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ASIA

APRIL-MAY 2022

## MAGAZINE

**HR TECH FESTIVAL ASIA  
2022 SHOW GUIDE**  
**GET READY FOR A  
REUNION LIKE NO OTHER**



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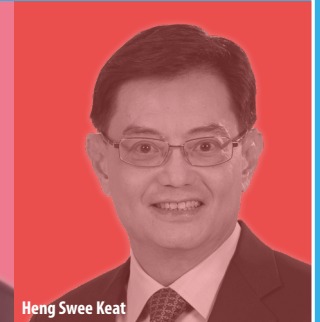
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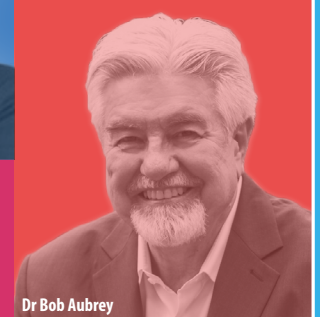
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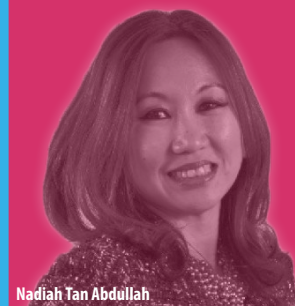
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**RETURN.  
REFRESH.  
REIMAGINE.**  
**THE FUTURE OF  
WORKFORCE  
MANAGEMENT**



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ISSN 0219-6883

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Dear *HRM Magazine Asia* readers,

**F**or all the success that remote work might have brought to organisations as they navigated their way through the pandemic, many employers and employees alike have been relishing the return to office as they reconnect with colleagues and peers they might not have seen in months.

To play a leading role in re-establishing in-person connections with Asia's HR community, HRM Asia is organising HR Tech Festival Live, a one-day, in-person event that aims to provide a platform for HR leaders and practitioners in Asia to interact and exchange ideas and thoughts on navigating a new world of work.

Taking place at the Suntec Exhibition and Convention Centre as part of the week-long HR Tech Festival Asia 2022, HR Tech Festival Live will feature speakers such as Stephanie Nash, Chief People Officer, Circles.Life, Co-Founder & Chief People Officer, Thrive HR Exchange; Sara Tiew, Head of Workforce Transformation and Analytics, UOB & World Economic Forum Future of Work Fellow; and Dr Bob Aubrey, Founder & Chair of the Advisory Board, ASEAN Human Development Organisation (AHDO), who will present cutting-edge ideas and illuminating sessions on key HR topics such as the future of human development.

For those of you who are unable to join us in-person, HR Tech Festival Online, taking place from May 11-13, is offering the ideal virtual platform to learn from global and regional HR experts, discover innovative solutions, and build virtual connections through a series of programmes and activities.

Highlights this year include the debuting ASEAN Human Development

Organisation (AHDO) Summit, which will examine how to improve human development as work from an ASEAN perspective.

The prestigious and popular ASEAN Future of Work, organised in collaboration with Singapore's Ministry of Manpower and the Regional Centre for the Future of Work, is also back for its third run virtually. Themed "Navigating Labour Market Recovery: A Balancing Act for Businesses, Workers and Governments", the half day conference features speakers from regional governments, unions, and the public sector, who will share insights on how they put people first in their strategies to recover from the pandemic.

To help you navigate and create your own immersive and customisable event experience, this issue also includes a comprehensive Show Guide that lays out everything you need to know about HR Tech Festival Asia 2022.

2022 is likely to continue to be a complex year for APAC's HR leaders as organisations return to the workplace, refresh talent strategies, and reimagine the future workforce to optimise business impact.

To meet the challenges ahead and to power up your HR teams for a successful year ahead, we invite you to join us, and Asia's HR community, at HR Tech Festival Asia 2022, the not-to-be-missed event of the year.

*Shawn Liew*

**SHAWN LIEW,**  
Senior Journalist, HRM Asia

PUBLISHED BY

**hrmasia**

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## SINGAPORE

## SINGAPORE CONSIDERS SHARED POOL OF PARENTAL LEAVE BETWEEN PARENTS



**MEMBERS OF PARLIAMENTS (MPS)** in Singapore are calling on the government to provide more parental leave, and a more equal split of such leave between mothers and fathers.

Specifically, Member of Parliament (MP) Louis Chia urged the government to adopt a shared parental care leave scheme that would offer parents a total of 24 weeks of government-paid leave, instead of the current 16-week maternity and two-week paternity leave entitlement.

This will result in a more equitable distribution of statutory parental leave and help reshape societal perceptions on gender roles, said the MP.



## JAPAN

## HITACHI JOINS JAPAN'S 4-DAY WORK WEEK DRIVE



### EMPLOYEES OF JAPANESE

multinational conglomerate Hitachi can now change and organise their schedules so that they can choose to work only four days a week.

Describing this as a strategy to attract talent by offering a more flexible way of working, Hitachi says employees can now choose to work 9-10 hours between Monday and Thursday for example, instead of the current required 7 hours and 45 mins, in return for a day off on Friday.

Employees can also choose to work longer hours in the first half of the month and take some time off at the end of the month.

## MALAYSIA

## MALAYSIA PASSES BILL TO INCREASE MATERNITY LEAVE FROM 60 TO 98 DAYS



**MALAYSIA HAS PASSED** an employment bill that will oversee the increase in maternity leave from 60 to 98 days, in line with the International Labour Organisation (ILO) Convention. The bill, according to Deputy Human Resources Minister Datuk Awang Hashim, will ensure women employees get enough rest and form strong bonds with their child.

"Besides that, it is to take care of the safety and health of women workers as well as the proper growth of children, and encouraging women's participation in the labour market," he added.





## PHILIPPINES

### GOVERNMENT CALLED TO UPSKILL AND RESKILL WORKERS IN THE PHILIPPINES

**TO REDUCE JOB MISMATCHES**, the government needs to have in place more training programmes so that workers can keep pace with digital transformation, said former defence secretary and Senate candidate Gilbert "Gibo" Teodoro.

He added, "We need to prepare our workforce for the jobs of the future by upskilling and reskilling our employees to acquire new skills demanded by industries. Through training, we aim to bridge the gap and reduce job mismatch."



## AUSTRALIA

### UNIONS IN AUSTRALIA PUSH FOR 5% MINIMUM WAGE RAISE

**UNIONS IN AUSTRALIA** Unions in Australia will be pushing for a 5% increase in the minimum wage to A\$21 (US\$15.70) an hour this year, in hopes that this would help workers cope with the increase in living costs.

"A 5% increase is what is needed for Australian workers to keep their heads above water, with inflation and the cost of living rapidly rising," said Australian Council of Trade Unions (ACTU) secretary Sally McManus.

The ACTU is pushing for the minimum wage rate to increase to A\$21.35 (US\$15.96) an hour, up from A\$20.33 (US\$15.22) an hour.



## VIETNAM

### VIETNAM RAISES THE NUMBER OF OVERTIME HOURS

**VIETNAM'S NATIONAL ASSEMBLY** has passed a Resolution to increase overtime working hours from the current 40 hours to 60 hours per month.

The new regulations took from April 1 and will last till December 31 this year and came after a proposal by the Ministry of Labour, Invalids and Social Affairs (MoLISA) to increase the overtime cap due to the lack of labour at production sites and as businesses in the country recover from the pandemic.

The total number of overtime working hours will be capped at a maximum of 300 hours annually.

US

## GOOGLE EMPLOYEES RETURN TO THE OFFICE

**BEGINNING IN APRIL,**

Google employees from the Bay Area and several other US locations have started to return to the office.

The tech giant expects most workers to come into the office three days a week and work remotely for two days. Those who choose to work from the office more are given the choice to do so, especially if their roles need them to be onsite more, said Google.

According to John Casey, Google's vice-president of global benefits, the company will also be testing new ways of working and will "gather insights, data, and feedback along the way."



US

## SEARCH FOR JOB FLEXIBILITY DRIVES GREAT RESIGNATION IN THE US

**FOUR IN TEN JOB SWITCHERS** in the US have received pay raises of 10% or more since the Great Resignation began because of the pandemic.

According to a study by tax advisory firm Grant Thornton, 80% of workers indicated flexibility, including the ability to work remotely, as a priority. Angela Nalwa, managing director and HR Transformation practice leader at Grant Thornton, said, "Flexibility is now a minimum requirement as job seekers look for their next career opportunity. The companies who insist on a mandatory return-to-office for all employees must find a differentiator that separates their organisation from the pack."



US

## MANAGERS IN THE US WANT REMOTE WORK TO STOP

**WHEN MANY EMPLOYEES** continue to prefer a remote or hybrid work, the feeling may not be mutual within their organisation.

According to a recent survey by employment background check company GoodHire of 3,500 American managers, 77% of managers want their employees back in the office - one way or another. Employees who refused could potentially face cut in pay and benefits, and in the worst-case scenario, be fired.





## NETHERLANDS

### DELL EMPLOYEES IN THE NETHERLANDS OFFERED WORK FLEXIBILITY

4

**BEGINNING THIS APRIL**, Dell employees in the Netherlands can choose to work four days a week.

According to Isabel Moll, Vice-President and General Manager at Dell Netherlands, the trial addresses both the issues of scarcity in the labour market and a way to bring in a more diverse group, including women and younger people, who are no longer interested in working until “they drop” or have other obligations.

Besides being offered to new hires, existing employees with Dell can also choose to take up the scheme, with pay corresponding to hours worked.

## EUROPE

### EUROPEAN COMMISSION CALLS FOR PAY TRANSPARENCY

**THE EUROPEAN COMMISSION** has proposed a plan on pay transparency, which the executive branch of the European Union (EU) says will ensure women and men in the EU get equal pay for equal work.

If adopted, the new measures will require EU employers with over 250 employees to publish pay gap data, while employees will have the right to request salary information broken down by gender and work level in their company.

Employers will not be allowed to ask job seekers for their pay history and they will have to provide pay related anonymised data upon employee request.



## UK

4

### LARGEST FOUR-DAY WORK WEEK TRIAL SET TO TAKE PLACE IN THE UK

**SIXTY COMPANIES AND ORGANISATIONS** in the UK have signed up for a four-day work week, which will begin in June and end in January 2023.

Researchers from Cambridge University, Oxford University, and Boston College will work with each organisation to measure the impact of the reduced hours on productivity, workers' wellbeing, gender equality, and impact on the environment.

Employees who participate in the trial will work one day less a week while receiving the same salary they are receiving for a 5-day work week.

# HR TECH FESTIVAL ASIA 2022

## REFRESHES AND REIMAGINES THE FUTURE OF WORKFORCE MANAGEMENT

BY SHAWN LIEW

**T**o suggest that 2022 has been a challenge for HR is perhaps an understatement. With pandemic restrictions around the world gradually being lifted, HR leaders have been occupied with planning for the return to the workplace, while still managing a hybrid workforce.

Organisational and talent strategies have had to be refreshed to meet the demands of a constantly changing world of work, and HR leaders are also called upon to reimagine the future work force to optimise business impact.

Adding to the lingering uncertainty surrounding the pandemic, and its potential impact on how we work, other factors such as acute talent shortages, political crises, and economic instability, will also continue to shape HR planning and actions in the months ahead, says Josh Bersin, Global Industry Analyst and CEO of

the Josh Bersin Academy.

To provide more insights into the fundamentals HR must focus on to help their organisations address current near-term challenges while laying a foundation for successful growth, Bersin will be at [HR Tech Festival Asia 2022](#), which is taking place from May 10-13.

As part of his keynote presentation at the HR Leaders' APAC Summit on May 11, from 10.05am-11am (SGT), Bersin will reveal highlights from recent research on topics such as organisational design, talent acquisition, skills development, and change agility. He will also explain how implementing the right practices can help resolve the workforce challenges many companies across Asia are facing today.

With the theme of *Return. Refresh. Reimagine*, HR Tech Festival Asia 2022 will feature Bersin among a lineup of some of the most recognised global and regional thought leaders, as they take a deep dive into the challenges facing Asia Pacific HR leaders in 2022.

### HR leadership redefined

In managing the transition from remote work to hybrid work, HR leaders are having to focus more on issues such as feedback, recognition, wellbeing, managing outcomes in different ways, and to dissect what it means to work remotely and in a physical workplace, observes Gary Cookson, Director, EPIC HR.

He adds, "The COVID-19 pandemic changed what it means to be a leader, and the way teams operate, but not in the way you think. Now as we emerge from the worst of the pandemic, we have an opportunity to consciously and deliberately reset things and change what work is and needs to be."

At the HR Leaders' APAC Summit on May 11, from 2.30pm-3pm (SGT), Cookson will explore how to think of leadership differently in the new era of hybrid working and offer a framework to help teams reset and redefine themselves.

Leadership and decision-making can no longer reside only at the top, says Margaret Heffernan, Author & Professor







# New Possibilities: The Evolution of Work

**T**hinking about new possibilities in the evolution of the workplace through the lens of 2022, I am surprised at how many new possibilities exist. I am surprised by the old things which are new again (hello office!), and I am surprised at how many whiteboard concepts for organisational designs are suddenly actual projects.

To better understand the whirlwind of change management for HR leaders, I stop and ask “what are the really big stories...the ones which impact all of us?” Stories are a powerful way to unlock complex topics and by understanding them we can benefit from future opportunities as each story unfolds.

I narrowed down my list to three big stories. To me - the largest story which will impact all of us for the rest of our working careers - is “what happens when humans and machines mix in the digital workplace?”

A couple years ago - this storyline focused on robots taking our jobs. Today this story includes all types of digital technology being deployed at companies to measure, monitor, communicate, analyse, design, and deliver. More jobs are augmented with technology each year, and peoples’ skills at using these tools now directly impacts both business and career success.

What started as a story of technology in manufacturing has spread across all industries from finance to logistics to agriculture to professional services. The “how humans and machines mix” story is evident each day across Singapore when we read a QR code café menu, self-pay for our groceries, get our telemedicine check-up, and zoom into our online courses.

The ADP Research Institute’s *People at Work 2022: A Workforce View Asia Pacific* findings highlight the central challenge in this story. 67% of employee respondents in India were concerned they did not have the skills necessary to keep up with technological changes in the workplace, which could impact career progression. Younger workers (18-24 years old) were the most concerned, but other age groups were similarly concerned until concern dropped

**“Increased dislocation between work and worker allows for hybrid work, which is having unplanned impacts for companies.”**

to 38% for experienced workers (55+). Men and women were equally concerned making this a universal storyline.

My second big story, enabled by digital tools from the first story, focuses on the “dislocation of work.” Driven by a change to how work is completed in a digital environment, physical on-site work increasingly can be operated at a distance. And distance creates opportunity for work to move to traditionally non-workplace locations. Examples are remote MRT transit operators, surveillance or delivery drone operators, and remote surgical doctors.

Increased dislocation between work and worker allows for hybrid work, which is having unplanned impacts for companies. In some Asia markets, employees are choosing to remain in their hometowns 100km away because the office commute may only occur on two or three days each week in a hybrid model. This impacts HR departments who commonly widen talent searches to find candidates who may be further from a physical office location.

The ADP *People at Work 2022* survey highlighted another dislocation of work effect - 53% (India) and 46% (China) respondents felt working from home made it easier to be a working parent. This contrasted with only one-third of Singapore and Australia respondents who felt it was easier with an equal percentage feeling it made being a working parent more difficult. Dislocation of work will continue to be a story that surprises with both positive benefits and unintended consequences.

