

Centre for Domestic Employees

Fourth Social Report Card (dated 19 January 2020)

1. FOURTH YEAR SOCIAL REPORT

1.1 Since our inception in 2016, CDE has always striven to **Do Good, Do Well, Do Together and Do More** for the domestic employees in Singapore. Our work over the past years has revolved around this motto.

1.2 In 2019, CDE developed a **Four Flow Framework** to better align our strategies and to strengthen our position as the go-to Non-Governmental Organisation (NGO) of choice for foreign domestic workers (FDWs), who make up almost the entire community of domestic employees here in Singapore.

Flow-in:	To support first-time FDWs who are new to living and working in Singapore and help to integrate them into the living and working environment of Singapore
Flow-up:	To strengthen the competencies of existing FDWs and continually build a cohesive and supportive environment and community.
Flow-on:	To support FDWs who are returning to their home countries with last mile services, and to equip them with competency and capacity so that they can be employed in a different and better role back in their home countries.
Flow-back:	To provide support in the resolution of claims and assist FDWs under the care of CDE to go back to work.

1.3 Using the Four Flow Framework as guiding principles, CDE has converged our programmes and initiatives to cater to the needs of the FDWs. The table below highlights some of CDE's key projects under the Four-Flow Framework:

	Flow-in	Flow-up	Flow-on	Flow-back
Care	<ul style="list-style-type: none"> • MOM Service Centre Hall C • Foreign Domestic Worker Interview (FDWI) 	<ul style="list-style-type: none"> • CDE membership programme 	<ul style="list-style-type: none"> • 'Last Mile' support for distressed FDWs • '<i>Beyond the Last Mile</i>' support* 	<ul style="list-style-type: none"> • Case management • Shelter management

Annex A

Develop	<ul style="list-style-type: none"> Workshops at CDE's satellite offices 	<ul style="list-style-type: none"> Responsive Caregiving Programme for Young Children Competency-based training with various partners <i>Maternity and elder care programmes*</i> 	<ul style="list-style-type: none"> Capacity-based training (e.g. entrepreneurship, financial management) with various partners 	<ul style="list-style-type: none"> Training programmes at CDE shelter
Engage	<ul style="list-style-type: none"> Heartland outreach Festive celebrations 	<ul style="list-style-type: none"> Volunteer/ Ambassador programme Membership programme 	<ul style="list-style-type: none"> <i>Returnee engagement programme*</i> 	<ul style="list-style-type: none"> Social and community programme at CDE shelter

* denotes planned upcoming programmes (details pending).

1.4 **Flow-In**

Ministry of Manpower Services Centre Hall C

1.4.1 The Ministry of Manpower Services Centre (MOM SC) at Bendemeer Road offers a number of services in their three Halls. At Hall A, MOM carries out consultation on salary matters and other employment-related claims such as disputes over work permit cancellations or resignations. In Hall B, MOM conducts extension of Special Passes for foreign workers and handle workers who report under OTA (Order to Attend). Hall C is where first-time or repeated migrant workers (Work permit / S-Pass) would conduct their biometric registrations for work pass issuance.

1.4.2 As of June 2019, MOM had incorporated an “NGO space” at Hall C for migrant workers from all sectors to learn about assistance and support offered by the Migrant Workers’ Centre (MWC) and CDE. This is an important upstream touchpoint for CDE to establish initial contact with FDWs. One of the key objectives of this touchpoint is to help FDWs feel welcome to Singapore, and to introduce CDE to them so that they can seek us out when they require employment or welfare related assistance during the course of their employment.

1.4.3 As part of the engagement process, all FDWs, regardless of whether they are first-timer or transferred will receive a card sleeve that is imprinted with CDE’s 24-hour toll-free helpline number, and brochures that explain our services and satellite office locations. In addition, first-time FDWs will also receive a voucher that can be exchanged for a free SIM card (pre-paid value \$2) with a local telco.

1.4.4 Other than being a space to welcome first-time or transferred FDWs, MOM SC Hall C also doubles up as a help desk for FDWs to surface employment or welfare-related issues they face. Between June 2019 to December 2019, CDE has reached out to over 56,000 FDWs at MOM SC Hall C.

Foreign Domestic Workers' Interview (FDWI)

1.4.5 CDE has been conducting the Foreign Domestic Workers Interview (FDWI) on behalf of MOM since November 2017. The interviews are conducted in the first few months of the FDW's employment and serve as an important platform for CDE to engage FDWs, especially first-timers, to find out if they are settling well into the new environment. It also provides CDE with an opportunity to engage and advise employers on their obligations, and lay the groundwork for a harmonious working relationship.

