


**Singapore
HR Risk
Watch**

QUARTERLY RISK REPORT

Q1 2026

January – March 2026

What Singapore employers need to know

A significant quarter for employment law in Singapore. CPF thresholds shifted, work pass salary floors were updated, and the Workplace Fairness Act moved from legislation to transition. This report covers what changed, what was commonly missed, and what lies ahead in Q2 2026 and beyond.



RISK ALERTS

4 compliance gaps
commonly missed
in Q1 2026



KEY CHANGES

7 regulatory
updates effective
in Q1 2026



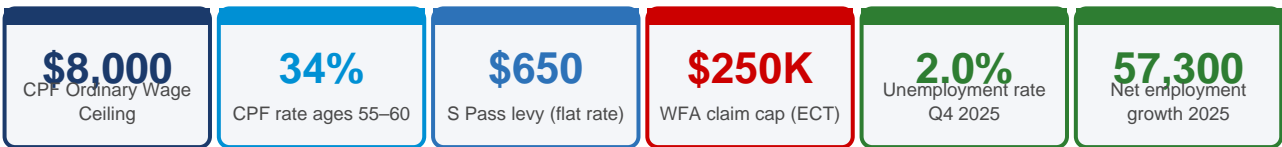
LOOKING AHEAD

Critical deadlines
in Q2 2026
and beyond

1 Executive Summary

Q1 2026 at a glance — January through March 2026

Singapore's first quarter of 2026 brought compounding regulatory change across CPF, work passes, parental leave, and workplace fairness legislation. For many businesses, the volume of simultaneous updates created genuine compliance risk — not through negligence, but through the sheer difficulty of tracking parallel changes across multiple frameworks. This report maps what happened, what was commonly missed, and what requires your attention before Q2 deadlines arrive.



HIGHEST PRIORITY — ACTION NOW

Review January–March payslips for CPF compliance. Any employee earning \$7,400–\$8,000 must have contributions calculated on the new \$8,000 ceiling. Employees aged 55–65 require updated contribution rates. Errors mean back-payment plus potential MOM scrutiny.

DEADLINE APPROACHING — 1 APRIL 2026

Shared Parental Leave increases from 6 weeks to 10 weeks under Phase 2. Update leave policies, HR systems, and manager briefings before this date.

PREPARATION WINDOW OPEN — WORKPLACE FAIRNESS ACT

The Act is in transition. Businesses that begin policy audits, grievance procedure documentation, and manager training now will be significantly better positioned than those who wait for a firm enforcement date.

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Q1 2026: Key Regulatory Changes

What took effect between January and March 2026

DATE	CHANGE	IMPACT LEVEL
1 Jan 2026	CPF Ordinary Wage Ceiling → \$8,000/month	HIGH
1 Jan 2026	CPF rates increased: ages 55–60 (34%) and 60–65 (25%)	HIGH
1 Jan 2026	EP minimum salary: \$5,600 / \$6,200 (financial services)	MEDIUM
1 Jan 2026	S Pass minimum salary: \$3,300 Levy harmonised to flat \$650/month	MEDIUM
1 Jan 2026	COMPASS framework: updated top-tier institution list	MEDIUM
Early 2026	Workplace Fairness Act: transition period underway	HIGH
Ongoing	SPL Phase 1 (6 weeks) — in effect since April 2025	MEDIUM

CPF Ordinary Wage Ceiling — Final Step to \$8,000

The CPF Ordinary Wage ceiling completed its four-step journey on 1 January 2026, reaching \$8,000 per month. The previous ceiling was \$7,400. This means employees earning between these two figures now attract CPF contributions on a higher portion of their salary. Payroll systems that were not updated before the first January payroll run will have underpaid employee and employer CPF — a compliance breach that requires correction and back-payment.

CPF Contribution Rate Increases for Older Workers

Employees aged 55 to 60 now attract a total CPF rate of 34% (previously 32.5%). Those aged 60 to 65 move to 25% total (previously 22%). Both employer and employee portions of the contribution are affected. This is the most commonly missed payroll change of Q1 2026, as many companies assume payroll software handles this automatically — it does not always, and verification is essential.

S Pass Levy Harmonised to Flat \$650/Month

The previous two-tier S Pass levy structure has been removed. A single flat rate of \$650 per month now applies to all S Pass holders regardless of tier. Businesses that were paying the lower basic tier rate will have seen costs increase. Those who have not reconciled their MOM billing should do so immediately.

Employment Pass Minimums and COMPASS Update

EP minimum qualifying salaries for renewals from January 2026 are \$5,600 (non-financial sectors) and \$6,200 (financial services). The COMPASS framework — used to assess EP applications across multiple dimensions — has also been updated with a revised list of top-tier educational institutions. Applications scored before this update may need reassessment.

Workplace Fairness Act: Transition Period Underway

Singapore's first dedicated anti-discrimination legislation entered its transition period in early 2026 following parliamentary passage in late 2025. Protected grounds include age, sex, marital and caregiving status, nationality, race, religion, disability, and mental health conditions. The Act covers the full employment lifecycle — from recruitment through retrenchment. Critically, individual managers and decision-makers may face personal liability. Discrimination claims can now reach \$250,000 via the Employment Claims Tribunal.

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What Employers Commonly Missed

The compliance gaps most likely to surface in Q1 2026

Regulatory change rarely fails because employers are careless. It fails because multiple changes land simultaneously, payroll vendors aren't always proactive, and the gap between "we know about it" and "we've implemented it" is wider than it looks. Here are the four gaps most likely to have affected Singapore employers across Q1 2026.