My third big story requires companies

to adapt and change our mindset around education to foster “a culture of continuous learning.”

From learning new digital tools to upskilling our management techniques in new workplace models, it is clear for everyone to keep up, there is a lot to learn. Education models which focus on only learning when you are young will not keep pace with tomorrow’s workplace.

Adopting the idea that learning is meant to be continuous requires a company culture to encourage and facilitate learning. Benefits include reduced time and expense of restaffing and building a positive employer brand. Continuous learning will be omnichannel, according to Singapore respondents in the *People at Work 2022* study: younger workers (18-34 years old) prefer YouTube/internet self-learning with some returning to school. Mid-career and experienced workers intend to leverage Singapore government training programmes, and experienced workers will add in a dose of their company L&D resources.

These are the big stories I am looking forward to continuing to read as the new workplace evolves. What are the big stories you are reading? How do you think the stories will end? **hrm**



## About the Author

**John Antos** is Vice President Strategy, Asia Pacific & Global Payroll, ADP. Join him at [HR Tech Festival Live](#) on Tuesday, May 10, from 10.45am-11.05am (SGT), where his presentation titled, *Work Is Having a Moment*, will highlight the most important areas where employees are seeking flexibility, support, and adaptation to the ways they work.



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# Navigate change and attract new talent by evolving employee experience

BY SHAWN LIEW

**A**s organisations continue to shape their workforce strategies to adapt to a constantly changing world of work, the **Great Resignation** remains a concern as employees continue to reflect on what matters to them, both professionally and personally.

To successfully navigate this ongoing phenomenon, organisations need to create meaningful work for people, seek feedback on the employee experience, and cultivate a culture where employees are engaged and fulfilled, says Gavin Morse, Senior People Scientist, Culture Amp.

Speaking with HRM Magazine Asia, he explains, “Such organisations are not only well-positioned to predict and prevent employee turnover but are also well placed to secure new talent entering the market for the first time. The opportunity for all organisations now is to use the Great Resignation as the platform to secure executive commitment towards improving employee experience.”

Morse reminds employers that they are competing for talent with organisations that are invested in providing fair compensation, flexibility at work, and recognition for their employees. To rise above the competition, leading organisations are now taking an active role in caring about and supporting the overall mental health and wellbeing of their employees.

“More so now than ever, employees are attuned to the experiences of diverse people. Organisations are expected to be moving the needle on creating fairer and more equitable outcomes for all people,” Morse adds.

He also highlights how attracting great talent starts with ensuring a great employee experience, where leaders have a deep understanding of the role their organisation can and should play in the lives of their employees, in terms of being a great place to learn and grow, and where everyone feels included and celebrated.

“The only way to do this is through surveying your current employees, understanding where there are opportunities to improve, and then treating this as a

**“The opportunity for all organisations now is to use the Great Resignation as the platform to secure executive commitment towards improving employee experience.”**

GAVIN MORSE, SENIOR PEOPLE SCIENTIST, CULTURE AMP.



priority in terms of creating change.”

And while surveys continue to serve as an important tool, a lack of action will render them ineffective. “Acting and communicating this to employees sends the message that their feedback is important and matters. If we survey often and fail to act, this is a signal to employees that their feedback is not taken seriously,” Morse cautions.

## Creating a great onboarding experience

For new hires, the onboarding experience remains pivotal in allowing them to be successfully integrated into the organisation that they are joining, despite the challenges posed by a hybrid or remote working environment.

New hires offer the opportunity to cultivate the culture and environment that is going to help organisations move forward in the right direction and because they are highly engaged and motivated, setting them up for success should be a high priority, Morse says.

While there is no one-size-fits-all solution, start by auditing current processes through onboarding surveys, he highlights. “Using driver analysis, you can quickly identify which parts of the employee experience are helping to drive better onboarding outcomes, and which parts might need a rethink. At the end of onboarding, look to ensure employees are clear on what is expected of them, that they feel confident in the role, and that they are equipped with the right tools and resources.”

The true barometer for success of the onboarding process, however, is for employees to feel like they belong at the organisation and that they made the right decision to join. To then retain this talent

and ensure they want to stay and grow with the organisation, employee experience must continue to evolve.

Morse explains, “Organisations, out of necessity, are more dynamic than ever before. We can expect to see that this rate of change is going to impact the employee experience unless there is thoughtful and deliberate action designed to cultivate a positive employee experience.”

To continue evolving, he recommends the adoption of a *Collect, Understand, and Act* methodology, which involves collecting feedback from employees, seeking to understand the results, and taking action to drive meaningful improvement.

Describing this as a continuous cycle, Morse continues, “We should work towards improving the employee experience with no end state to this work in mind. In the short term, quick wins can come from focusing on creating transparency and clarity for employees by encouraging candid two-way conversations that foster trust.”

He also urged organisations to use the current period of uncertainty and change to challenge the status quo, especially as it relates to flexible work. “Do employees really need to be in the office? Is that 8.30am meeting necessary to attend in person? Showing flexibility demonstrates that you care about employees and understand that work is not the most important thing in their lives, and nor should it be,” Morse concludes. **hrm**

Join Morse at **HR Tech Festival Asia 2022**, on Thursday, May 12, from 2-2.30pm (SGT), where he will discuss the core aspects of the employee experience organisations should focus on in his session titled, *The Great Onboarding*.



# Improve retention, right now

The Great Resignation is already underway, but extreme turnover doesn't have to be inevitable. Here are 5 actions you can immediately take to improve retention in the long run.

Download now



# How Microsoft is using human relationships to reimagine the employee experience

**S**taying connected has never been more important, nor a bigger challenge. Over the past two years, workers all around the world set up home offices and grew accustomed to seeing each other on screens instead of in person – and our relationship to work changed fundamentally, and human resources (HR) has found itself at the epicenter of change.

Along with finding effective ways to help employees adopt new digital tools and embrace flex work and hybrid workplaces, HR is tasked with creating strategies to attract and retain employees in a challenging environment that some commentators are dubbing *The Great Reshuffle*.

That is no small undertaking. Our [research](#) shows that despite 57% of Asian business leaders looking to prioritise employee wellbeing over work going forward, 55% of Gen Zs and millennials say they are likely to consider changing employers in the year ahead.

Leaders need to rethink how we connect and engage with our people. Our research also shows that 57% of managers feel out of touch with employee expectations and 40% of leaders cite relationship-building as the greatest challenge of hybrid work.

Clearly, we can no longer rely on the promise of returning to the office to strengthen our culture and recoup the social capital that we lost to the pandemic. Instead, I believe what is required is a doubling down on the principle of putting human relationships at the heart of everything we do.

## Putting people first

At Microsoft, we are doing just that – ensuring that our virtual technology supports company culture and empowers employees through learning, improved wellbeing, and easy access to the information they need.

We are drawing on innovation principles grounded in empathy. Designing our ‘work from anywhere’ tools, for example, starts with the idea that it is vital to ensure people who are not in the room can feel just as engaged as those who are.

Microsoft has found that the solid foundation we have built over the past five years has been critical in guiding every

decision made in this respect – both from an employee health and wellbeing perspective, and from a customer support and continuity perspective. And it is paying dividends.

In 2021, we found that despite 160,000 people working from home and 25,000 new employees onboarded remotely, an [all-time high of 90 per cent](#) of employees felt included at Microsoft.

That is an achievement I am very proud of, and the approach behind it drives everything we do going forward.

## Leading with empathy

So, what are the key tools and frameworks that we have deployed? We have ramped up our ‘[model, coach and care](#)’ initiative over the past year. This provides leaders with a framework on how to model wellbeing, coach employees on setting priorities and, most importantly, care for every person on their team.

It is an approach upheld by our entire senior leadership, including our CEO. We are intentional about sharing personal stories and modelling flexibility so that our employees feel comfortable doing the same.

Our commitment to inclusivity has also seen us develop the [Microsoft Allyship Programme](#) – a course we provide to every one of our 160,000 employees. Here, the aim is to equip people with the language and tools they need to engage in complex discussions in a way that offers empathy and inclusion to all.

We are also continuing to provide a host of training and development opportunities to help our people grow, both personally and professionally.

## Reimagining employee experiences

At the same time, we’ve developed [Microsoft Viva](#), a digital employee experience platform (EXP) that brings together communications, knowledge, learning, resources, and insights to help employees stay connected – whenever and wherever they are working.

Set to play an increasingly central role within the hybrid workplace, EXPs offer an effective way to seamlessly incorporate learning into the flow of work.

Easy access to data-driven insights helps employees prioritise their wellbeing and

boost productivity. [Microsoft Viva Insights](#) also gives managers and leaders the employee understanding they need, while protecting privacy, to foster team culture in a proactive and engaging way. Managers can explore and build personal habits that impact team culture—for example, by scheduling “no-meeting” days.

## Navigating the future of hybrid relationships

Looking ahead, the challenge for HR will be in continuing to navigate a hybrid future. Here, personalising support to employees’ unique needs, drawing on data-driven insights for empowered decision-making and building a culture of inclusion will remain crucial to organisational success.

The metaverse promises another powerful avenue for HR to create workforce connection, engagement, and collaboration, helping us further overcome barriers of physical distance through virtual technology.

As we enter the new world of hybrid work, investing in human relationships and the employee experience will be the most important step HR leaders can take. During change, understanding each person’s unique perspective is how HR can help employees to learn, grow, and thrive – and ultimately build a more resilient organisation. **hrm**



## About the Author

**Lynn Dang** is Human Resource Lead for Microsoft in Singapore and Vietnam. Join her at [HR Tech Festival Asia 2022](#), where she will be sharing insights on how senior HR managers can empower their workforce to tackle the hybrid future of work. Find out more about how Microsoft navigates hybrid work in their latest [Work Trend Index report](#).



# Make hybrid work, work with Microsoft Viva.

According to the 2022 Work Trend Index, 40% of leaders cite relationship-building as the greatest challenge of hybrid work. Foster a culture of inclusion by empowering your people and teams to connect, engage and be their best selves from anywhere with Microsoft Viva.

**Hear from Microsoft leaders at the HR Tech Festival Asia 2022 or visit [aka.ms/viva](https://aka.ms/viva)**





# Supporting a global and connected workforce with HCM

BY SHAWN LIEW

**I**n a continuously evolving world of work, human capital management (HCM) has become critical to the creation of productive workforces and organisational success.

With organisations now connected globally, HCM also needs to be a platform of enablement that allows companies to be always on and operating 24/7, suggests Rob Squires, VP for Sales, Asia Pacific and Japan, Ceridian.

Speaking exclusively to HRM Magazine Asia, he explains, “In an always-on world where we have a 24-hour view of where our employees are and how they are making contributions, whether they are employees, contract, or gig economy workers, the HCM platform has to be continuous, always enabling, and always communicating with the organisation’s talents.”

As organisations embrace the new world of work and begin to work beyond geographic borders, a global mindset is also imperative, Squires suggests.

For example, the compliance aspect of talent who is situated in another country needs to be considered, along with the appropriate regulations, from talent management to data privacy, and how the talent is paid.

“We have to enable a truly global business, particularly in relation to Asia, and this requires having a top-down view of our talent. This includes where they are and their capabilities, so we can make better decisions and maximise their talent,” Squires says.

To gain a strategic advantage, organisations then need to analyse this holistic view of their workforce and make better data-driven decisions, including in talent management. “We need to be able to better analyse where our workforce lives, the kind of people we want to attract to the company, how we approach them, and to embrace the ways employees want to work now.”

Instead of people trying to find the intelligence, Squires recommends letting intelligence or data find people. Dayforce, Ceridian’s cloud HCM platform, for example, provides data-driven workforce intelligence

**“Flexible work is the ability to be able to work 24/7 and provide your contribution at a time that’s most convenient to you.”**



**ROB SQUIRES, VP FOR SALES,  
ASIA PACIFIC AND JAPAN,  
CERIDIAN**

that allows organisations to optimise management of the entire employee lifecycle, from onboarding through to retirement.

Squires adds, “We are focused on pushing intelligence out to decision makers so they can make rapid, informed, and strategic decisions that deliver quantifiable business value. We consider that to be an essential component of a successful business model in the modern world of work, and we pride ourselves on our ability to provide a compliant workforce right across the shores of Asia.”

## Reimagining the employee experience by breaking the traditional payroll cycle

While the pandemic has arguably lessened the importance of salary as a tool in attracting and retaining the best talent, organisations may also do well to consider not only the amount of the remuneration, but how it is paid.

Squires observes, “Pay cycles today are based on very historical and outdated technologies. Pay cycles don’t necessarily line up with expenses. Employees faced with financial emergencies or unexpected expenses between pay periods, may experience a cashflow crunch.”

Using the analogy of online shopping, where the product is delivered within days, he asks, “Why do we need to wait two weeks or a month to get paid for work we have already delivered?”

On-demand pay essentially refers to the ability for an employee to access the money that they have already earned prior to the scheduled payout. For Ceridian, this translates

to Dayforce Wallet, which designs payroll within a 24/7 always-on capacity.

Powered by a real-time continuous calculation engine, Dayforce Wallet allows the gross and net pay of employees to be calculated when they have done their work, as opposed to waiting for traditional pay cycles. A native payroll engine and the way Dayforce Wallet is designed, Squires highlights, makes it easy to enable access to pay that employees have already worked for.

## Adopting a flexible approach to attract and retain talent


With Singapore being one of Asia’s key financial hubs, it is perhaps unsurprising that the expectations placed on the nation’s workforce is higher than many other countries. The pandemic, for all intents and purposes, has only exacerbated the stress employees have been facing.

According to Ceridian’s [2022 Pulse of Talent](#) report, a staggering 92% of employees in Singapore reported experiencing burnout, while 79% of employees are a flight risk to their organisation. In response to how employers can help to support mental health, 52% of employees cited ‘flexibility’ as a key factor.

