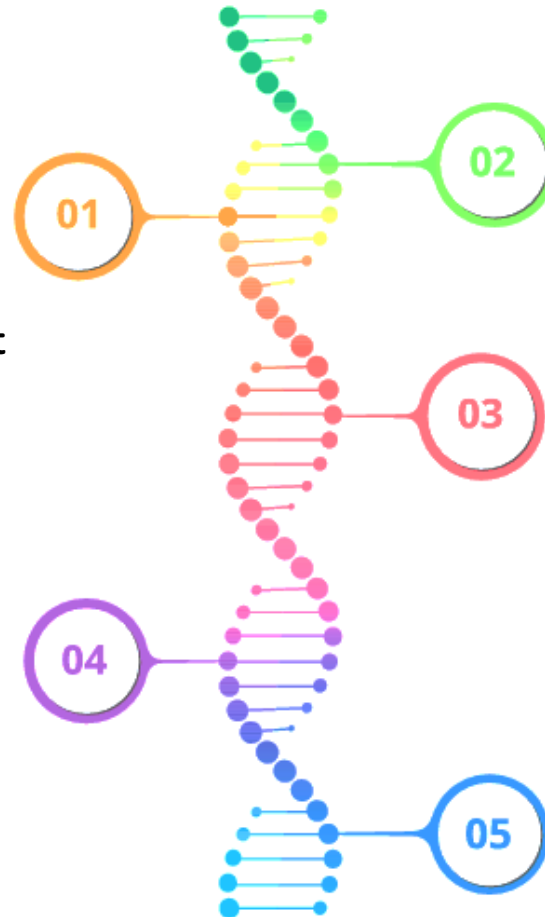
Exemplary Organisations Typically Possess the Following Five Elements in their DNA

1) Collaborative Networks

- Cultivate **mutual trust** and social capital within the organisation.
- Encourage **open and transparent communication** and **facilitate relationships**

4) Talent Optimisation

- Invest resources and **provide fair opportunities** to enable employees to reach full potential



2) Employee Voice

- Value employees' feedback in a **safe environment**
- **Take appropriate actions** based on feedback

3) Continuous Evolution

- Embrace change to **improve** practices to achieve superior business outcomes
- **Experiment with new ways of working** and **leverage data to track and measure effectiveness.**

5) Holistic Care

- **Respecting** the well being of employees over their life span with them

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	<ul style="list-style-type: none"> ➤ Clear business case on why your organisation implements such practices <i>e.g., to address specific business needs, align with organisational values; formalised in a policy statement)</i> ➤ Success indicators/results demonstrating the impact of such practices <i>(e.g., provide <u>concrete</u> evidence such as improved employee survey results, year-on-year business growth)</i>

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	<p>Management commitment demonstrated toward enabling the success of implementation</p>	<ul style="list-style-type: none"> ➤ 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	<p>➤ Relevant details on practices, highlighting noteworthy achievements/programmes; consider using the ‘5Ws and 1H’ method</p> <p><i>e.g., If training is provided to managers or supervisors to equip them to manage employees of different backgrounds, share relevant information such as:</i></p> <ul style="list-style-type: none"> - <u>Why:</u> The objective - <u>What:</u> Name of workshop - <u>Who:</u> Target audience, no. of pax trained - <u>When:</u> Frequency, when was it implemented - <u>How:</u> Method for delivering training - Any positive outcomes observed (e.g., employee/client/customer feedback)

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	<ul style="list-style-type: none"> ➤ Responsiveness to evolving business needs <i>(e.g., staying up-to-date with emerging trends in the industry, participating in external industry events/training to learn best practices)</i> ➤ Future plans for new initiatives or improvements on current initiatives <i>(e.g., enhancing staff orientation programme, expanding FWA coverage to cover more work teams, job redesign to engage mature workers)</i>

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 **provided 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**
 - 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
 - Note: there is word limit for each question

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)

Site visit will take approx. 2 hours for one category of award, 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, all shortlisted organisations must:

- c) **Facilitate a document review**, to demonstrate the organisation's commitment towards fair employment practices
 - Upon receiving notification of being shortlisted for the site visit, organisations will be given **at least five working days** to prepare and submit documents such as job advertisements, job application forms and job interview forms.

- d) **Submit a questionnaire on human capital practices (i.e., HC questionnaire)**, to be completed by the Business and/or the Human Resource Leader.

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	Is there a validity period for the award?	The award is linked to the year of conferment. For instance, if your organisation received the Tripartite Alliance Award in 2023 in 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.
3	Can my organisation's employee survey results replace the award's EOS?	No, the employee opinion survey 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
4	How many award winners will there be? Is there a limit to the number of winners?	<ul style="list-style-type: none">➤ 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.
5	What circumstances could lead to disqualification from the award?	<p>As the award recognises exemplary organisations, an application may be disqualified under any of the following circumstances:</p> <ul style="list-style-type: none">➤ The participating organisation,<ul style="list-style-type: none">- 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.

For a comprehensive list of FAQs, you may visit the Awards micro-site taaward.com/faqs.

END