1

Payroll Not Updated Before 1 January

Action Required: Audit all January, February and March payslips immediately. Check that the CPF ceiling is being applied at \$8,000 (not \$7,400) for affected employees. Check that contribution rates for the 55-60 and 60-65 age bands reflect the new rates. Any underpayment requires correction and back-payment. Proactive voluntary correction is treated more favourably by MOM than discovered errors.

2

S Pass Levy Still on Old Two-Tier Rate

Action Required: Log in to your MOM account and review monthly levy billing for January, February and March. Confirm charges are at the flat \$650 rate. If you were previously paying the lower basic tier, your costs will have increased — but if you were already paying the higher rate, costs may have reduced. Reconcile and adjust accordingly.

3

Workplace Fairness Act Filed Under "Future Issues"

Action Required: Treat the transition period as an implementation period, not a waiting period. Audit existing job descriptions and advertisements for exclusionary language. Draft or formalise a grievance procedure with proper confidentiality protections. Schedule fair employment training for hiring managers. Create documentation trails for hiring decisions — structured interview notes, scoring criteria, rationale for offers and rejections.

4

SPL Phase 2 Not Prepared For

Action Required: Phase 2 of the Shared Parental Leave framework increases SPL from 6 to 10 weeks effective 1 April 2026. If your leave policy has not been updated, update it before that date. Ensure your HR system reflects the new entitlement and that managers know what employees can claim. Employees denied their correct SPL entitlement have legal recourse.

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Looking Ahead: Q2 2026 and Beyond

Deadlines and changes already in motion

Q2 2026 brings two firm deadlines that require preparation now — not on the date they arrive. Beyond Q2, further changes are already signalled, giving employers sufficient runway to plan ahead.

1 APRIL 2026

Shared Parental Leave Phase 2

10 weeks of SPL (up from 6)

- Update leave policy documents and employee handbooks
- Reconfigure HR system leave entitlements before 1 April
- Brief managers on what employees may now request
- Ensure payroll is set up to process the additional weeks correctly

1 JULY 2026

Retirement & Re-Employment Age Increases

Retirement age → 64 | Re-employment age → 69

- Audit employee ages now — identify who this affects and when
- Re-employment negotiations must begin 6 months before an employee turns 69
- Written re-employment offer must be made 3 months before they reach 69
- Review contracts for employees already near retirement age
- Senior Employment Credit provides up to 7% wage support for workers aged 69+

ONGOING

Workplace Fairness Act Compliance Preparation

Transition period — implementation expected end of 2027

- Audit and rewrite job descriptions to remove exclusionary language
- Establish documented grievance procedures with confidentiality protections
- Implement fair employment training for all hiring managers
- Create structured interview documentation — scores, criteria, rationale
- Review third-party recruiters for compliance alignment

AVAILABLE NOW

SkillsFuture Workforce Development Grant

Up to 70% of qualifying costs | Cap: \$150,000 per company

- Eligible for job redesign, reskilling, and workforce transformation projects
- Explore grant eligibility if restructuring roles or upskilling teams
- Many companies leave this on the table simply for lack of awareness

JANUARY 2027

Work Pass Salary Thresholds — Next Increase Signalled

EP minimum → \$6,000 | S Pass minimum → \$3,600

- Build new thresholds into compensation planning for 2027 hires now
- Review existing pass holders who may be close to new minimums
- Renewal strategies for affected employees should be planned in advance

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Your Q2 2026 Action Checklist

What to do now — in priority order

The following checklist gives you a prioritised view of actions arising from this report. Items are ordered by urgency, not complexity.

PRIORITY	TIMELINE	ACTION
IMMEDIATE	IMMEDIATE	Audit January–March payslips for CPF OW ceiling compliance (\$7,400 → \$8,000)
IMMEDIATE	IMMEDIATE	Verify CPF contribution rates for employees aged 55–60 and 60–65
IMMEDIATE	IMMEDIATE	Reconcile S Pass levy billing — confirm flat \$650/month rate applied
WARNING	BEFORE 1 APR	Update Shared Parental Leave policy to 10 weeks (Phase 2)
WARNING	BEFORE 1 APR	Update HR system leave entitlements and brief managers
DEADLINE	BEFORE 1 JUL	Audit employee age data — identify workers approaching ages 64 and 69
DEADLINE	BEFORE 1 JUL	Begin re-employment negotiations for employees due to turn 69 by year-end
ONGOING	ONGOING	Start Workplace Fairness Act preparation: policy audit, grievance procedures
ONGOING	ONGOING	Schedule fair employment training for all hiring managers
ONGOING	ONGOING	Review job descriptions and ads for exclusionary language
OPPORTUNITY	OPPORTUNITY	Explore SkillsFuture Workforce Development Grant (up to \$150K per company)
PLAN AHEAD	PLAN AHEAD	Build January 2027 work pass salary thresholds into compensation planning

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About This Report & Expert People Solutions

About Singapore HR Risk Watch

Singapore HR Risk Watch is a quarterly digest covering employment law, regulatory change, and people risk for founders and business leaders operating in Singapore. It is published by Expert People Solutions and designed for those who need to stay compliant without becoming employment law experts themselves.

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Services include: HR compliance, recruitment process design, culture building, manager development, employment contract review, and strategic people planning.

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Sources: Ministry of Manpower (MOM) | CPF Board | JustLogin 2026 Employment Act Update | LPA Law Singapore March 2026 Legal Update | Reeracoen Singapore Workplace Fairness Bill Analysis | Human Resources Online Singapore 2026 Policy Changes