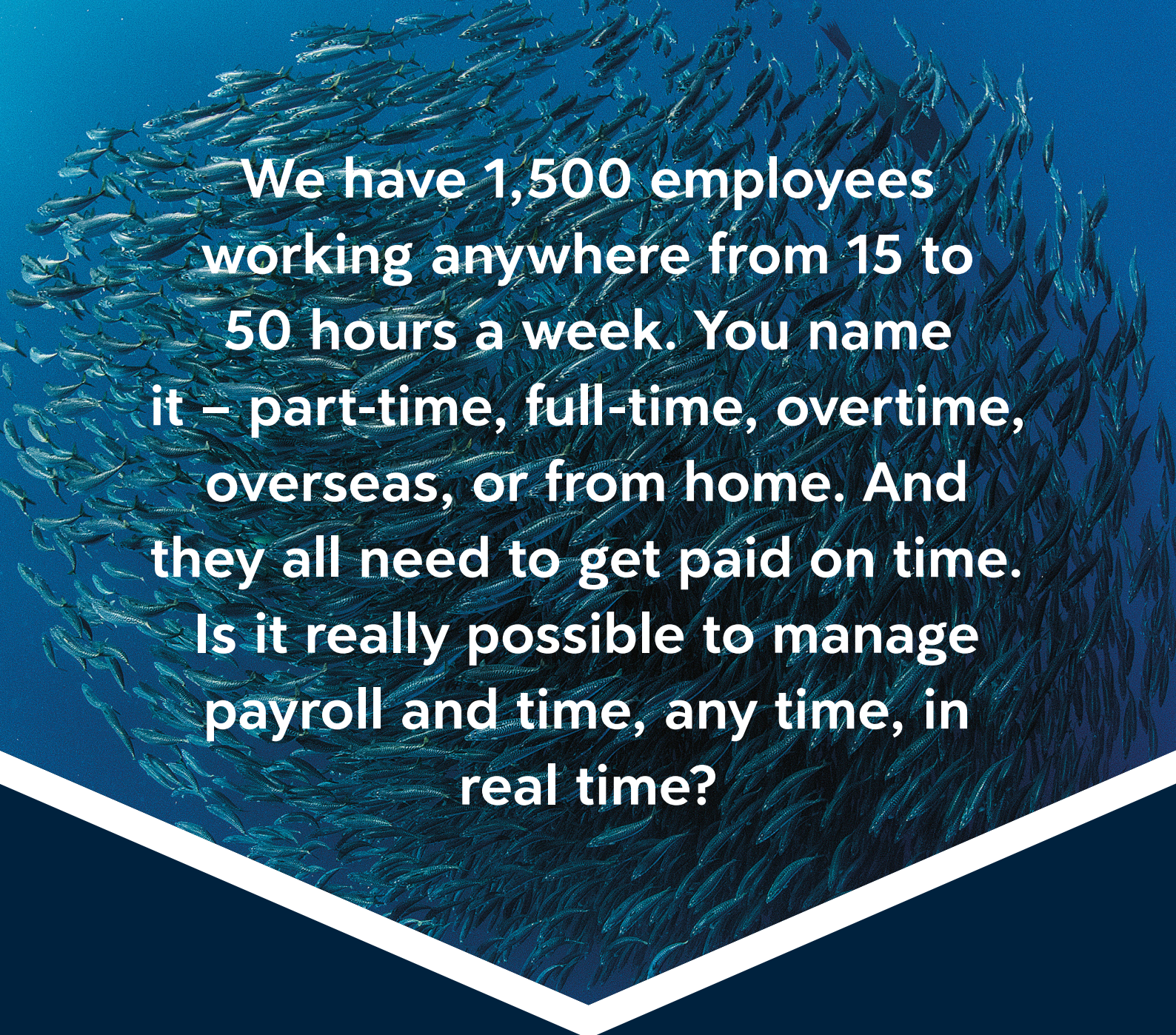
Describing a borderless world of work that goes beyond the boundaries of the typical 9 to 5 day, Squires says, “Flexible work is the ability to provide your contribution at a time that’s most convenient to you. We can reduce stress by being more flexible about when we work, how we work, and who we work for.”

With Dayforce, employers can help create fairer working schedules, and better match staff to demand, while also being aware of actions that require attention, such as rule violations.

“We can increase the flexibility of employees in terms of when, how, and where they do their jobs. Most importantly, we allow leaders to leverage AI to better align benefits offerings with what employees truly value,” Squires concludes. **hrm**

 Join Ceridian at [HR Tech Festival Asia 2022](#), which is taking place from May 10-13.





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# Upskill or reskill? The decision-making process around employee learning

**T**he Great Resignation shows no signs of abating, with more employees assessing the skills they need to grow their careers and be future-ready in the new post-COVID workplace.

Previously companies only offered employee training to those who showed loyalty and persistence. However, that approach does not work anymore, as employees will switch roles to get the required skills.

According to CEO Magazine: “Across Australia, Singapore, Japan, Hong Kong and Malaysia, 58 per cent of employees are looking for new job prospects. This number is higher for a younger cohort of 18 to 24-year-olds – 65 per cent. Beyond the daily stressors, some of the top reasons people want to leave their jobs are due to a lack of growth opportunities, salary dissatisfaction and concerns about their well-being.”

Upskilling and reskilling should be critical priorities for companies grappling with the successful transition to the “future of work”. They should be central to the HR strategy for employee retention, satisfaction, and well-being.

Strong upskilling and reskilling programmes are critical for organisations to nurture and grow their skilled workforce quickly to slow down the momentum of the “great resignation” trend.

Today’s employees want these skills, so they are receptive - creating an opportunity to super-charge a team’s capability.

To develop a programme, companies first need to audit their workforce’s current skill set, identify the gaps, and develop the right learning opportunities to reach their team’s full potential.

## Understanding when to upskill versus reskill

It used to be that the skills you learned at 20 would last you a lifetime, but now the average lifespan of a job skill is under five years. Gartner’s research found that 58% of the workforce needs new skills to do their job today successfully.

To upskill, or to reskill? Both terms are used interchangeably when solving skills gaps.

**“Upskilling and reskilling should be critical priorities for companies grappling with the successful transition to the “future of work”.”**

However, failing to understand the distinct differences sets companies up to fail. Upskilling helps develop employees for significant shifts in their current roles. For example, a retailer might upskill its employees with digital to prepare them for a business transition to e-commerce.

Reskilling prepares an employee for a distinctly different role from their current one. Reskilling helps transition people from declining industries or functions to high growth, in-demand jobs.

To enable employees to find success with appropriate learning opportunities, HR leaders must first discover where skills gaps might exist to identify what future training will be required and determine what traits are needed, beyond technical training, for successful employee growth and development.

A sound oversight of existing skills enables companies to invest more efficiently into talent software and solutions that support upskilling and reskilling strategies. It can eliminate the guesswork around what training or learning solutions are needed and enables HR leaders to match employees with learning content to fill existing skills gaps.

## Focus on soft skills as well as technical ability

Soft skills, like adaptability, are critical to the success of any upskilling or reskilling strategy. Providing the proper technical training is only half the task of developing talent.

For more than 20 years, businesses have been heavily focused on STEM skills and

been more blasé about human skills. But as Matt Sigelman, CEO and founder of Burning Glass Technologies, points out in the book *The Adaptation Advantage*: “One of the most important trends for jobs in the future is the rise of hybrid jobs. In those roles, you need both technology fluency and human skills to be successful...this is not a choice between either technology skills or human skills, but rather a combination of both.”


The World Economic Forum, Deloitte, Boston Consulting Group, and McKinsey have all researched skills that make people employable, lead to job satisfaction and increase productivity in the future of work. Essential foundational skills include digital literacy and collaboration — less technical skills in nature.

The less tangible skill of adaptability consistently topped the list of soft skills for a higher chance of employment. Adaptability is one of the most important traits required to learn new skills. As long as workforces are adaptable, we can meet the challenges head-on.

A company’s upskilling and reskilling programme must prioritise adaptability. Employees are much more adaptable than companies recognise, and organisations can tailor and develop learning programmes that address the requirements of their team.

Adaptability must be front and centre in a company’s upskilling and reskilling programme. Employees are much more adaptable than companies recognise, and once they realise that, organisations can tailor and develop learning programmes that address the requirements of their team.

Delivering the proper training not only helps employees build skills for the future and accentuates company capability, but it also keeps the team engaged and less likely to leave for greener pastures while simultaneously improving overall organisational adaptability. **hrm**

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# Show Guide

21 YEARS  
ANNIVERSARY

## HR Tech Festival Asia 2022

Return / Refresh / Reimagine

IN PERSON

10 MAY 2022

VIRTUAL

11 - 13 MAY 2022

hrmasia



# The Transformation of L&D



L&D has a new hot seat at the table and are at the centre of adapting to change with a to-do list that has never been longer. LinkedIn's latest global survey of L&D professionals reveals just how learning is evolving to help people and organisations grow.



## Among L&Ds in Southeast Asia:

- 91% have helped their organisation adapt to change
- 56% expect their budgets to increase this year
- 50% are planning to launch large-scale upskilling or reskilling programmes

What will transformation look like for you? Explore LinkedIn's 2022 Workplace Learning Report for deeper insights, data, tips and advice.

[Download the report](#)



# Reuniting Asia's HR community to reimagine workforce management

Welcome to HR Tech Festival Asia 2022, which will include HR Tech Festival Live, a one-day, in-person event bringing together Asia's HR community.

2022 continues to be a challenging year for APAC's HR leaders as companies return to the workplace, refresh talent strategies, and reimagine the future workforce to optimise business impact.

As HR Tech Festival Asia celebrates 21 years as Asia's leading HR tech event, we are looking forward to bringing Asia's HR community back together in 2022. HR Tech Festival Asia 2022, which will return both in-person and online, will present a week-long offering of exciting programmes and activities that will allow you to personalise your own unique festival experience.

For those of you who are keen to re-establish in-person connections with Asia's HR community, HR Tech Festival Live is a one-day, in-person event not to be missed. Besides offering a platform for HR leaders and practitioners in Asia to interact and exchange ideas and thoughts on navigating a new world of work, HR Tech Festival Live will offer several high-energy and engaging presentations on cutting-edge ideas and illuminating sessions on key HR topics such as the future of human development.

Kicking off the highly anticipated in-person event at Suntec Exhibition & Convention Centre is Mr Zaqy Mohamad, Senior Minister of State, Ministry of Manpower and Ministry of Defence, Singapore, who will be presenting the opening remarks AT 10am (SGT) as the Guest of Honour.

For those of you who wish to be part of HR Tech Festival Asia 2022 remotely, HR Tech Festival Online, which is taking place from May 11-13, offers the ideal virtual platform to learn from global and regional HR experts, discover innovative solutions, and build virtual connections through a series of programmes and activities over the three event days.

Mr Heng Swee Keat, Singapore's Deputy Prime Minister and Coordinating Minister for Economic Policies, will kick off HR Tech Festival Online with his opening address at 9am (SGT).

Other show highlights to look out for this year include the debuting ASEAN Human Development Organisation (AHDO) Summit, which will examine how to improve human development at work from an ASEAN perspective.

Attendees can also look forward to the HR Leaders' APAC Summit taking place virtually on May 11 and hear from luminaries such as Josh Bersin, Global Industry Analyst and CEO of the Josh Bersin Company; Mervyn Dinnen, Author and HR & Talent Acquisition Analyst; Gary Cookson, Director, EPIC HR; and Margaret Heffernan, Author and Professor of Practice, University of Bath, as they address the business challenges and critical priorities facing HR leaders today.

The prestigious and popular ASEAN Future of Work, organised in collaboration with Ministry of Manpower Singapore and the Regional Centre for the Future of Work, is also back for its third run virtually. Themed "Navigating Labour Market Recovery: A Balancing Act for Businesses, Workers and Governments", the half day conference features speakers from regional governments, unions, and the public sector, who will share insights on how they put people first in their strategies to recover from the pandemic.

With 2022 shaping up to be a complex but interesting year for HR, we invite you to join the biggest gathering of the region's HR community, global influencers, and industry experts to learn, collaborate, and inspire, as we continue to shape the world of work together.

**Joanna Bush**  
Managing Director  
HRM Asia







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# Re-establishing in-person connections with Asia's HR Community



With the theme of *Return. Refresh. Reimagine*, HR Tech Festival Asia 2022 will be presented in a hybrid format that is designed to provide an immersive and customisable event experience for attendees' needs and preferences. The 4-day event will bring together 4,000 attendees, 200 global and regional speakers and 30 international innovative brands.

Kicking off HR Tech Festival Asia 2022 on May 10 is **HR Tech Festival Live**, the first in-person HR event to be held in Singapore. To be held at the Suntec Singapore Exhibition and Convention Centre, HR Tech Festival Live offers the opportunity for Asia's HR community to re-establish connections and provides an in-person platform for HR leaders and practitioners in Asia to interact and exchange ideas and thoughts on navigating a new world of work.



Kicking off the highly anticipated in-person event is Guest of Honour (GOH) **Zaqy Mohamad**, Senior Minister of State, Ministry of Manpower and Ministry of Defence, Singapore, who will be making the opening remarks at 10am (SGT).

**Attendees can then expect to be refreshed with high-energy, engaging presentations on cutting-edge industry ideas, and illuminating sessions on key HR topics such as:**

- **The Future of Human Development** – Understanding ASEAN's vision and innovation for a changing world.
- **Humanising Transformation** – Enabling sustainable growth for people and workers.
- **Weathering the Talent Management Storm from Inside Out** – A strategic response to the changing talent landscape.
- **Leadership Staying Power:** Preparing for the future.
- **Skills are the New Currency in the New World of Talent Management** – How you can prepare your organisation and people for this.
- **Modern Work: A Fresh New Look at the Future** – Providing a new perspective into the future of work.

## Featured speakers at HR Tech Festival Live include:

- **Stephanie Nash**, Chief People Officer, **CirclesLife**, Co-Founder & Chief People Officer, Thrive HR Exchange
- **Sara Tiew**, Head of Workforce Transformation and Analytics, **UOB & World Economic Forum Future of Work Fellow**
- **Grace Huang**, Head of People & Organisation, **Siemens**
- **Rashmi Mishra Sharma**, Head of People & Capability Building, **GovTech Singapore**, and Consultant at **Harvard Business School – Corporate Learning**
- **Dr Bob Aubrey**, Founder & Chair of the Advisory Board, **ASEAN Human Development Organisation (AHDO)**
- **Eddie Lee**, HR Technology Strategist, **Future of Talent Economy (FOTE) Network**
- **Ritu Mehrish**, Global Speaker, Author, and Leadership Executive Coach at **The Leadership Troubleshooter**
- **Indranil Roy**, Executive Director, Consulting Human Capital Leadership, **Deloitte Consulting Southeast Asia**



Stephanie Nash



Sara Tiew



Grace Huang



Rashmi Mishra Sharma



Dr Bob Aubrey



Eddie Lee



Ritu Mehrish



Indranil Roy



# HR Fest Awards shines the spotlight on the best of HR in Asia

HR Tech Festival Live will also be shining a spotlight on the best of HR in Asia with the **HR Fest Awards 2022**, which is celebrating the outstanding achievements of the region's top HR leaders, companies, and teams from across both the private and public sectors.

23 deserving finalists are vying for the top award in five exciting categories, including *Best Workplace Culture and Engagement*, *Employer of Choice*, *HR Team of the Year*, *Best Use of Technology*, and *Best HR Leader*.

## Best Workplace Culture and Engagement

- FedEx Singapore
- Jabil Green Point
- Microsoft
- Singtel
- Zenith Food Corporation

## Employer of Choice

- Aetos Holdings
- AMS
- City Developments
- Shell Eastern Petroleum
- Sinar Mas Mining

## HR Team of the Year

- Blue Prism
- Great Giant Foods
- MCC Singapore
- Sinar Mas Mining

## Best Use of Technology (Sponsored by RChilli)

- Air Liquide
- Certis
- Procter & Gamble
- Prysmian Group OSEA

## Best HR Leader (Individual Award)

- Justina Tan, Managing Director, People, Changi Airport Group
- Rachna Sampayo, Vice President of Human Resources, Oracle Corp, APAC
- Connie Chan, Senior Director, Human Resources, Procter & Gamble
- Mukta Arya, Head of HR, APAC, Société Générale
- Tanie Eio, Vice President of Human Resources Business Partner APAC, UPS Asia Group



The winners, to be chosen by an esteemed panel of judges that include **Dr Bob Aubrey**, Founder & Chair of the Advisory Board, **ASEAN Human Development Organisation (AHDO)**; **Eddie Lee**, HR Technology Strategist, **Future of Talent Economy (FOTE) Network**; **Philippa Penfold**, **HR Technology Expert**; and **Shawn Liew**, Senior Journalist, **HRM Asia**, will be announced live and in-person at the award presentation on May 10 at the Suntec Singapore Exhibition & Convention Centre.

Join us at HR Tech Festival Live and find out who will be crowned the best of HR in Asia this year!