1.4.6 In 2019, CDE conducted approximately 7,000 interviews in both English and in the native language of the FDWs. The majority of the FDWs interviewed were happy with their employer. However, a small group surfaced issues related to illegal deployment, salary safekeeping, unsafe work environment, inadequate food/rest, and physical/sexual abuse which CDE referred to the authorities for further investigations.

CDE's ground engagement

1.4.7 CDE has increased our engagement with domestic employees at places they frequent, such as markets, town centres, heartland malls, preschools and primary schools. These outreach activities are conducted on weekdays, and CDE staff would engage domestic employees on the ground to understand if they have employment-related concerns, and to share with them about how CDE can assist them if they require help. In 2019, CDE has reached out to over 78,000 domestic employees through daily outreach efforts.

1.4.8 During the year, we have also engaged FDWs by organising or partnering others for the various festive events that the community. Examples include organising lion dances and lo-hei sessions at our three satellite offices located in City Plaza, Lucky Plaza and Peninsula Plaza during Lunar New Year, as well as participating in Myanmar New Year (a.k.a Thingyan), Hari Raya, Deepavali, Christmas events as booth partners to generate awareness and share ways on how FDWs can better integrate into our local community.

1.5 Flow-Up

Developing FDWs

1.5.1 CDE set up three satellite offices as part of our strategic move to provide domestic employees with easier access to assistance. Domestic employees can use these offices to mingle and socialise with their fellow domestic employees on their off days, engage in meaningful and free activities like handicrafts, and to participate in programmes like financial literacy classes, elderly massage and first-aid courses that CDE's network of partners conduct in collaboration with us. The offices are also equipped with free WiFi for domestic employees to communicate with their families back home.

1.5.2 In 2019, over 9,000 FDWs have dropped by our three offices to take part in our various free workshops that we conduct through our network of partners. Some partners we have worked with include POSB, Aidha, ARIA Training & Consultancy, N2 Hub Training Academy, and our own FDW volunteers who can teach others a skill such as beading and knitting.

1.5.3 In October 2019, CDE partnered NTUC LearningHub and SEED Institute, and in consultation with KK Women's and Children's Hospital (KKH), to soft launch the Responsive Caregiving Programme for Young Children. The programme is designed to upskill domestic workers who are looking after young children between the age of 18 months to 6 years so that the children under their charge can enjoy higher quality of care. The programme was introduced with the intentions to better support dual income Singapore/ PR families as these families often employ domestic workers as caregivers for their children while the parents are at work. This is especially so if the child requires additional caregiving attention and needs.

1.5.4 In consultation with KKH, the programme comprise two modules, with Module 1 focusing on assessing the competencies of FDWs in household chores, and Module 2 equipping FDWs and one adult caregiver from the family with skills to look after young children. The programme is supported by a grant from a foundation and eligible Singaporean/PR families who have children requiring additional caregiving support will be given a one-time subsidy to help defray the cost of the training.

1.5.5 To strengthen our on-the-ground connection with the community of FDWs in Singapore, CDE has proactively recruited more than 800 volunteers comprising both FDWs and non-FDWs who are passionate in helping us reach out to the larger community of domestic employees in Singapore.

1.5.6 Over the years, our volunteers have sacrificed many precious off-days to support us in our weekend outreach activities and major events like the annual May Day Domestic Employees Celebration, and the International Migrants' Day Celebration. In particular, our FDW volunteers have worked tirelessly during these events to help us extend our reach to the larger domestic employees community by creating awareness among event attendees about the work that CDE does and the type of assistance and programmes we offer to the community.

1.5.7 More importantly, we also tap on them to be our eyes and ears on the ground to surface issues experienced by other domestic employees residing within the same neighbourhoods as they do. In our effort to better enable and empower them to be effective ground sensors, CDE has conducted a series of volunteer induction programmes to equip volunteers with the relevant knowledge on employment-related rights of domestic employees, and how to assist others who are in need.

1.5.8 For those who are trained to identify issues such as salary disputes, illegal money lending, underaged FDWs, illegal employment/deployment, physical & psychological issues, had demonstrated leadership abilities and are vocal in helping to flag out potential cases of infringement to CDE, we accorded to them the status of 'Ambassadors'. We now have 276 ambassadors spread across different neighbourhoods in Singapore, up from the 151 ambassadors in end 2018.

