

# Navigating the WORKPLACE FAIRNESS ACT

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The Workplace Fairness Legislation (WFL), now passed in Parliament, marks a major shift in how employers must manage hiring, discrimination, misconduct and grievance issues. With implementation targeted for end-2027, organizations must move beyond general awareness and start building processes that can stand up to scrutiny.

Many employers assume their practices are sound — until a grievance, investigation or audit reveals gaps in how decisions were made, documented or communicated. As the WFL's requirements become clearer and its enforcement framework takes shape, workplace processes must evolve from being fair in intention to being fair and defensible in practice.

This workshop is built to support that transition.

Facilitated by a legal practitioner with regional experience in disputes and workplace investigations, the session provides a clear and practical overview of what the WFL requires — from internal grievance systems and mediation pathways to ECT jurisdiction of up to S\$250,000 and expanded employer responsibilities. The programme blends legal standards with real case examples and practical tools to help organizations build fairness, accountability and transparency into daily operations.

This course also complements our Employment Risks in the Age of AI programme. establishes the legal standards employers must meet, the AI-focused course explores how technology influences hiring, performance assessments and investigations and what organizations must do to ensure AI-supported decisions remain fair, explainable and defensible. Together, both programmes provide a cohesive and practical framework for strengthening workplace fairness across both human-led and technology-driven processes.

## OBJECTIVES

- 01 How do you conduct workplace investigations that are fair, defensible, and legally sound, even in high-stakes situations?
- 02 What are the do's and don'ts when handling misconduct and grievances involving discrimination, harassment, or bias?
- 03 How can your grievance procedures align with the Workplace Fairness Framework to ensure compliance and credibility?
- 04 What does a sensitivity-aware approach look like, and why does it matter when handling emotionally charged or high-impact complaints?

**REGISTER  
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### PHYSICAL

Regular Rate: S\$ 950  
Super EB: S\$712.50  
*(Register by 2 Jan 2026)*

Early Bird: S\$ 760  
Buddy Rate: S\$ 1,400  
*(Register by 13 Jan 2026)*



[Questions? Whatsapp Us!](#)

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## WORKSHOP OUTLINE



### 1) Misconduct, Due Inquiry & Fair Process Under Singapore Law

- What legally constitutes misconduct vs workplace misbehavior
- When due inquiry is required and what makes the process defensible
- Misconduct investigations vs fairness-related grievances – why the paths differ
- Roles of HR, supervisors and independent parties in high-stakes cases
- Process mistakes that undermine defensibility: bias, inconsistency, poor communication

### 2) The Workplace Fairness Legislation (WFL): What Employers Must Prepare For

- Key obligations of the WFL and what changes by 2027
- Protected characteristics, prohibited behaviors & expanded employer obligations
- How the WFL affects hiring, performance management, investigations and exits
- Internal grievance systems: what MOM/TAFEP expect and what must be demonstrated
- Dispute pathway: grievance → mediation → ECT (up to S\$250,000 claims)

### 3) Handling Fairness, Discrimination & Harassment Complaints

- Do's and don'ts when managing sensitive complaints involving discrimination, harassment or bias
- Balancing the rights of complainants and respondents while maintaining neutrality
- Avoiding retaliation, premature conclusions and procedural missteps
- Running a grievance process that aligns with the WFL's fairness standards
- Documentation practices that strengthen organizational credibility

### 4) Fair Employment Decisions: Contracts, Terminations & Retrenchments

- Contract terms that support (or undermine) fairness, clarity and defensibility
- Applying fairness principles in dismissal, termination and retrenchment decisions
- Wrongful dismissal vs unfair treatment – how WFL reshapes employer risk
- Retrenchment fairness: objective selection criteria, transparency and consistency
- How poorly handled exits escalate into fairness disputes and how to prevent them

### 5) Managing Workplace Disputes & Legal Risks Under the WFL

- Common fairness-related disputes: discrimination, misconduct, bias & poor process
- Internal pathways vs external escalations: when to mediate, when to escalate, when to pause
- The difference between TAFEP's advisory function and the legal thresholds at ECT
- How organizations should prepare for MOM/TAFEP inquiries and ECT proceedings
- Documentation and defensibility: what reviewers look for, common weaknesses, and real examples of how process errors escalated into disputes.



TAFEP provides employers with the guiding principles of workplace fairness. This programme focuses on translating those principles into practical processes, clear documentation and defensible practices within your organization

# NADIA MOYNIHAN

## TRAINER PROFILE



### About Me

Ms. Nadia Moynihan is a seasoned legal practitioner with extensive experience in commercial contracts, cross-border disputes, and corporate advisory work. Having represented clients across multiple jurisdictions, she brings over 15 years of international legal and risk-management expertise to her training programmes.

Admitted to practice in Singapore, England & Wales, New York, and Ireland, she provides cross-border advisory insights that give participants a broader perspective on how international contracting and compliance frameworks operate in practice.

Her practice focuses on contractual governance, procurement risk, and outsourcing arrangements, drawing from cases she has handled in litigation and arbitration settings involving contractual breaches, fraud, and fiduciary lapses. This dual exposure to both advisory and dispute-resolution perspectives gives her a rare ability to translate complex legal principles into clear, actionable guidance for non-lawyers.

Nadia has conducted numerous investigations and contract-risk reviews for corporate and public-sector clients, giving her practical insight into how contractual weaknesses, vague specifications, and governance gaps can lead to audit findings or litigation. Her training style blends legal precision with operational realism, equipping participants to make informed procurement and evaluation decisions that are both compliant and defensible.

Her international credentials, hands-on litigation experience, and ability to contextualize legal risk in practical terms make her one of the few trainers in Singapore who bridges the gap between law, governance, and real-world procurement practice.

### Experience

Member, Law Society of Singapore

LLB (Hons), National University of Singapore

Advocate & Solicitor, Supreme Court of Singapore

### Professional Highlights

- Passionate about helping professionals understand the “why” behind rules, contracts, and governance frameworks — not just the “what.”
- Brings real-world case stories and cross-border advisory insights from multiple jurisdictions, making complex legal and procurement issues relatable and practical.
- Draws on first-hand litigation and investigation experience, helping participants see how weak documentation or unclear specifications can evolve into real legal and reputational risks.
- Known for her clear, engaging delivery that bridges legal precision with business reality, empowering non-lawyers to make sound, defensible, and well-documented decisions.

### CONTACT



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