HR Fest Awards Partner

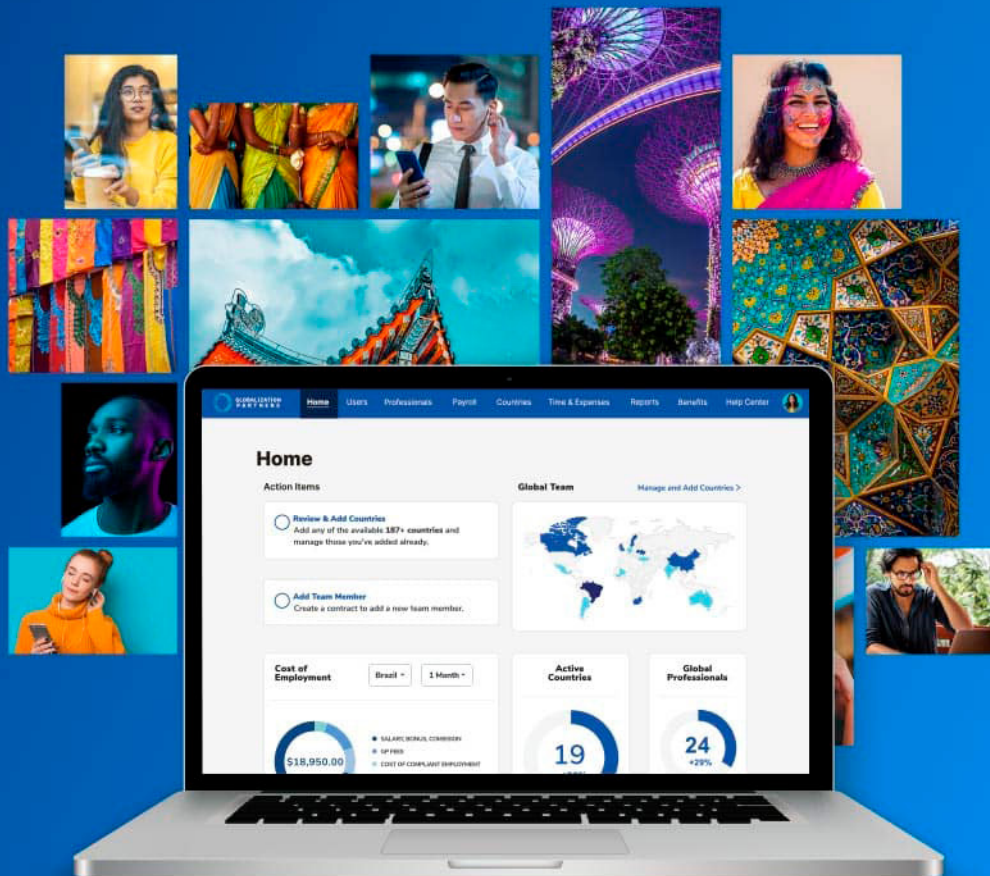


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# AHDO Summit highlights human development at work

Making a debut at HR Tech Festival Asia 2022 is the ASEAN Human Development Organisation (AHDO) Summit, which will examine the state of human development at work and how this can be improved in the ASEAN region.

ASEAN's national HR Association, thought leaders, and the ASEAN professional community will come together virtually on May 11 to discuss, debate, and establish a balance of economic and human development to the most diverse region in the world.

**Dr Bob Aubrey**, Founder and Chair of the Advisory Board, AHDO, who is also the moderator for the AHDO Summit, said, "COVID has been a game changer and the HR Community has shown unprecedented leadership in enabling organisational resilience that allows companies to adapt and innovate. To see where this goes next, you do not want to miss the AHDO Summit at HR Tech Festival Asia 2022, which highlights the new human development dimension in companies across the ASEAN region."

"Meet 16 leaders of the new ASEAN Human Development Organisation as they take you on a virtual tour of four ASEAN countries' (Indonesia, Vietnam, Malaysia, and Singapore) human development realities and challenges. Dialogue with human development leaders, who will share how they are changing their organisations from traditional HR to delivering on *People, Planet, and Profit*. Learn from HR leaders on how to take your organisation into the new paradigm of the future of work."

Joining Dr Aubrey at the AHDO Summit are **Hong Phuc Le**, Chairperson, AHDO and Founder and President of the **Vietnam Human Resources Association (VNHR)**; and **Nadiah Tan Abdullah**, CHRO, **SP Setia**, who will examine how the pandemic has accelerated awareness of people as a business purpose and how ASEAN

is taking the lead in promoting human development.

Participants can also hear from people leaders such as **Nazrul Aziz**, Vice President (Graduate, Diaspora & Industry Partnership), **Talent Corporation Malaysia**; **Tayla-Michelle Bestbier**, Wellness Executive, **Plumm Health**; **Alvin Goh**, Executive Director, **Singapore Human Resources Institute (SHRI)**; **Alexis Pham**, Chief People Officer, **Home Credit Vietnam**; and **Pambudi Sunarsihanto**, Human Resources Director, **Blue Bird Group**, as they discuss the transformation of HR and growth of human development, how human development organisations look like, and the priorities for today's HR leaders.

The AHDO Summit is taking place on May 11, from 2pm-4pm (SGT), as part of HR Tech Festival Asia 2022.

## INFORMATION

Established in 2018, **AHDO** is the first organisation created to serve the community of human development professionals in the world of work. AHDO is also for organisations where human development is a purpose in alignment with United Nations principles and development goals, as well as the International Labour Organisation's decent work mission.

AHDO supports members through activities, conferences, professional certifications, and accreditation of organisations. AHDO publishes books, white papers, and research on human development and as an ASEAN entity, promotes commitment to improving human development, build networks and support thought leadership from the region.

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# Navigating labour market recovery by putting people first

For a region as diverse as ASEAN, the challenges of adapting to post-COVID business models and ways of working have been both varied and profound.

In highlighting the collaboration shown between ASEAN member states as the region looks to continue its recovery from the pandemic, speakers from regional governments, unions, and the private sector will come together at the ASEAN Future of Work (FOW) conference to discuss how to work together to balance stakeholders' needs and interests in adapting to new business models and ways of working.

Organised in collaboration with Singapore's Ministry of Manpower and the Regional Centre for the Future of Work, the third edition of ASEAN FOW will be held on Thursday, May 12, from 9am-2.30pm (SGT), as part of HR Tech Festival Asia 2022.



Kicking off the prestigious and popular virtual conference as the Guest of Honour (GOH) is **Heng Swee Keat**, Singapore's Deputy Prime Minister and Coordinating Minister for Economic Policies, who will be making the opening address at 9am (SGT).

After the GOH's opening address, attention will turn to how artificial intelligence (AI) is being adopted in ASEAN to support workforce management and key HR functions. Moderated by Associate Professor **Hahn Jungpil**, Deputy Director (AI Governance), **AI Singapore**, the panel discussion titled, *The Future of AI in HR: Balancing Innovation, Ethics and Governance*, will discuss the opportunities and challenges faced by HR practitioners as they increasingly adopt and harness AI in their work.

Associate Professor Hahn will be joined by **Poon King Wang**, Director, Lee Kuan Yew, Centre for Innovative Cities (LKYCIC), **Singapore University of Technology and Design**; and **Nina Alag Suri**, CEO of **XOPA AI**.

With the pandemic having introduced new norms to the way we work, governments, businesses, and workers are increasingly seeing flexible work as a permanent fixture of the workplace.

To better understand the challenges and best practices to balance the needs of businesses and their workers under flexible work models, as well as the trade-offs between remote and onsite work, be sure to join the panel discussion titled, *Successful Flexible Work Arrangements: Managing the Trade-offs between Remote and Onsite Work*.



Moderated by **Jason Seng**, Partner, People Advisory Services, **Ernst & Young Advisory**; the session will also examine the future of flexible workplaces and how businesses can best apply flexible work arrangements. Joining Seng will be **Deanna Ong**, Chief People Officer, **Government of Singapore Investment Corporation (GIC)**.

With the pandemic creating a rise in platform workers, ASEAN FOW is also shining a spotlight on the working conditions of workers engaged in delivery and transport services.

In the panel discussion titled, *Strengthening Labour Protections for Platform Workers: A Delicate Balance Between Protecting Workers and Promoting Enterprise Competitiveness*, Professor **Hoon Hian Teck**, Dean, School of Economics, **Singapore Management University**, will lead the discussion on how to strengthen labour protections for workers engaged in delivery and transport services, taking into consideration how these workers generally have less access to employment benefits, compared with individuals engaged in standard employment.

Rounding off ASEAN FOW this year is the panel discussion titled, *Employability or Employment: Supporting Our Youth for the Best Start at Work*. Moderated by **Cheryl Lim**, Partner, **McKinsey & Company**, the panel consisting of **Nicole Anne Kahn Parreño**, Policy and Advocacy Officer, Secretariat, **Trade Union Congress of the Philippines**; and **Anthony Choong**, Head of International Business Development, **Glints**, will highlight the challenges youths in ASEAN are facing in balancing education and training opportunities.

The session will explore the roles governments, unions, and employers can play to help youths secure meaningful employment opportunities, and how the public, people, private, and education sectors can support youths to take on diverse career opportunities and entrepreneurial roles.



Hahn Jungpil



Deanna Ong



Jason Seng



Nina Alag Suri



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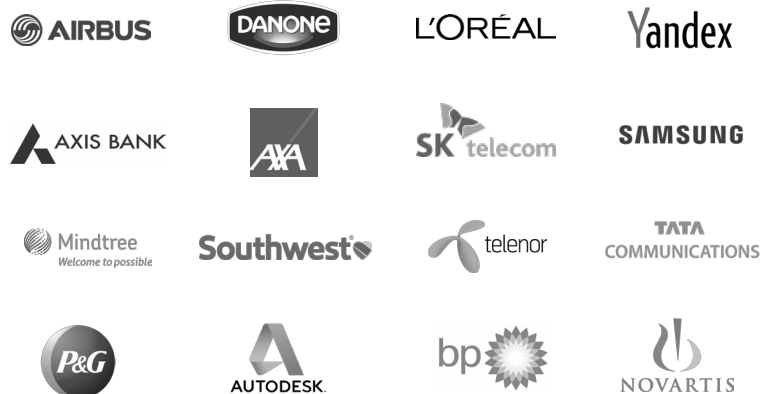
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**SABRINA MATTHEWS**  
HR Manager, Global Learning  
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# REDEFINING THE SPECTRUM OF LEARNING FOR THE AGILE ORGANIZATION

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Come by and have a chat with our experts at the upcoming HR Tech Festivals Asia 2022 on the 10 May.  
**WE LOOK FORWARD TO MEETING YOU.**



# Additional session highlights

**HR** TECH FESTIVAL LIVE

**Stephanie Nash, Chief People Officer, Circles.Life; and Co-Founder & Chief People Officer, Thrive HR Exchange**  
**Session Title:** Employee Wellbeing Takes Centre Stage. Recharge Your EX With Wellbeing At The Core (May 10, 10.30am-11am, SGT)

The events of the pandemic period have made it painfully clear that workforce well-being should be a business imperative. This shift has elevated well-being from a programme to a core business strategy. The speed of change has raised questions on how best to initiate an organisational well-being strategy. In this session, you will learn how to increase engagement through well-being offerings and understand the business case for well-being.

**HR** TECH FESTIVAL LIVE

**Sarah Tiew, Head of Workforce Transformation and Analytics, UOB; and World Economic Forum Future of Work Fellow**

**Session Title:** Humanising Transformation – Enabling Sustainable Growth for Our People (May 10, 11.05am-11.30am, SGT)

The pandemic has accelerated the pace of organisational transformation with much complexity. Over the past two years, energy and investments were largely spent on technology or processes, leaving employees overwhelmed and grappling with change fatigue. In this session, Tiew shares her past learnings facilitating the transformation agenda and explores topics for leaders and HR to enable employees to thrive in this era of change.

**HR** TECH FESTIVAL LIVE**ADP**  
Always Designing for People™

**John Antos, Vice-President Strategy, Global Payroll and Asia Pacific, ADP**  
**Session Title:** Work is Having a Moment (May 10, 10.45am-11.05am, SGT)

Shifting back to working environments and reconnecting again is a big transition that poses additional new challenges for HR leaders. In this session, Antos will share what organisations need to know to adapt to the changes and highlight the most important areas where employees are seeking flexibility, support, and adaptation to the ways they work.

**HR** TECH FESTIVAL LIVE**LinkedIn**

**Frank Koo, Asia Head of Talent & Learning Solutions, LinkedIn**

**Session Title:** Reimagining the Future of Work, With a Focus on Flexibility and Skills (May 10, 11.30am-11.50am, SGT)

Today, there is greater competition in the marketplace to attract and retain good talent. Organisations have found that they need to hire for skills to secure the best talent for open roles. Koo will uncover how organisations can create a skills-first approach that attracts talents, provide engaging work environments and support career development opportunities to enable employees to thrive.

**HR** TECH FESTIVAL LIVE**CoachHub**

**Patrick Liang, Vice President, South Asia, CoachHub**

**Session Title:** Digital Coaching Points the Way (May 10, 12.10pm-12.30pm, SGT)  
Coaching plays a critical role by supporting each employee in their individual journey

and empowers them to be the best of themselves. Cultivating a sustainable coaching culture is increasingly critical to the alignment of organisations' long-term strategic goals. In this session, Liang will share how organisations can accelerate the impact of coaching by unlocking its true value through technology innovation.

**HR** TECH FESTIVAL LIVE**ORACLE**

**Nancy Estell-Zoder, Vice President, HCM Product Strategy**

**Session Title:** The Future of Employee Experience Is NOW (May 10, 1pm-1.20pm, SGT)

Are you delivering an employee experience that ignites potential? Employee experience is the number one trending topic for business leaders in 2022 and is not a passing trend, but rather a foundation for how businesses operate. Today's employee experience needs a personalised approach, one that can adapt and deliver to employees' new, unmet, and frequently changing needs.

**HR** TECH FESTIVAL LIVE

**Jeff Blake, Chief Operating Officer, Satellite Office**

**Session Title:** Skilling Up for The War for Talent (May 10, 1.40pm-2pm, SGT)  
There is a war for talent upon us, as restrictions ease and employees re-evaluate their priorities and options in a post-pandemic world. Organisations will continue to be faced with a growing shortage of skilled workers and companies are finding it more difficult to attract and retain talent. Can providing adequate skilling opportunities be your armour in this war for talent?



## Additional session highlights



**Billy Elliot, Regional Director APAC, Top Employers Institute**

**Session Title:** Deliver People Agility Through "Digit-ability"  
(May 10, 1.50pm-2.10pm, SGT)

Top Employers worldwide are using digital HR systems to transform everything from the EX to employee journey mapping and potential employees 'virtual candidate experience.' Elliot will share about the unique opportunities available to HR leaders in APAC to help achieve rapid and positive change in their organisation with these digital opportunities.



**Eklavya Bhav, Senior Regional Director, Asia, Coursera**

**Session Title:** Building a Transformative Model for Workplace Learning  
(May 10, 2.40pm-3pm, SGT)

While some organisations return to how they were operating pre-pandemic, others are adapting to new ways of working to home in on arising opportunities. With trends such as remote work and online workplace learning continuing to persist, Bhav will share how organisations can build a transformative model for workplace learning to drive a competitive advantage.



**Joy Koh, Head of Growth and Advisory, APAC, AMS**

**Session Title:** Solving the Scarce Talent Challenge in APAC  
(May 10, 3.40pm-4pm, SGT)

Everyone wants the best talent for their organisations but finding and retaining talent has become more challenging in the past year.

In this session, Koh will share real examples and proven strategies to secure the talent your organisation requires.