1.5.9 CDE's membership programme started in March 2018, as we recognised that the majority of FDWs enjoy good employment relationships with their employers, and therefore are seeking out activities and ways to spend their rest days meaningfully. They also wish to enjoy benefits and discounts off goods and services that are commonly used. CDE is working with merchant partners like Grace Hair Studio, Aisah Salon, Nelia's Hair and Beauty Academy, Indobox, MHM Global Pte Ltd, and Singtel to bring specially curated benefits under the CDE membership programme to assist FDWs to stretch their dollar on frequently-used services. We are constantly reviewing our membership benefits and would extend more services to our members by exploring with new partners in the coming months.

1.6 **Flow-On**

1.6.1 CDE constantly encourages the FDWs we engage to consider learning life skills and capacity-based knowledge such as financial literacy, business management, tailoring and hairdressing. Through our training partners, such as established training institutions like Aidha, ARIA Training Consultancy, The Masters' International, Nelia's Hairdressing Academy, etc we have seen our CDE members benefitting from the courses they have

offered. We hope that our CDE members can put these new skills and knowledge to good use after they return home to their countries.

1.6.2 In the course of CDE's work, we have encountered instances where FDWs have sustained injuries or suffered from severe illnesses and had to be repatriated home before they can make a full recovery. Since last year, we have been working with the Singapore Red Cross (SRC) to further assist these FDWs during their repatriation journey, in what we coined the "Last-Mile Initiative".

1.6.3 In February, May and September 2019, both CDE and SRC jointly assisted three FDWs who were either gravely injured during their employment here, or who were seriously ill and required transport assistance from a team of medical professionals. During their hospitalisation, CDE provided emotional support to them and followed up on their cases with the authorities on their behalf. We have also worked with the hospitals to provide support to them and oversaw their discharge procedures. Two of the FDWs whom we have assisted are of Indonesian nationality and the third one is a Filipino. CDE partnered SRC to facilitate their repatriation journey after they were certified fit for flight. For two of the cases, SRC's medical escorts flew with them to their respective home countries to ensure their well-being during the flights, and had also liaised with their counterparts in their home countries to transport them to either their home or to the hospital for further follow-up care.

1.7 *Flow-Back*

Case Management

1.7.1 Since inception, CDE has proactively engaged the FDW community through various platforms and we have established a firm footprint as the go-to NGO for FDWs when they encounter employment or welfare-related issues.

1.7.2 Our 24-hour helpline 1800 2255 233 (1800-CALL-CDE) is manned by a team of case officers from various nationalities. We adopt a proactive case management and resolution approach through basic counselling and mediating between FDWs and their employers. When it comes to cases of outright infringement of employment or personal rights, our team of case officers engage the authorities (i.e. Ministry of Manpower, police, and immigrations department) and employment agents to ensure that cases are resolved expeditiously.

1.7.3 In 2019, CDE had handled a total of 1,951 cases, out of which 85 percent of the cases were assistance rendered to FDWs who needed advice on employment-related issues, or who required further intervention from the authorities on their issues. The rest

were general enquiries on employment-related topics from FDWs, employers and members of the public. Among the cases we managed, requests for transfer / repatriation, illegal deployment, salary dispute, and physical abuse are the common issues.

Shelter Management

1.7.4 Our shelter has housed 556 FDWs throughout 2019 who faced some issues and were without employment for some time, up from 373 FDWs in 2018. We adopt a proactive case management and resolution approach where our team of case officers engage the authorities (e.g. MOM, police, and immigrations department) and employment agents to ensure that cases are resolved expeditiously.

1.7.5 CDE believes in providing holistic care to residents of our shelter and the need to keep them meaningful engaged during their stay. CDE has partnered various organisations to implement four different types of programmes and services:

- 1) Psycho-emotional wellness programmes: e.g. counselling, religious support groups, and regular engagement sessions with case officers
- 2) Training and development programmes: e.g. handicraft classes, classes in first aid and caregiving
- 3) Communal and social programmes: e.g. songs, dances, games, and learning of musical instruments
- 4) Welfare and services programmes: e.g. medical and dental screening, haircutting, and chiropractor treatment

1.7.6 Apart from the provision of programmes, CDE proactively sources for volunteering and employment opportunities for residents of our shelter. Sheltered FDWs who have been given the green light by the authorities to seek for new and/or temporary employment are matched with new employers or with companies that are willing to offer them short-term employment. Out of the 556 sheltered FDWs in 2019, 101 were successfully placed out to new/ temporary employment and managed to stay on in these new jobs after investigations are completed, as they have formed good working relationships with their new-found employers.

