



TADM Mediation or Employment Claims Tribunal: Build the Salary-Claim Evidence Route

Description

A salary dispute becomes easier to mediate when every amount can be traced to a term, work record, payslip and bank entry. The goal is not to overwhelm TADM with documents. It is to make each claimed item reproducible and to understand what changes if mediation does not settle it.

This guide is for an employee or employer preparing for a salary-related employment claim in Singapore. The decision is to understand the mediation-to-tribunal fork and assemble the documents that let the claim be quantified and resolved.

Mediation resolves most claims, not every claim

MOM's Employment Standards Report 2025 says more than 80% of employment claims were resolved at TADM and more than 90% of claimants fully recovered salary and payments. Those figures describe the system's 2025 outcomes; they are not a promise about a particular claim or employer. [MOM Employment Standards Report 2025](#).

Build an amount-by-amount index

Create one row for basic salary, overtime, commission, notice pay or other contractual item. Record the period, contractual basis, hours or trigger, gross amount, amount paid, balance and supporting documents. Keep a separate chronology of requests and responses so the mediator can see what remains disputed.

The filing page defines the evidence floor

TADM's employee filing service asks for employment details and supporting records such as the contract or key employment terms, salary-payment records, CPF statements, termination or resignation

documents and relevant time records. It also states filing windows and fees, so check the current page before submission rather than relying on an old checklist. [TADM employee claim service](#).

Mediation and tribunal are different stages

Most cases begin with e-Negotiation, then mediation if unresolved. If mediation does not resolve a covered claim, the claimant may receive the route to the Employment Claims Tribunals. A settlement records agreed obligations; a tribunal determination follows adjudication. Prepare evidence that remains intelligible at either stage.

Keep proposals separate from admissions

Label settlement offers and calculations clearly. A compromise amount may reflect time, collectability and litigation risk, not agreement that the original payroll calculation was wrong. Record payment dates, instalments, confidentiality terms and what happens on default before accepting a settlement.

The two working tools

The first original unit is a claim-file index where every dollar has a formula and supporting record. The second is a stage map from private clarification to e-Negotiation, mediation and possible ECT filing. It keeps a successful system-wide recovery percentage from being mistaken for an individual outcome.

Claim row	Primary evidence	Cross-check
Basic salary	Contract or key employment terms	Payslip, bank credit and CPF record
Overtime or workday claim	Roster, attendance and applicable term	Supervisor messages and payroll calculation
Commission or bonus	Written contractual trigger	Sales record and prior calculation method
Notice pay	Termination or resignation record	Notice clause and last working day

Keep the decision usable after today

A first check can go stale before the task is finished. Put mediation resolves most claims, not every claim, build an amount-by-amount index and the filing page defines the evidence floor on separate dated lines instead of combining them into one “done” box. Attach the authority page or document beside the line it supports, record the person who checked it, and write the exact event that will force another check. That event may be a changed account, amended filing, new appointment, revised timetable, altered access route, later test run or updated dataset. The format matters because a future reader must be able to see which fact changed without repeating every part of the exercise.

Next, give the two original tools different owners. The person maintaining a claim-file index linking each amount to contract, payslip, bank and attendance evidence should preserve the inputs and arithmetic or branch logic. The person maintaining a mediation-to-tribunal decision map using the official 2025 resolution split as context rather than a promise should confirm that the final action followed the chosen

route. One person may perform both roles, but the evidence should still distinguish calculation from execution. This prevents a correct plan from being mistaken for proof that the payment, filing, trip, report, repair, training or release actually happened.

Before relying on the result, ask a second reader to reproduce the conclusion from the saved material without being told the preferred answer. They should be able to match the right person, entity, account, property, route, service or software version; identify the controlling date; and explain the strongest stop condition. If they reach another branch, do not average the two answers. Reopen the disputed source, definition or input. A decision that cannot be reproduced is not ready for a consequential step.

Worked example

An employee claims two months of short-paid overtime. The index lists each date, rostered and actual hours, the applicable rate, payslip amount and bank receipt. The employer disputes six dates. Mediation can then focus on those six rows and the rate definition instead of arguing over one unexplained total.

The example is a calculation or decision illustration, not a report of an interview, purchase, visit, transaction, taste test or personal outcome. Replace its inputs with the reader's own current evidence.

Where this can go wrong

- Submitting a total without showing how each pay period was calculated.
- Missing the applicable filing window while negotiations continue informally.
- Treating the 2025 recovery statistics as a guarantee.
- Accepting a settlement schedule without defining due dates and default consequences.

Before acting

1. Open the current TADM filing page and identify the claim type and window.
2. Index every amount against contract, attendance, payroll and payment evidence.
3. Create a dated chronology of questions, replies and partial payments.
4. Prepare a settlement range without changing the original calculation.
5. Preserve the mediation outcome and any tribunal filing deadline.

Limits and useful next reading

Coverage, limits and deadlines depend on the claimant, claim type and employment status. TADM or legal advice should be used for the real case. Do not alter, manufacture or access records unlawfully to improve an evidence file.

For the next related decision, [protect the salary-claim filing windows](#). It is also useful to [handle a separate Employment Pass salary change](#).

Date Created
31/08/2026

Author
rachelng

default watermark