**Josh Bersin, Global Industry Analyst and CEO of The Josh Bersin Company**

**Session Title:** Preparing for Ongoing Disruption: Where HR Should Focus (May 11, 10.05am-11am, SGT)

Although the pandemic seems to be waning, other factors – ranging from acute talent shortages to political crises to economic instability – will shape HR planning and actions in the months ahead. In this exclusive session, Bersin will discuss the fundamentals HR must focus on to help their organisations address current and near-term challenges while laying a foundation for successful growth. He will also reveal highlights from recent research on topics such as organisational design, talent acquisition, skills development, and change agility.



**Jeanne Achille, Founder & CEO, The Devon Group**

**Session Title:** Welcome Address - Why Gender Equity Matters  
(May 11, 10am-10.15am, SGT)

Programme Chair Jeanne Achille will open the Women in HR Tech Summit with a recap of recent research that underscores the importance of women in leadership. She will review the impact of women leaving the workforce during the pandemic and where we go from here.



**Ruby Kolesky, Co-CEO and Heart of Product, Joyous**

**Session Title:** Why All Employees Should Co-Lead Your Change Strategy  
(May 11, 10.15am-11am, SGT)

In opening keynote to the Women in HR Tech Summit, Kolesky will highlight how to bridge the gap between signals and action. She will discuss her own career journey in tech, the lessons she learned as she progressed to more senior roles, while designing products for both consumers and employees. She will also highlight how authentic communication supports inclusion and retention.



**Matt Alder, Producer and Host of The Recruiting Future Podcast and Mervyn Dinnen, Author, HR & Talent Acquisition Analyst.**

**Session Title:** Creating a Game-Changing Digital Talent Journey to Attract, Develop and Retain the Digital Skills for Your Business Needs (May 11, 11am-12pm, SGT)

In a world of 'accelerated digital transformation, it is essential for all businesses to be a place where digital talent wants to work and thrive, and where they can learn and develop their skills and knowledge. In this session, Alder and Dinnen, co-authors of the book 'Digital Talent', will guide you through the essential steps in creating a Digital Talent Journey that attracts and retains the people you need.

## Additional session highlights

HR TECH FESTIVAL ASIA 2022 SHOW GUIDE  
www.hrtechfestivalasia.com



HR LEADERS'  
— APAC SUMMIT —



**Nela Richardson, Chief Economist, ADP**

**Session Title:** People at Work 2022 – New Insights on The Global Workforce and The APAC Region (May 11, 11am-11.30am, SGT)

In this session, Richardson review insights from ADP's newest research and discuss how the Asia-Pacific region is home to some of the biggest and fastest growing economies on earth. These insights can provide employers with the knowledge to adapt to the changes, highlighting the most important areas where employees are seeking flexibility, support, and adaptation to the ways they work.



HR TECH  
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ONLINE



**Lynn Dang, Human Resource Lead, Singapore and Vietnam, Microsoft**

**Session Title:** Leadership Perspectives: Making Hybrid Work, Work (May 11, 12pm-12.30pm, SGT)

With 60% of employees in APAC considering a switch to remote or hybrid in the year ahead, leaders are confronted with the challenge of how to meet employees' great new expectations head-on while balancing business outcomes in an unpredictable economy. Hear from Dang as she shares Microsoft's 2022 Work Trend Index findings on the most urgent trends business leaders need to know.



HR TECH  
FESTIVAL  
ONLINE



**Rashim Mogha, GM, Leadership and Business Solutions, Skillsoft**

**Session Title:** Why Personalised Coaching is Essential for Leaders to Stay Ahead (May 11, 12.30pm-1pm, SGT)

As quality talent becomes increasingly scarce, building leadership competencies must

become an integral part of skilling across the organisation. And in a world that has become rapidly virtualised, we can expect an increased investment in digital coaching throughout the employee lifecycle. In this session, Rashim will explore the rise of personalised digital coaching and the impact it has on organisations.



HR TECH  
FESTIVAL  
ONLINE



**Michael Lee, Managing Consultant, South-East Asia, SHL**

**Session Title:** Building a Future-proof Organisation (May 11, 4pm-4.30pm, SGT)

There is an opportunity for organisations to reimagine and reinvent themselves - how and where they get work done, and the culture and experiences they foster, in anticipation of unpredictable changes that may hit again in the future. Join Lee as he shares the four key areas for organisations to optimise, as well as insights that can be used as a guidance to remodel the workplace.



HR LEADERS'  
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**Margaret Heffernan, Author & Professor of Practice, University of Bath**

**Session Title:** Leading Through Complexity: What Is the New Social Contract at Work? (May 11, 4pm-5pm, SGT)

At a time when business outcomes can no longer be accurately predicted or guaranteed, it is more essential than ever that organisations stay fiercely attuned to early warning signals and cultivate the capacity to accelerate when clarity emerges. This means that leadership and decision-making cannot reside only at the top. A highly networked organisation, where information and insight travels fast and freely is the only sustainable response to a world whose business conditions can change overnight. Join Heffernan to find out what that means for employees and leaders.



HR TECH  
FESTIVAL  
ONLINE

**Stacey Harris, Chief Research Officer & Managing Partner, Sapient Insights Group**

**Session Title:** Asia Pacific Market: Top 5 Emerging HR Tech Trends from Sapient Insights Annual Research (May 12, 9.15am-10am, SGT)

Join Harris as she presents this exclusive session on the Top 5 HR Technology Trends of 2022 for Asia-based organisations, pulled from Sapient Insights world renowned Annual HR Systems Survey and Research. As the voice for the HR Technology community for over 25 years, this session from Sapient Insights shares insights and data from more than 20,000 organisations around the world.



HR TECH  
FESTIVAL  
ONLINE



**Stephanie Sng, Manager, Creative & Professional Services Division, WSG; and Goh Jia Yong, Partner, Ernst & Young**

**Session Title:** Enable the Future of Work Now with WSG Initiatives (May 12, 12.30pm-1.15pm, SGT)

Workforce Singapore (WSG) will share on the HR Tech Transformation Programme (HRTTP) and Career Conversion Programme (CCP), which support organisations to build a pipeline of HR talents and uplift the HR sector through HR technology adoption so that HR professionals can shift towards more strategic role/functions. Ernst & Young, a job redesign consultant supporting HRTTP, will talk about the strategic role that HR plays in shaping employee experiences moving ahead through HR digitalisation and HR job redesign.

## Additional session highlights



**Lauren Huntington, EX Solution Strategy Lead, Southeast Asia, India, Greater China**

**Session Title:** Designing the Ultimate Employee Experience Programme Beyond Engagement (May 12, 1.15pm-1.45pm, SGT)  
The pivot to remote and hybrid work has accelerated a new take on what it means to be an employee – and disrupted what employees expect when it comes to employer flexibility, work-life balance, well-being, and workplace safety. In this session, Huntington will explain how to measure outcomes beyond engagement in your organisation to drive retention, business outcomes and an engaged workforce.



**Pesha Krishnan, Customer Success Manager, Achievers**

**Session Title:** How to Optimise Your Recognition Programme to Drive Belonging (May 12, 1.30pm-2pm, SGT)  
Did you know that employees recognised in the past week are almost five times as likely to feel a strong sense of belonging at work? Recognition is a key lever of belonging, but without the right programme, HR leaders may not be driving the results they need. Join Achievers to learn how Achievers customers are building global employee recognition programmes that drive cultural change.



**Gavin Morse, Senior People Scientist, Culture Amp**

**Session Title:** The Great Onboarding (May 12, 2-2.30pm, SGT, SGT)  
Whilst the aftereffects of COVID-19 have prompted employees to seek new

opportunities, the most successful organisations are looking beyond just the current pandemic. Organisations are evolving their employee experience to be ready for future change, and to attract new talent. Join Morse as he discusses the core aspects of the employee experience that you should focus on to set your organisation apart from your competition and allow you to navigate future change confidently.



**Lisa Christy, Regional APAC Director, Human Resources, Wolters Kluwer**

**Session Title:** The Post-Pandemic World: Key HR And Employment Law Updates Across Asia-Pacific You Need to Know (May 12, 2.30pm-3pm, SGT)  
In this session, Christy will be providing a glimpse across a few countries within the APAC region on the latest labour and employment laws, rules to consider, and policies to be implemented. This will help prepare HR and employment law professionals to develop a structured approach to employee management and the implementation of their company's work rules by the latest changes and what will be needed to manage employees back to safety in a post-pandemic world.



**Jo Maitland, Learning Consultant, Docebo**

**Session Title:** Learner Engagement - Creating Clickbait Content (May 12, 2.30pm-3pm, SGT)

Imagine your learners had the same connection to their learning as they do to their daily social and streaming habits. How do you stop the scroll and hook your learners? In this session, Maitland will explore the marketing principles that drive learners to where they need to be and create a binge worthy appetite to your learning offer.



**Joshua Secrest, Vice President, Marketing and Client Advocacy, Paradox**

**Session Title:** Automation with a Human Touch: How McDonald's and UOB Use Conversational AI to Improve Efficiency and Candidate Experience (May 12, 3pm-3.30pm, SGT)

Paradox' Secrest, who is also former global head of recruiting at McDonald's, will share insights on how McDonald's and UOB have employed conversational AI assistants to automate and simplify hiring processes —providing 24/7, mobile-first candidate communications to increase speed and efficiency, and returning hours of time per week back to managers. He will also provide tips on simplifying the hiring process and reducing friction that leads to applicant drop-off.



**Georgie Duthy, Enterprise Customer Success Manager & Project Lead, Enboarder**

**Session Title:** The People Activation Revolution: 4 Ways to Get Employees to Engage and Participate in Your HR Programmes In 2022 (May 12, 3.30pm-4pm, SGT)

Distributed & disconnected workforces have made working together even harder and people are being pulled in a million directions at once. Organisations are struggling to gain traction on their people programmes as people grow tired, burnt out, overwhelmed, and probably thinking of leaving. In this session, Duthy will share more details about People Activation, Enboarder's model to help design HR programmes and initiatives.





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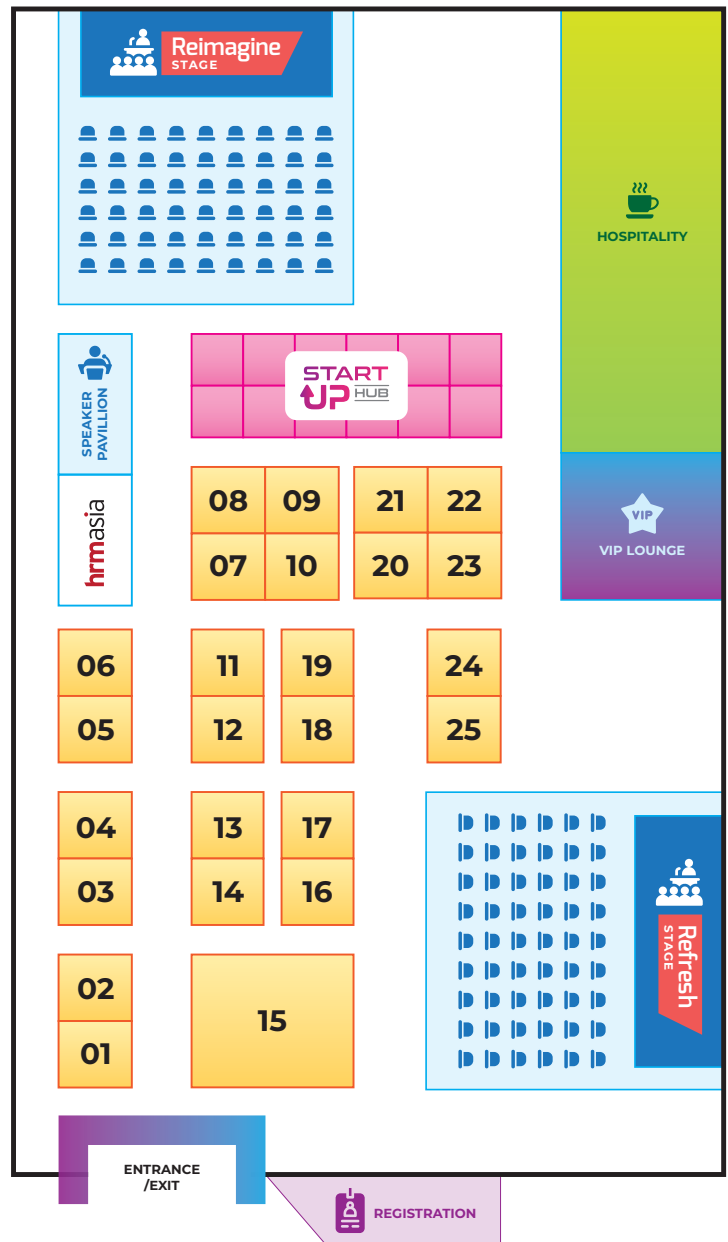




# Floorplan



EXHIBITORS			
BOOTH NO.	EXHIBITOR	BOOTH NO.	EXHIBITOR
1		13	
2		14	
3		15	
4		16	
5		17	
6		18	
7		19	
8		20	
9		22	
10		23	
11		24	
12			
STARTUP HUB			





Day 1 10 May 2022, Tuesday



## Reimagine Stage

10:00 – 10:15

**Opening Remarks and Guest of Honour**  
*Zaqy Mohamad, Senior Minister of State for Manpower and Defence, Singapore*

10:15 – 10:45

**The Future OF Human Development - Understanding ASEAN's Vision and Innovation For A Changing World**  
*Dr Bob Aubrey, Founder & Chair of the Advisory Board*  
*Patrick Tay, Assistant Secretary-General of NTUC and Member of Parliament of Pioneer SMC*

10:45 – 11:05

**Work Is Having A Moment**  
*John Antos, Vice President Strategy, Global Payroll & Asia Pacific, ADP*

11:05 – 11:30

**Humanising Transformation - Enabling Sustainable Growth For Our People**  
*Sara Tiew, Head of Workforce Transformation and Analytics, UOB and World Economic Forum Future of Work Fellow*

11:30 – 11:50

**Reimagining The Future Of Work, With A Focus On Flexibility And Skills**  
*Frank Koo, Asia Head of Talent & Learning Solutions, LinkedIn*

11:50 – 12:10

**Presentation by ServiceNow**

12:40 – 13:00

**Reimagining Job Design In Workplaces Using Artificial Intelligence**  
*Philippa Penfold, HR Technology Expert*

13:00 – 13:20

**The Future Of Employee Experience Is NOW**  
*Nancy Estell-Zoder, Vice President - HCM Product Strategy, Oracle*

13:20 – 13:40

**Presentation by Ceridian**

13:40 – 14:00

**Skilling Up For The War For Talent**  
*Jeff Blake, Chief Operating Officer, Satellite Office*

14:30 – 14:50

**Back To The Future Of Work: A Digital Learning Journey With Standard Chartered**  
*Casey Mee, Global Head, People Capability – Learning Technology, Standard Chartered Bank*  
*David Lovell, Director, Marketing APAC, Skillssoft*

14:50 – 15:20

**Weathering The Talent Management Storm From Inside Out – A Strategic Response To The Changing Talent Landscape**  
*Rashmi Mishra Sharma, Head of People & Capability Building, GovTech Singapore, and Consultant at Harvard Business School – Corporate Learning*