1.7.7 For residents who are not eligible for new and/or temporary employment, CDE has initiated a volunteer scheme with the Association for Persons with Special Needs (APSN) where our shelter residents can volunteer their time to support the association. To date, 30 residents have taken part in volunteering projects with APSN. Apart from APSN, our shelter girls have also volunteered with Equal Ark to help out in the running of a cat

therapy programme for children with additional needs, as well as undergoing pet handling training with Mutts & Mittens, who is the partner to the cat therapy programme. In 2020, we intend to enhance our volunteering programme by working with like-minded partners such as Tzu Chi Foundation to offer a chance for our shelter girls to support the less fortunate in Singapore.

2 Upstream Strategies to Do More, Do Good, Do Together

2.1 Besides the above Four-Flow framework that guides our work, CDE believes that we can do more, do good, and do together by rallying various partners that has a strong network that we can mutually tap on to assist FDWs more comprehensively.

2.2 Over the years, CDE has engaged:

- government and embassy officials from the different source countries,
- employment agencies,
- voluntary welfare organisations,
- like-minded non-governmental organisations,
- training providers,
- commercial entities,
- employers, and
- FDWs themselves

so that all parties can contribute in various ways and ideas on how to better improve the domestic employee landscape.

2.3 CDE's long-standing belief is that a harmonious employer-employee relationship is key in ensuring FDWs have a home away from home and are happy working while employers receive good help from FDWs. From July 2018 to February 2019, CDE collaborated with NUS Chua Tian Poh Community Leadership Centre to better understand the challenges that FDWs face when working in Singapore. Through interviews with 30 FDWs of different nationalities, the study found that the FDWs' relationship with their employers is the main reason on whether they complete their contract. 2 out of 3 participants in the study have had multiple employers, with the shortest employment period being 6.3 months. Language barriers leading to breakdowns in communication, lack of welfare and excessive control by employers were stated as main reasons for FDWs to not continue their employment to completion. Other reasons such as cultural differences and skills mismatch were also cited.

2.4 The survey results formed the impetus towards CDE's online and offline campaigns and events from October to December 2019. The objective of the campaigns and events was to showcase positive stories about harmonious employment relationships between employers and FDWs, through simple ways of having both parties take part in our art activity events, river cruise outing and an online photo competition that reached more than 93,000 people via Facebook. All these showcased the important message that as long as both employers and FDWs are open to communicating with each other and get to better understand each other, a lasting employment relationship is possible. This is just one of the upstream approaches we have been adopting and will continue to undertake.

2.5 Besides the above, we have also been continuing with our efforts to better the employment rights and conditions of the community. We have observed that there is a need to:

- (i) collaborate with new partners and organisations that possess expertise to provide holistic services and render support to domestic employees, particularly FDWs in unfavourable conditions.
- (ii) better ensure FDWs are adequately skilled before their deployment. Based on a large-scale survey conducted by CDE in 2017 with 1012 FDWs and 1004 employers, skills and training has been identified to be one of the key areas where there was significant mismatch in expectations between employees and employers.

Discrepancies in expectations often lead to disharmony between employers and employees. CDE saw the need to help bridge this gap by calibrating FDWs' competency at performing housekeeping and child-caregiving duties so that they possess basic levels of proficiency for various areas of their work.

- (iii) help FDWs defray their cost of living and stretch their dollar so that they have more disposable income to remit back to their families. Based on our informal interactions with FDWs, many of them spend a good proportion of their monthly salary on telecommunications-related expenses so that they can remain connected to their family and friends. CDE believes that it is important that FDWs can continue to be connected with their social networks for the much-needed emotional support. We will work with partners to help defray telecommunications cost so that FDWs have a cost-effective mean to communicate with their family members.

3. NEXT STEPS

3.1 To meet the above-mentioned 'gaps' in point 2.3 above, CDE will be embarking on the upcoming initiatives with more partners.

Engaging, developing and caring for those in need

3.1.1 CDE has been and will continue to work with our strategic partner, The Salvation Army (TSA) to explore how to bring value-added activities and programmes for the benefit of the residents and keep them meaningfully engaged during their stay with CDE. In 2019, numerous upskilling programmes such as language classes, cooking, dressmaking, upcycling etc., were conducted at the shelter. More than 200 residents have benefitted from these programmes that will equip them with lifelong skills after they leave our care either to continue working in Singapore or to return home.

