

# 10 THINGS TO CONSIDER WHEN CONDUCTING A RETRENCHMENT



Retrenchment is a difficult time for all, especially for affected employees and their families. It should therefore be carried out with great care to ensure that employees are treated with respect. If retrenchment is inevitable, employers should consider the following steps on how to handle it responsibly and sensitively.

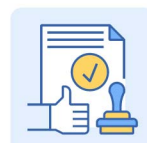
## Efforts to preserve jobs

- #1 Does the business situation warrant a retrenchment?
- #2 Did your company tap on government support as well as reskill and re-deploy employees where possible?
- #3 Did your company implement other alternatives (e.g., flexible work schedule, shorter work-week, no pay leave)?



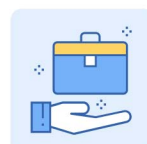
## Conducting retrenchments responsibly

- #4 Did your company use objective criteria to identify employees to be retrenched and ensure the criteria used do not discriminate based on age, race, gender, religion, marital status and family responsibility, or disability?
- #5 Did your company ensure the proportion of local employees is not lower after retrenchment?
- #6 If your company is unionised, were the selection criteria and retrenchment benefit discussed with and agreed to by the union?
- #7 Did your company communicate the business situation and retrenchment plans clearly and in a sensitive manner to employees?
- #8 Did your company adhere to the notice period for retrenchment in accordance with the employment contract, collective agreement, or the Employment Act?



## Support for affected employees

- #9 Did your company provide retrenchment benefit in accordance with the *Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment*?
- #10 Did your company put in place measures to support affected employees in moving on to new jobs (e.g., engaging Workforce Singapore or NTUC's e2i for employment facilitation)?



For more information on responsible retrenchment, scan here.

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