15:20 – 15:40

**Adaptable HR In Times Of The Great Return**  
*Shaswat Kumar, Senior Vice President - Customer Success, Darwinbox*

15:40 – 16:00

**Solving The Scarce Talent Challenge In APAC**  
*Joy Koh, Head of Growth and Advisory (APAC), AMS*

16:00 – 17:00

**HR Fest Awards Presentation**

## Refresh Stage

10:30 – 11:00

**Employee Wellbeing Takes Centre Stage. Recharge Your EX With Wellbeing On The Core**  
*Stephanie Nash, Chief People Officer, Circles.Life, Co-Founder & Chief People Officer, Thrive HR Exchange*

11:00 – 11:20

**Presentation by Cornerstone**

11:20 – 11:50

**Leadership Staying Power: Preparing For The Future**  
*Ritu Mehrish, Executive Coach, Global Speaker & Author, The Leadership Troubleshooter*

11:50 – 12:10

**Presentation by Globalization Partners**

12:10 – 12:30

**Digital Coaching Points The Way – The Solution To Thriving In Hybrid Workplace**  
*Patrick Liang, Vice President – South Asia, CoachHub*

13:00 – 13:20

**The Power Of Recognition To Tackle 'The Great Resignation'**  
*Ashley Preston, Account Executive, Achievers*

13:20 – 13:50

**Skills Are The New Currency In The New World Of Talent Management. How Can You Prepare Your Organisation And People For This**  
*Grace Huang, Head of People & Organisation, Siemens*

13:50 – 14:10

**Deliver People Agility Through "Digit-ability"**  
*Billy Elliott, Regional Director APAC, Top Employers Institute*

14:40 – 15:00

**Building A Transformative Model For Workplace Learning.**  
*Eklavya Bhawe, Senior Regional Director for Asia, Coursera*

15:00 – 15:20

**Blockchain Could Shake Up The World Of Work. Is HR Ready Or Will You Be Left Behind?**  
*Eddie Lee, HR Technology Strategist, Future Of Talent Economy (FOTE) Network*

15:20 – 15:40

**Support Measures For Your Manpower And Business Transformation Needs**  
*Clarissa Pang, Manager - Corporate Marketing and Communications Division, WSG*

15:40 – 16:00

**Modern Work: A Fresh New Look At The Future**  
*Indranil Roy, Executive Director - Consulting Human Capital Leadership, Deloitte Consulting Southeast Asia*

## Day 2 11 May 2022, Wednesday

**HR LEADERS'**  
— APAC SUMMIT —

**Women in**  
**HR TECHNOLOGY**

10:00 – 10:05

**Welcome Address by HRM Asia**

10:05 – 11:00

**[Keynote Session] Preparing for Ongoing Disruption:  
Where HR Should Focus**

**Josh Bersin**, Global Industry Analyst & CEO,  
The Josh Bersin Company

11:00 – 11:30

**People At Work 2022 –  
New Insights On The Global Workforce And The APAC Region**

**Nela Richardson**, Chief Economist,  
ADP

11:00 – 12:00

**Creating a Game-changing  
Digital Talent Journey to Attract, Develop and Retain  
the Digital Skills your Business Needs.**

**Mervyn Dinnen**, Author, HR & Talent Acquisition Analyst  
**Matt Alder**, Producer & Host, Recruiting Future Podcast

12:00 – 13:00

**[Panel Discussion] Environmental, Social,  
And Governance (ESG) As A Workforce Strategy**

Moderator: **Ning Wong**, Principal, DaggerWing Group

14:00 – 14:30

**[Panel Discussion] Developing A New Culture  
of Cybersecurity And Digital Resilience**

Moderator: **Dr. Frederick Scholl**, Director - Cybersecurity Program,  
Associate Teaching Professor of Cybersecurity, Quinnipiac University  
Panellist: **Kenneth Siow**, Regional Director for Southeast Asia  
& General Manager (Singapore), Tencent Cloud  
**Lindsay Weissbratten**, Chief Human Resource Officer,  
Siemens Government Technologies

14:30 – 15:00

**Whenever, Wherever - The Future of Work Beyond Hybrid**

**Gary Cookson**, Director, EPIC HR Ltd

14:30 – 15:00

**Presentation by Cornerstone**

15:00 – 16:00

**[Panel Discussion] The Future of HR Leadership**

Moderator: **Charlton Ong**, Vice President - People & Culture, SingTel  
Panellists: **Renee Kida**, Global Head of People,  
Culture & Talent Acquisition, Goto Financial  
**Ihsanuddin Usman**, Human Capital & General Affairs Director,  
PT Pelabuhan Indonesia  
**Tam Trang Nguyen**, Global Head of Human Resources, Unilever  
International cum Head of Human Resources, Unilever Asia

16:00 – 17:00

**[Keynote Session] Leading Through Complexity:  
What Is The New Social Contract At Work?**

**Margaret Heffernan**, Author & Professor of Practice,  
University of Bath

10:00 – 10:15

**Welcome Address - Why Gender Equity Matters**

**Jeanne Achilles**, Founder & CEO, The Devon Group

10:15 – 11:00

**Keynote Address:**

**Why All Employees Should Co-lead Your Change Strategy**

**Ruby Kolesky**, Co-CEO and Heart of Product, Joyous

10:30 – 11:15

**[Panel Discussion]: Putting Diversity Recruiting Into Practice**

Moderator: **Evelyn Kwek**, Managing Director, Great Place to Work

Panellist: **Caitlin McGregor**, CEO, Plum

**Jennifer Ravalli**, Vice President, Marketing, PandoLogic

11:15 – 12:00

**[Panel Discussion]: The Inclusion Experience:  
Moments, Signals and Outcomes**

Moderator: **Melissa Arronte**, PhD,  
Employee Experience Practice Lead, Medallia  
Panellists: **Lexy Martin**, Principal - Research & Customer Value, Visier  
**Lydia Wu**, Head of Talent Analytics and Transformation,  
Panasonic

12:00 – 12:45

**Moving Ahead Together To Advance The World Of Work**

**Aliza Knox**, Author, Speaker, Non-Executive Director

**SCAN THIS QR CODE TO  
VIEW FULL AGENDA**



## Day 2 11 May 2022, Wednesday



14:00 – 14:05

### Welcome Address by AHDO

**Dr. Bob Aubrey**, Founder & Chair of the Advisory Board,  
ASEAN Human Development Organisation (AHDO)

14:05 – 14:20

### Human Development In ASEAN - Why Is ASEAN Taking The Lead?

**Nadiah Tan Abdullah**, Chief Human Resources Officer,  
S P Setia and Chair AHDO Malaysia  
**Le Hong Phuc**, Chair AHDO and Founder & President,  
Vietnam Human Resources Association

14:20 – 15:00

### ASEAN HD Practices And Priorities – Virtual Tour: Indonesia, Vietnam, Malaysia, Singapore

Moderator: **Fong Tuan Chen**, Chief People Officer,  
Berjaya Corporation Berhad and AHDO Malaysia Board  
Panellists: **Yulius Bulo**, Operations Director,  
Petamina Foundation and AHDO Board  
**Jerry Sizs**, Group Leader,  
Social Investment and Sustainability, PT Freeport Indonesia  
**Tieu Yen Trinh**, Founder & CEO,  
Talentnet Corporation and AHDO Vietnam Board  
**Son Nguyen**, Director,  
Professional Capabilities & Network and AHDO Vietnam  
**Mallory Loone**, Co-Founder,  
Work Inspires and AHDO Malaysia Board  
**Alvin Goh**, Executive Director,  
Singapore Human Resources Institute and AHDO Singapore Board  
**Shree Mogan**, Chief People Officer,  
FLOW

15:00 – 15:55

### HR To HD : Transformation Of HR To HD - What An HD Organisation Looks Like

**Alvin Goh**, Executive Director,  
Singapore Human Resources Institute and AHDO Singapore Board  
**Pambudi Sunarsihanto**, Human Resources Director,  
Blue Bird Group and Chair AHDO Indonesia  
**Nazrul Aziz**, Vice President Graduate, Diaspora & Industry,  
Partnership, Talent Corporation Malaysia Berhad  
and AHDO Malaysia Board  
**Alexis Pham**, Chief People Officer,  
Home Credit Vietnam and AHDO Vietnam Board  
**Tayla Bestbier**, Human Development Executive,  
Plumm Health

15:55 – 16:00

### AHDO Summit Closing Remarks

**Dr. Bob Aubrey**, Founder & Chair of the Advisory Board,  
AHDO



11:30 – 12:00

### Engaging Your Talent: A Skills-based Approach To Talent Development And Internal Mobility

**Ann Ann Low**, Senior Director, Talent Development Asia Pacific Region,  
LinkedIn  
**Lay Peng Que**, Head of Customer Success - Southeast Asia, LinkedIn

12:00 – 12:30

### Leadership Perspectives: Making Hybrid Work, Work Lynn Dang, Human Resource Lead, Singapore and Vietnam, Microsoft

12:30 – 13:00

### Why Personalised Coaching Is Essential For Leaders To Stay Ahead Rashim Mogha, GM - Leadership and Business Solutions, Skillsoft

13:00 – 13:30

### Presentation by AMS

13:30 – 14:00

### Workforce Of The Future: Talent At The Centre Of Business Growth

Moderator: **Eklavya Bhawe**, Senior Regional Director for Asia,  
Coursera  
Panellists: **Mohamad Kamal Bin Nawawi**, CEO,  
Axiata Foundation  
**Maria Belinda Morales**, CHRO,  
Megawide Construction Corporation

14:00 – 14:30

### Rethink Talent Development - How To Upskill Your Workforce At All Levels Quickly And Effectively Yu Dan Shi, APAC Principal Behavioural Scientist, CoachHub

15:00 – 15:30

### Presentation by Globalization Partners

15:30 – 16:00

### Unlocking The Power Of People Analytics Across The Employee Journey Ammara Naeem, Head of Client Success, Top Employers Institute

16:00 – 16:30

### Building A Future-proof Organisation Michael Lee, Managing Consultant, Southeast Asia, SHL

16:30 – 17:00

### [Panel Discussion] Leveraging HR Tech For A Seamless Back To Office

Moderator: **Marcelly Suhali**, Sales Director, Darwinbox





## Day 3 12 May 2022, Thursday



09:00 – 09:15

**Opening Address By Guest Of Honour**  
**Heng Swee Keat**, Deputy Prime Minister and  
Coordinating Minister for Economic Policies, Singapore

09:15 – 10:15

### [Panel Discussion] The Future Of AI In HR: Balancing Innovation, Ethics And Governance

Moderator: **Associate Professor Hahn Jungpil**,  
Deputy Director (AI Governance), AI Singapore

Panellists: **Poon King Wang**, Director, Lee Kuan Yew Centre for Innovative  
Cities, Singapore University of Technology and Design  
**Nina Alag Suri**, CEO, XOPA AI  
**Susan Cheong**, Managing Director & Group Head of Talent Acquisition  
& Talent Management; Singapore HR Head, DBS Bank

10:30 – 11:30

### [Panel Discussion] Successful Flexible Work Arrangements: Managing The Trade-offs Between Remote And Onsite Work

Moderator: **Jason Seng**, Partner, People Advisory Services –  
Workforce Advisory, Ernst & Young Advisory

Panellists: **Deanna Ong**, Chief People Officer,  
Government of Singapore Investment Corporation  
**Yeo Wan Ling**, Director, NTUC U Women and Family/USME,  
Member of Parliament for Pasir Ris Punggol GRC

11:30 – 12:30

### [Panel Discussion] Strengthening Labour Protections For Platform Workers: A Delicate Balance Between Protecting Workers And Promoting Enterprise Competitiveness

Moderator: **Professor Hoon Hian Teck**, Dean, School of Economics,  
Singapore Management University

Panellists: **Dr Uma Rani**, Senior Economist, Research Department,  
International Labour Organization  
**Yean Cheong**, Executive Director, SG Tech  
**Yin Qia**, Division Chief, Rights Protection Department,  
All-China Federation of Trade Unions (ACFTU)

13:30 – 14:30

### [Panel Discussion] Employability Or Employment: Supporting Our Youth For The Best Start At Work

**Cheryl Lim**, Partner, McKinsey

**Nicole Anne Kahn Parreño**, Policy and Advocacy Officer, Secretariat,  
Trade Union Congress of the Philippines  
**Anthony Choong**, Head of International Business Development,  
Glints

09:00 – 09:15

**Welcome Address by HRM Asia**  
**Opening Speech by Guest of Honour**  
**Heng Swee Keat**, Deputy Prime Minister and Coordinating Minister for  
Economic Policies, Singapore

09:15 – 10:00

### [Keynote Session] Asia Pacific Market: Top Five Emerging HR Tech Trends from Sapient Insights Annual Research

**Stacey Harris**, Chief Research Officer & Managing Partner,  
Sapient Insights Group

10:00 – 10:30

### Three Strategies You Can Implement Now to Immediately Boost Your Employees' Engagement

**Raj Khemani**, Head of Global Capabilities Centers (India | Poland), GSK

10:30 – 11:00

### Coaching And The Art Of Uncommon Leadership

**Ruchira Chaudhary**, Author & CEO, TrueNorth Consulting

11:00 – 11:45

### [Panel Discussion] HRBP's Evolving Strategic Role: How To Become A Highly Effective Partner In The New Era Of Work

Moderator: **Tan Toi Chia**, Chief Corporate & Human Resources Officer,  
Certis

Panellists: **Steven Yudiyantho**, Senior Vice President - Human Capital  
Strategy & Talent Management Group, Mandiri Bank  
**Amith Kumar**, HR Manager, 3M India

11:45 – 12:30

### Future of Work: The Multigenerational Post-Covid Workplace

**Rachele Focardi**, Future of Work Strategist & Founder, XYZ@Work

13:30 – 14:00

### Best Practices For Supporting Employee Mental Health And Resilience To Propel Business Growth

**Dr. Anurag Apte**, Senior Medical - HR, Asia Pacific,  
Middle East and Africa, Procter & Gamble

14:00 – 14:30

### ESG And The Role of HR

**Yulius Buló**, Operations Director, Pertamina Foundation

14:30 – 15:00

### [Exclusive Research Report] The Talent Imperative

**Katheryn Brekken**, Senior Research Analyst, i4CP

15:00 – 15:30

### 6 New Ways To Reinvigorate Your Personal HR Learning And Development Journey

**Zainab Omar**, Human Resources Director, Shell Brunei Petroleum

15:30 – 16:15

### [Panel Discussion] The Role of HR 2022 - 2025

Moderator: **Dr. Tanvi Gautam**, HR Influencer, Keynote Speaker, Best  
Selling Author & Transformational Leadership Expert, LeaderShift Inc  
Panellists: **Shailaja Sharma**, Group Head Leadership & Learning,  
IHH Healthcare

**Andres Bianchi**, Global HR - Transformation Director, Banco Santander  
**Tanuj Kapilashrami**, Group Head Human Resources,  
Standard Chartered Bank

## Day 3 12 May 2022, Thursday



10:00 – 10:30

**People At Work 2022: Asia-Pacific & Singapore Trends**  
*John Antos, Vice President Strategy, Global Payroll & Asia Pacific, ADP*

10:30 – 11:00

**Presentation by Ceridian**

11:00 – 11:30

**Presentation by Oracle**

11:30 – 12:00

**Presentation by ServiceNow**

12:00 – 12:30

**Presentation by Cornerstone**

12:30 – 13:15

**Enable The Future Of Work Now With WSG Initiatives**  
*Stephanie Sng, Manager, Creative & Professional Services Division, WSG*  
*Goh Jia Yong, Partner, People Advisory Services, Ernst & Young*