3.1.2 Through TSA's facilitation, we were able to collaborate with SPLASH Community Projects, a UK-based company that delivers innovative experiential learning programmes through real-life community projects. To improve our level of care for our residents in our shelter, we collaborated with SPLASH and about 210 INSEAD MBA students based in Singapore, to create an additional outdoor and leisure space for CDE's shelter residents to relax, learn and spend time together. We will continue working with TSA and similar partners who share the same passion to better the domestic employees landscape and assist those in need.

3.1.3 As our shelter residents have varied interests and several have shown interest in growing fruits and vegetables, CDE worked with DBS in mid-2019 to explore ways to make this possible. In late-2019, DBS gifted a sum of \$35,000 to support the building of a 'Fruit & Vegetable Garden' and a 'Herb and Spice Garden' in our shelter, and work is expected to commence in the 2nd quarter of 2020. Edible Garden City and DBS' People of Purpose (DBS staff volunteers) are involved in this project as consultant and volunteers respectively. Through this initiative, CDE hopes to provide our shelter residents an additional avenue to meaningfully spend their time in tending the garden and learning the life skill of setting up an urban farm. While the plants need time to grow, we believe that those who plant the seedlings will be able to help others who come after them, because the fruits and vegetables of their labour will ultimately be enjoyed by future residents. CDE will sign an MOU with DBS to further cement our commitment to support the FDW community.

Beyond Last-Mile Assistance

3.1.4 Extending from the “Last Mile Initiative” that we co-run with SRC (refer point 1.6.3), CDE is now exploring how we can further support FDWs who have undergone traumatic experiences during employment by working with medical professionals to offer extended medical assistance to these FDWs on a case by case basis.

3.1.5 For instance, together with Rotary Club of Singapore, CDE is offering medical assistance to support Indonesian FDW Khanifah, who was severely physically abused by her employers in 2012. The physical abuse left Khanifah with permanent disfigurements – one of which is the loss of two incisors in her lower jaw and two chipped incisors in her upper jaw. CDE extended assistance to Ms Khanifah after learning of her plight. With the consent of her current employer, CDE has brought Khanifah to consult Dr Chan Siew Luan (54 years old), an oral & maxillofacial surgeon in private practice, who is also the director of the Community Service Committee of the Rotary Club of Singapore. With the support of Dr Chan and Rotary Club of Singapore, Khanifah is able to receive dental treatments and dental implants to replace her lost teeth. In 2020, Khanifah can smile confidently again.

More Mediation Avenues

3.1.6 CDE’s staff has been providing advice and mediation services to FDWs and employers since our inception. We believe that mediation is a more desirable and less costly dispute resolution channel than litigation. We encourage more Employment Agents (EAs), employers and FDWs to adopt this practice to resolve conflicts and differences.

3.1.7 To further enhance CDE’s capabilities in mediation, since October 2019, CDE has started working with Lutheran Community Care Services (LCCS) to provide “restorative practice” to help resolve differences and bridge relationships between EAs, employers and FDWs. The objective of restorative practice is to de-escalate and resolve conflict, and to restore relationships between disputants who have been affected by conflicts. Different from conventional mediation, the restorative practice supports the healing of relationships by giving a voice to all parties in the conflict, allowing each party to accept accountability and responsibility for their actions, and participate in open conversations in a psychologically neutral and safe environment that aims to make things better by recognising shared responsibilities.

3.1.8 In 2020, we will further expand our mediation partners’ network by working with International Institute of Mediators (Singapore) (iiM), to provide mediation services for

contractual disputes at a small token fee. CDE will sign an MOU with LCCS and iIM respectively to cement our collaborations and to promote mediation as an alternative dispute mechanism. In the near future, we will explore signing MOUs with the Association of Employment Agencies (Singapore), and the Singapore Accredited Employment Agencies Association Ltd (SAEAA) to encourage their members to adopt mediation as the preferred dispute resolution mechanism.

Caring for domestic employees

3.1.9 To mitigate downstream issues such as salary disputes, CDE has been advocating for electronic salary payments, and employers are encouraged to pay their FDWs electronically on time every month. In December 2017, a pilot project commenced between CDE and POSB, where CDE assisted FDWs in submitting their online applications for the POSB Payroll (FDW) account. Since October 2018, newly hired and transferring FDWs can indicate they wish to apply for a bank account during the work permit issuance stage, which is a more seamless process for FDWs and their employers.