13:15 – 13:45

**Designing The Ultimate Employee Experience Program Beyond Engagement**  
*Lauren Huntington, EX Solution Strategy Lead, Southeast Asia, India, Greater China, Qualtrics*

13:30 – 14:00

**How To Optimise Your Recognition Program To Drive Belonging**  
*Pesha Krishnan, Customer Success Manager, Achievers*

14:00 – 14:30

**The Great Onboarding**  
*Gavin Morse, Senior People Scientist, Culture Amp*

14:30 – 15:00

**Learner Engagement - Creating Clickbait Content**  
*Jo Maitland, Learning Consultant, Docebo*

14:30 – 15:00

**The Post-Pandemic World: Key HR And Employment Law Updates Across Asia-Pacific You Need To Know**  
*Lisa Christy, Regional APAC Director, Human Resources, Wolters Kluwer*

15:00 – 15:30

**Presentation by Nintex**

15:00 – 15:30

**Automation With A Human Touch: How McDonald's And UOB Use Conversational AI To Improve Efficiency And Candidate Experience**  
*Joshua Secrest, VP of Marketing and Client Advocacy, Paradox*

15:30 – 16:00

**The People Activation Revolution: 4 Ways To Get Employees To Engage & Participate In Your HR Programs In 2022**  
*Georgie Duthy, Enterprise Customer Success Manager & Project Lead, Enboarder*

## Day 4 13 May 2022, Friday



10:00 – 10:15

**Good Things Happen When Payroll And HR Come Together**  
*Oliver Guo, Business Consultant, ADP*  
*Kanako Nagata, Business Consultant, ADP*

10:15 – 10:30

**Solving For Skills: Why Learning Is The New Hiring**  
*Leonard Yap, Regional Product Marketing Manager, APAC, LinkedIn*

10:30 – 10:45

**Presentation by ServiceNow**

10:45 – 11:00

**The Next In Employee Experience – Unifying Engagement, Wellbeing, Learning And Knowledge With Microsoft Viva**  
*Nishanth Satheesan, Employee Experience Solution Lead, Microsoft Asia*

11:00 – 11:15

**Presentation by Oracle**

11:15 – 11:30

**Presentation by Ceridian**

11:30 – 11:45

**Presentation by Cornerstone**

11:45 – 12:00

**Talent Management For The Hybrid Workforce & Beyond With Darwinbox**  
*Evelyn Tan, Associate Sales Director, Darwinbox*

12:00 – 12:15

**Design Your Technology Using Behavioural Techniques To Maximise User Experience**  
*Rob Scott, Chief Operating Officer, Smart WFM*

13:00 – 13:15

**Solving Daunting HR Compliance Issues With Ease**  
*Phoebe Woo, Solutions Manager - APAC, Wolters Kluwer*

13:15 – 13:30

**Recognition In The Flow Of Work**  
*Indiarna Baker, Customer Success Associate, Achievers*

13:30 – 13:45

**Equipping Your Workforce For Tomorrow – A Guide To Skillssoft's Percipio**  
*Fauzi As'ad, Solution Architect, Skillssoft*

13:45 – 14:00

**Presentation by Culture Amp**

14:00 – 14:30

**Presentation by Chris Havrilla**

14:45 – 15:00

**Emerging Trends in L&D**  
*Fiona Glendinning, Head of People, Asia Pacific, CoachHub*

15:00 – 15:15

**How To Build And Deliver Experiences That Your Managers And New Hires Will Love?**  
*Conor Barnes, Account Executive, Enboarder*

15:00 – 15:15

**Mobilise Your Talent Using Immediate And Agile Talent Insights**  
*Michael Lee, Managing Consultant, Southeast Asia, SHL*



## Day 4 13 May 2022, Friday



10:00 – 10:15  
**Revolutionising Employee Mind Fitness And Wellbeing For Today's Workforce**  
*Risha Malhotra, Head of Sales, MindFi*

10:15 – 10:30  
**Never Schedule An interview Again: How An AI Assistant Automates And Streamlines Hiring Processes**  
*Zhenlin Ong, Client Success Director, Paradox*

10:30 – 10:45  
**Coursera's Skills-first Learning Approach**  
*Nikko Aw, Skills Transformation Consultant, Coursera*

10:45 – 11:00  
**Presentation by Globalization Partners**

11:00 – 11:15  
**Presentation by Leena AI**

11:15 – 11:30  
**Applying While Having A Drink? Check!**  
*Karoline Bierlich, Head of Communications, Talk'n'Job*

11:30 – 11:45  
**Presentation by Arete Asia Pacific**

11:45 – 12:00  
**Position Your Organisation Among The Worlds Leading Top Employers**  
*Billy Elliott, Regional Director APAC, Top Employers Institute*

12:00 – 12:15  
**Presentation by Qualtrics**

12:45 – 13:00  
**IHRP Knowledge Bank - A Resource Portal On HR**  
*Karina Kuok, Head of Professional Practices & Community, IHRP*

13:00 – 13:15  
**Holistically Understand Your Workforce For Better & Faster Hiring With Predictive Analytics And AI**  
*Jay Huang, Co-founder & CEO, Pulsifi*

13:15 – 13:30  
**Personalisation And Automation: The Best Of Both Worlds For Your Internal And External Training**  
*Fernando Martin, Solution Consultant, Docebo*

13:30 – 13:45  
**Presentation by Nintex**  
*Ranjit Ramachandran, Solutions Engineer, Nintex*

14:00 – 14:15  
**Presentation by Intellect**

14:15 – 14:30  
**Presentation by Deel**  
*Karen Ng, Country Lead - Singapore & Head of Expansion South East Asia, Deel*

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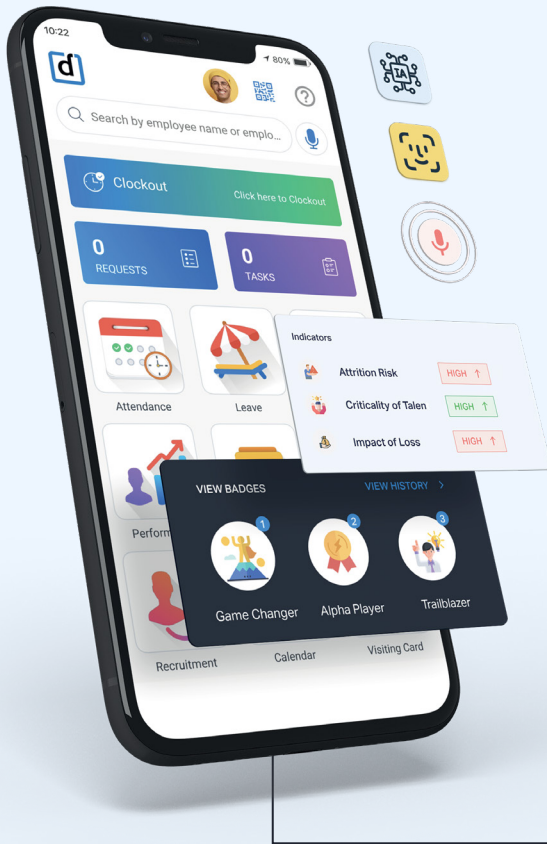
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# Exhibitor Listings



## Exhibitor listings

**ADP**

ADP is a comprehensive global provider of cloud-based human capital management (HCM) solutions that unite HR, payroll, talent, time, tax and benefits, and a leader in business outsourcing services and analytics. Their experience, deep insights and cutting-edge technology have helped transform human resources from a back-office administrative function to a strategic business advantage.

**Achievers****Achievers**

Great culture is the ultimate driver of organisational success. Achievers' employee voice and recognition solutions bring your organisation's values and strategy to life by activating employee participation and accelerating a culture of performance. Achievers leverages the science behind behaviour change, so your people and your organisation can experience sustainable, data-driven business results anywhere in the world.

**A|M|S****AMS**

Founded in 1996, AMS is a global total workforce solutions firm that enable organisations to thrive in an age of constant change by building, reshaping, and optimising workforces. AMS does this through talent acquisition contingent workforce management, internal mobility and skills development, and talent and technology advisory services. Their solutions are delivered by 8000+ experts who live AMS' passionate, bold, and authentic values.

**Arete**

Arete (Greek: ἀρετή) signifies excellence of any kind. Arete-APAC aims to find the right solution for you, achieve excellence in project delivery, and to be your strategic partner.

Businesses across Asia Pacific have leveraged on Arete's expertise to help transform company's HR processes through the implementation of a suitable Human Resource Management Systems (HRMS) solution that meets their organisation's needs.

**CERIDIAN****Ceridian**

Ceridian is a global human capital management (HCM) software company with operations across North America, Europe, and the Asia-Pacific Japan region. Dayforce, Ceridian's flagship HCM platform, is the always-on people platform for the global workforce. Trusted by more than 5,400 customers and over five million people worldwide, Dayforce delivers global compliance, workforce intelligence, and people empowerment in today's increasingly borderless, fluid, and augmented world of work.

**Cloud Services Solutions**

Cloud Services Solutions provides global advisory services for clients to measurably improve the performance and efficiency of their ERP ecosystem. Utilising cost-effective ERP application solutions and strategic consulting services, clients improve their performance and processes and increase efficiencies. Cloud Services Solutions' goal is to remove the guesswork within ERP cloud systems by providing an ecosystem that improves all aspects of any business organisation.

**CoachHub**

CoachHub is a leading global talent development platform that enables organisations to create a personalised, measurable, and scalable coaching programme for the entire workforce. CoachHub's global pool of coaches is comprised of over 3,000 certified business coaches in 70 countries across six continents with coaching sessions available in over 60 languages, to serve more than 500 clients. Email CoachHub at [mail@coachhub.com](mailto:mail@coachhub.com) for more information.

**Cornerstone OnDemand**

Cornerstone OnDemand powers the future-ready workforce with adaptive HR solutions designed to unite technology, data and content and inspire a work environment of growth, agility, and success. With an AI-powered, skills-forward, experiential system designed for the contemporary workforce, Cornerstone helps organisations modernise their learning and development experience, deliver the most relevant content from anywhere, accelerate talent and career mobility and establish skills as the universal language of growth and success.

**Coursera**

Coursera is the global online learning platform that offers anyone, anywhere access to online courses and degrees from world-class universities and companies.

**Culture Amp**

Culture Amp revolutionises how over 25 million employees across 5,000 companies create a better world of work. As the global platform leader for employee experience, Culture Amp empowers companies of all sizes and industries to transform employee engagement, develop high-performing teams, and retain talent via cutting-edge research, powerful technology, and the largest employee dataset in the world.

**Deel**

Deel is a leading global compliance and payroll solution that helps businesses hire anyone, anywhere. Deel's technology offers unmatched payroll, HR, compliance, perks, benefits, and other capabilities needed to hire and manage a global team. Using a tech-enabled self-serve process, Deel's customers can hire independent contractors and full-time employees in over 150 countries, compliantly and in minutes.

**docebo****Docebo**

Docebo is redefining the way enterprises leverage technology to create and manage content, deliver training, and understand the business impact of their learning experiences. With Docebo's multi-product learning suite, enterprises around the world are equipped to tackle any learning challenge and create a true learning culture within their organisation.



## Exhibitor listings

**Darwinbox**

Darwinbox is Asia's fastest-growing mobile-first, AI-powered HR technology platform that enables enterprises to empower its workforce across the entire employee lifecycle (hire-to-retain) with a smarter, simpler, and engaging employee experience (EX). Today, Darwinbox powers digital HR for more than 1.5 million employees from 650+ global enterprises, including large conglomerates, leading enterprises, and fast-growing unicorns.

**Enboarder**

Enboarder is the world's only People Activation Platform, designed to inspire action and truly engage your people, enabling you to transform your people programmes into simple, science-based, human-centric journeys. Whether it is onboarding, learning and development, change management, diversity and inclusion, or employee transitions, Enboarder has reimaged HR programmes to create natural sequences that match your people's journey.

**Globalization Partners**

Globalization Partners enables companies to hire global remote teams in a matter of days with its AI-driven and fully compliant Global Employment Platform. Learn more about how Globalization Partners can help you with your global hiring needs by booking a demo today.

**Institute for Human Resource Professionals (IHRP)**

The Institute for Human Resource Professionals (IHRP) is set up by the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF) to professionalise and strengthen Singapore's HR practice. Committed to setting the HR standards of excellence and developing HR as a strategic enabler of business, IHRP has strengthened HR professionals' competencies and fostered a vibrant HR services eco-system through IHRP certifications and other national programmes.

**intellect****Intellect**

Intellect is Asia's leading mental wellness company that offers a comprehensive and modern approach to mental wellbeing support. With end-to-end coverage across the wellbeing spectrum, Intellect provides an accessible and stigma-free solution that empowers organisations to proactively and cost-effectively support employees in their mental wellness journey. Speak with behavioural health coaches, work with licensed psychologists, or take on self-guided programmes, entirely within the Intellect app.



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**(ISC)²**

(ISC)² is an international non-profit membership association focused on inspiring a safe and secure cyber world. Best known for the acclaimed Certified Information Systems Security Professional (CISSP) certification, (ISC)² offers a portfolio of credentials that are part of a holistic, programmatic approach to security. Their 168,000 members are made up of certified cyber, information, software and infrastructure security professionals who are making a difference and helping to advance the industry.

**Leena AI**

Leena AI is an autonomous conversational AI-backed platform that helps enterprises better employee experience by handling every aspect of employee experience across the employee lifecycle. With Leena AI, companies can eliminate the need for HR staff to work on tasks such as answering policy-related questions, knowledge management, generating employee documents on demand, and managing employee tickets so they can focus on high-value activities.

**LinkedIn**

With more than 800 million members, LinkedIn is the largest professional network in the world and a popular choice among professionals looking to advance their careers. LinkedIn Talent Solutions are built to help companies of all sizes throughout the entire candidate journey. Their range of solutions will help you to Plan, Hire and Develop more effectively than ever, helping you to build winning teams.

**Microsoft**

Microsoft believes in building the right tools to enable employees to achieve more. With this mission in mind, they developed Microsoft Viva, the first employee experience platform for the hybrid era. It brings together knowledge, learning, resources, and insights in the flow of work to help employees stay connected and improve their productivity and well-being.

**MindFi**

MindFi's mission is to make mental wellness culturally relevant and accessible to all of Asia. The MindFi platform delivers a complete spectrum of mental health and wellbeing support to corporate clients and individual users. Anyone can access 24/7 self-care tools and resources, intelligent matching with therapists and coaches, and community-driven features like forums and group therapy in a single cross-platform mobile app.

**Ninetex**

Nintex is the global standard for process intelligence and automation, shaping the future of Intelligent Process Automation (IPA) with its global partner network. Today, more than 10,000 public and private sector organisations across 90 countries turn to the Nintex Process Platform to accelerate progress on their digital transformation journeys by quickly and easily managing, automating, and optimising business processes.

**Oracle**

Natively built for the cloud, Oracle Fusion Cloud HCM is a complete solution connecting every human resource process from hire to retire. This provides a consistent experience across devices, enables one source of truth for HR data to improve decision-making, and empowers you with market-leading innovation to address your needs today and into the future.

## Exhibitor listings



### Paradox

Launched in 2016, Paradox is building the world's leading conversational recruiting software to drive automation with a human touch. Serving global clients with hiring needs across high-volume hourly and high-skilled professional roles, Paradox's conversational assistant Olivia does the work talent teams do not have time for — streamlining tasks like screening, interview scheduling, and more through fast, easy, mobile-first interactions.