3.1.10 Earlier in 2019, the process was further enhanced to have an online public portal under POSB's website, to let FDWs apply for the account on their own, if they are more tech-savvy after having worked in Singapore for some time. Since we started this collaboration in 2017 and to date, more than 67,000 POSB payroll accounts have been opened for FDWs. POSB is currently the only local bank to offer this free service to over 250,000 FDWs in Singapore.

3.1.11 Knowing that most FDWs typically use their first few months of salary to pay off their loans, CDE partners organisations like Singtel to help them get affordable telecommunication services in order to stay connected to their loved ones. Singtel provides newly arrived FDWs with a complimentary prepaid SIM which includes IDD or local call credits and 2GB 4G data, as part of CDE's exclusive welcome pack for its members. With each subsequent top-up, they will receive complimentary 4G data of 2GB every month over the next 12 months. Singtel also offers free 30-day insurance coverage to FDWs with each minimum prepaid mobile top-up of \$20. The benefits include a cash payout in the event of job loss after hospitalisation, daily income during hospitalisation, and a get-well benefit comprising cash and 1GB mobile data. The insurance coverage is underwritten by NTUC Income (a social enterprise of NTUC).

3.1.12 Additionally, Singtel offers low-cost and convenient remittance services through Singtel Dash to CDE members who send money back home to their countries, including Indonesia, Myanmar, the Philippines, China, Bangladesh and India. They will also qualify for free 30-day insurance coverage, if they remit at least S\$100. CDE will continue to work

with Singtel to offer more benefits in the areas of connectivity, remittance services and insurance coverage for its members.

3.1.13 Equally important are our other various merchant partners who have been on board with CDE over the past many months, in extending exclusive deals and discounts off their products and services, as well as their training courses to our members. Going forward, we will also be collaborating with fellow NGOs, such as the Alliance of Guest Workers Outreach (AGWO), which is a pioneering initiative by Hope Initiative Alliance (HIA), set up in May 2019. It has a network of partners that shares CDE's core mission in assisting and supporting the FDW community and we will be signing an MOU under the collective arm of AGWO, so that we can leverage on each individual strength of the different partners. With these partnerships, we hope to achieve greater heights to bring greater value and stronger assistance to the community we serve.

4 CONCLUSION

CDE will continue its work and stay true to our motto to **Do Good, Do Well, Do More, and Do Together** for the domestic employees in Singapore. It continues to drive us in ensuring that our domestic employees are well taken care of in the areas of work, live, and play.

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Background information on the Centre for Domestic Employees

Officially opened on 24 January 2016, the Centre for Domestic Employees (CDE) was set up by the National Trades Union Congress (NTUC) to assist all domestic employees in Singapore, both local and foreign alike.

The ardent increase in dual-income family structure led to the growing need to hire domestic employees, usually foreigners, to care for the young and/or elderly. As of June 2019, there are 255,800¹ Foreign Domestic Workers (FDWs) working in Singapore, with the majority from Indonesia, the Philippines, and Myanmar. This figure is projected to increase to 300,000 FDWs by the year 2030, largely due to Singapore's rapidly ageing population and more women returning to the workforce².

Employing a lived-in FDW means that the families need to learn how to accept and live with someone who came from a different cultural background. Both employers and employees must put in the effort to understand, empathise and communicate openly, in order to foster a good employer-employee relationship.

The FDW landscape is a complex one. Aside from cultural differences that sometimes lead to poor communications and the subsequent breakdown in employment relationships, other concerns like placement fees, salaries deduction, skill mismatch, and disparities in work expectations are commonplace. These issues often result in unhappy workers and unhappy employers.

Understanding the complexities of such a landscape, CDE adopts a multi-stakeholders approach to:

- **Champion** for the fair treatment of all domestic employees through balanced and pragmatic approach towards issues resolution, humanitarian aid, social integration and support;
- **Develop** partnerships with service/training providers to facilitate the up-skilling of domestic employees' personal effectiveness and enhancing their emotional resilience; and
- **Engage** all stakeholders proactively to harmonise the relationship among all concerned parties so as to engender mutual understanding and respect.

¹ Source: Ministry of Manpower: <https://www.mom.gov.sg/documents-and-publications/foreign-workforce-numbers>

² Occasional Paper 2012: [Projection of Foreign Manpower Demand for Healthcare Sector, Construction Workers and Foreign Domestic Workers](#)