### Pulsifi

Pulsifi helps organisations find great hires and make them leaders. Pulsifi's AI platform unifies multiple data to understand hard skills and soft traits of each person, accurately predict job performance and culture fit, and personalise HR from hiring to development.



### Qualtrics

Qualtrics, the leader in employee experience and creator of the Experience Management (XM) category, is changing the way organisations manage and improve the four core experiences of business – customer, employee, product, and brand. Over 13,000 organisations around the world are using Qualtrics to listen, understand, and act on experience data (X-data).



### SAP SuccessFactors

SAP SuccessFactors solutions are changing work for good – strengthening the connection between HR and business operations to help organisations create a sustainable workforce and profitable business. By spanning core HR/payroll, talent management, HR analytics/workforce planning, and individualised employee experiences, SAP SuccessFactors Human Experience Management (HXM) suite helps both employees and companies be their best.



### ServiceNow

ServiceNow makes the world work better for everyone. Their cloud based platform and solutions help digitise and unify organisations so that they can find smarter, faster, better ways to make work flow. So, employees and customers can be more connected, more innovative, and more agile. And we can all create the future we imagine. The world works with ServiceNow.



### SHL

SHL transforms businesses by leveraging the power of people, science, and technology. Their unrivalled workforce data and highly validated talent solutions provide organisations with the workforce and scale to optimally leverage their people's potential that maximise business outcomes. SHL equips recruiters and leaders with people insights at an organisation, team, and individual level, accelerating growth, decision making, talent mobility, and inspiring an inclusive culture.



### Skillsoft

Skillsoft delivers online learning, training, and talent solutions to help organisations unleash their edge. Leveraging immersive, engaging content, Skillsoft enables organisations to unlock the potential in their best assets – their people – and build teams with the skills they need for success. Empowering 36 million learners and counting, Skillsoft democratises learning through an intelligent learning experience and a customised, learner-centric approach to skills development.



### Smart WFM

Smart WFM is a global human capital management (HCM) consultancy specialising in digital transformation. Learn more in The Digital Workforce written by Smart WFM's founder Jarrod McGrath. Smart WFM is APAC's largest independent UKG partner.



### SumTotal

SumTotal provides a unified, comprehensive Learning and Talent Development suite that delivers measurable impact across the entire employee lifecycle. With SumTotal, organisations can build a culture of learning that is critical to growth, success, and business sustainability. SumTotal's award-winning technology provides talent acquisition, onboarding, learning management, and talent management solutions across some of the most innovative, complex, and highly regulated industries, including technology, airlines, and financial services.



### Talk'n'Job

Talk'n'Job, a voice-guided chat application via mobile phone including profiling, is about quick and easy high-volume recruiting of blue collar and trainees. The application can generate more applicants cost-effectively and transfer the structured profile into the internal application process. Founded in September 2020 by ApplyZ, Talk'n'Job works on simplifying communication between companies and applicants, considering the current user behaviour of smartphones.



### Top Employers Institute

Top Employers Institute is the global authority on recognising excellence in People Practices. Through the Top Employers Institute Certification Programme, participating companies can be validated, certified, and recognised as an employer of choice. Top Employers Institute has certified over 1 857 organisations in 123 countries/regions. These certified Top Employers positively impact the lives of over 7 million employees globally.



### Wolters Kluwer

Wolters Kluwer is a global leader in professional information, software solutions, and services for the tax and accounting; governance, risk and compliance; and legal and regulatory sectors. Their solutions enable tax, compliance and HR professionals to improve productivity and performance, mitigate risk, and solve complex problems. Wolter Kluwer also offers the CCH Asia Pacific Employment Law content subscription that enables decision making for regional HR professionals.



### Workforce Singapore

Workforce Singapore (WSG) promotes the development, competitiveness, inclusiveness, and employability of all levels of the workforce. Its key mission is to enable Singaporeans to meet their career aspirations, take on quality jobs at different stages of life, and help enterprises be competitive and manpower lean. WSG's focus is on strengthening the Singaporean core and ensuring that Singaporeans can have better jobs and careers.

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As your manpower and business needs change with the current economic climate, Workforce Singapore (WSG) will be there to walk your business journey with you.

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- **Career Conversion Programmes**

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EMPOWER VIETNAM HUMAN RESOURCES

# RETHINKING TALENT ACQUISITION FOR SUSTAINED BUSINESS GROWTH AND AGILITY

**A**s anyone in HR knows, recruiting is highly complex, and even more so now. Recruiting processes are filled with opportunities to waste time and money, create, or reinforce possible bias and discrimination, and burden hiring managers. And now, in many geographies and industry segments, the pandemic has evaporated talent pools.

Talent acquisition (TA) is a critically important business function that needs to be built around business alignment, good data, and scale—all at once. TA leaders and recruiters must also be forward thinking. Rather than merely filling the jobs that exist today, they must understand where the business is going and source candidates with the skills needed for the company's future success.

Today's talent acquisition professionals also must possess general data analytics skills and an understanding of the many types of technology tools now available

– for assessment, sourcing, candidate marketing, interviewing, tracking, scheduling, and more.

Our recent research, scheduled for publication later this Spring, dug into all aspects of talent acquisition with the goal of finding how companies are currently conducting recruiting and hiring and what practices are having the biggest impact when it comes to business, people, and innovation outcomes. The research is based on a survey of more than 600 respondents representing companies across the globe and industry sectors, as well as interviews with many TA leaders and analysis of 88 different TA practices. In this article, we summarise the top five findings.

**1 Employees are looking for a future, not just a job. Successful hiring starts with a compelling employer value proposition.**

The pressures of the past several years have caused workers to take note of how

their employers care for them. Now, as they look for new roles and challenges, they are looking for employers who are transparent and authentic and have a clearly defined mission.

Our research found that practices related to employer branding have an outsized impact on outcomes. These include the continual refinement of the employer value proposition (EVP), especially when the process reflects employee feedback, and consistent and strong communication of the brand across all channels – not just on career pages of the corporate website.

Powerful and authentic employer branding is not just for the outside world and prospective job candidates. An employer brand reflecting what it is truly like to work for the company is a primary driver of employee retention. Companies with authentic EVPs are also 5.4 times more likely to exceed financial targets, 6.1 times more likely to delight customers, and 7.4 times more likely to innovate effectively.







## **2 The best recruiters bring in the best talent. Invest in your TA team.**

The best recruiters know your company's culture, your business, and the market. They create strong relationships with hiring managers and understand all aspects of the roles for which they are recruiting. They can also assess the readiness and fit of prospective employees and convince them that your company is the one they want to work for.

Unfortunately, while the demand for jobs continues to surge, many companies are also grappling with finding and keeping great recruiters to help fill open positions. According to a Wall Street Journal article, job postings for recruiters doubled during last year.

Consequently, existing recruiting teams are overloaded with work and at risk of burnout. Our research shows recruiters now often have 50, 60, or even 100 requisitions on their plate at any given time. Recruiters also have the

tough job of telling hiring managers that their offers are being rejected or that searches are falling flat.

Our research shows that recruiter development is one of the practices most highly correlated with innovation and customer satisfaction. In fact, companies that invest in their recruiting team are 3.9 times more likely to be leaders in innovation and 4.5 times more likely to achieve high levels of customer retention.

The companies winning the talent war are rethinking the role of recruiters altogether. They are de-emphasising traditional skills such as building pipelines and focusing on broader capabilities such as business acumen, adaptability, data analytics, systems thinking, and bias mitigation. Recruiters at these companies are also playing more strategic consulting roles – working with hiring managers to refine role criteria and understanding the skills needed for the company's workforce of the future.

## **3 It's time to get serious about internal mobility.**

In the past, internal mobility typically meant linear progression as employees and their managers created plans for advancement inside a job or function. While this approach is still very common, current talent challenges require a different approach.

Forward-thinking companies like Schneider Electric, Delta, and Unilever are pursuing agile internal mobility that facilitates the movement of employees to different jobs and functional areas in ways that align with business needs and career interests. This on-demand internal mobility touches on almost every people practice, from hiring to learning to compensation. And, importantly, agile mobility is closely linked to work design: temporary roles, project-based work, rotational assignments, and internal mentoring are all potential strategies savvy organisations are employing.

However, our research shows fewer than a quarter of companies are proficient at internal mobility. Most efforts remain firmly in the realm of traditional, planned, hierarchical mobility, with 70% of companies still sticking to posting jobs for employees to find and apply to.

While successful internal talent mobility undoubtedly requires scalable, flexible technology, and strong, well-designed processes to support it, our research finds the biggest hurdles are tied to corporate culture. Too often, managers "hoard talent" because they are loath to let their best people move to other teams. Some set higher standards for internal hires than external hires. Employees also face risks. For instance, if an employee applies for a different job but then does not get it, their manager might interpret the action as a sign of dissatisfaction. Companies such as IBM, Nestlé, and General Mills have offset these challenges by setting up mentoring and coaching programmes and creating explicit managerial policies, some of which even going so far as to reward managers for hiring from within. One healthcare company has stopped posting jobs internally, instead working directly with employees to invite them to apply for open jobs based on their career interests and qualifications.

Our research shows when companies

go beyond the most basic practice of posting jobs on an internal portal and encourage a culture of movement and growth, they are 3.7 times more likely to see innovation rise and nearly 5 times more likely to be recognised as a great place to work.

#### 4 Put skills and capabilities at the center of your talent acquisition strategy.

By now, most executives firmly grasp the challenges—and risks—associated with maintaining a skilled workforce. The half-life of skills continues to shrink, the time it takes to reskill has ballooned, and companies cannot find the skilled workers they need. But there remains much debate and uncertainty over what to do about these challenges.

The fact is employees are more eager than ever to learn and develop new skills that enable them to perform better and grow into new roles. The best companies are channeling this energy to attract and retain talent where it is needed most. Companies like IBM, AT&T, and Schneider Electric have long been skills development machines, making sure employees have the skills the company demands, and the sources needed to acquire them. Others, like Walmart, are investing to create new opportunities for learning. Several years ago, the retailer launched an initiative to upskill its frontline workers and solve talent shortage in various parts of its business. For example, the company established partnerships to encourage employees to train for positions in pharmacy operations or cybersecurity.

Executives have long valued hard skills such as fundamental and advanced skills in math, science, computing, and data science. However, now tasked with doing business in a constantly evolving environment, executives are now recognising the value of individuals who can communicate effectively and demonstrate dexterity with problem-solving and critical thinking. Other power skills in demand are teamwork, time management, tenacity, flexibility, and curiosity.

When companies hire for both behavioural and technical skills, there is notable short- and long-term performance improvement. For starters, companies bringing these capability combinations into their workforces are 5.7 times more likely to be innovation leaders. Recruiting

## “Talent acquisition (TA) is a critically important business function that needs to be built around business alignment, good data, and scale—all at once.”

candidates who exhibit a growth mindset, curiosity, and creativity makes companies 7.3 times more likely to achieve high levels of engagement and 8.3 times more likely to be recognised as a great place to work.

#### 5 Technology can strengthen your talent pipeline. Use it to your advantage.

Technology has long played a key role in the recruiting process. But is it really helping in the war for talent? The short answer is yes: our research shows that virtual hiring tools, automation, talent intelligence platforms, and even AI and chatbots do drive key metrics like your ability to attract and hire great candidates or maintain a quality talent pipeline. For example, companies employing AI throughout their recruitment processes are four times more likely to boast a strong candidate pipeline. Likewise, those that leverage a variety of digital-hiring solutions, such as online assessments, virtual interview platforms, and pre-hire chatbots, are twice as likely to be able to attract and recruit the right talent.

However, there can also be a downside. Some TA leaders related that when they added digital recruiting solutions, TA operations become even more complex, data was exceedingly hard to manage, and, perhaps worst of all, the experience for all involved became more fragmented and difficult.

We found two things matter most when it comes to using technology for best advantage: adaptability and design. As a company adapts or expands its recruiting practices, there are always new workflows, business rules, and reports to add. So, tools must be highly adaptable and easy to change by users.

The ability to continuously refine

workflows and operational processes is one of the technology practices that emerged as a top driver of outcomes. When a company can simplify or automate administrative processes for recruiters, for example, it is three times more likely to hire the right people.

Technology must always be in service of creating great experiences for all – recruiters, hiring managers, and candidates. The best organisations get this right by designing their TA technology to be simple, easy to use, and intuitive. L’Oréal’s recruiting platform is so easy to use that many recruiters have now become proficient in data analytics, regularly leveraging diversity metrics to adjust and course-correct hiring approaches proactively. At McDonald’s, owner-operators who multitask as recruiters in their own restaurants provided significant guidance on the design of the high-volume hiring platform to ensure it met their specific needs. As a result, they have wholeheartedly embraced the solution.

#### Conclusion

The case for evolving the recruiting function has never been clearer. Old tried-and-true practices are simply not going to be enough to build and maintain a talent workforce that is innovative and engaged in today’s talent market. The best companies are re-imagining TA by putting people at the center, experimenting with new strategies, and applying technology in smart ways to unlock innovation in all recruiting-related processes. **hrm**



#### About the Author

**Josh Bersin** is a Global Industry Analyst and CEO of the Josh Bersin Company. Join Bersin at HR Tech Festival Asia 2022, where his session titled, *Preparing for Ongoing Disruption: Where HR Should Focus*, will take place on Wednesday, May 11, from 10.05am-11am (SGT). [Click here for a definitive guide to human-centred talent acquisition.](#)

Recruiters should  
spend **zero hours**  
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*Interview scheduling  
can look like this.*





# Slow progress decelerates:

## The pandemic's impact on women in the workplace

**A**ccording to researchers at McKinsey, between January 2015 and December 2019, the number of women in senior vice-president positions increased from 23 to 28 percent. Similarly, the number of women in the C-suite rose from 17 to 21 percent. Women were underrepresented; however, slow progress was being made. Women's participation in the leadership ranks delivered positive impact on organisations and employees. This stance was clearly evidenced by Potential Project's findings that 55% of the women in their recent study were ranked as wise and compassionate, two key traits attributed to strong leaders.

Potential Project's research uncovered additional implications: By driving more engaged employees, women leaders save organisations at least US\$1.4 million annually per 1,000 employees. The cost savings is further amplified by research by Gallup. According to their research, it costs between \$30,000 and \$120,000 to replace a worker (assuming an average salary of \$60,000.)

As if these figures were not compelling enough, the crushing impact of the pandemic on women decelerated progress on numerous fronts. In the first year of the pandemic, fifty-four million women around the world left the workforce. Women were disproportionately represented in those industries struck hardest by COVID-19, such as hospitality and food services, healthcare and social work and retail. Industry-mix has further contributed to job losses during the pandemic, combined with the burdens of family care and home schooling.

The crisis created by the pandemic illuminated old wounds. Aside from the uphill climb into the leadership ranks, on average, family responsibilities fall on women. According to McKinsey, women do an average of 75 percent of the world's total unpaid-care work. In some regions, such as South Asia and MENA, women's share of unpaid-care work is as high as 80 to 90

**"Creating female-friendly cultures of diversity and inclusion require quickening the commitment to flexible working, diverse recruiting, and leadership development."**



percent. Working mothers felt the impact of the public-health crisis, which reignited material bias and stereotypes. Balancing caregiving with career requirements forced drastic decisions that have long-standing consequences for individuals and organisations.

Is there a path forward to reinvigorate women's progress in the workplace? Yes, however, old ways of solving these new problems will not work. The pandemic did not simply disrupt the workplace, it disrupted life. The biggest lessons learned during this global-health crisis were how interconnected – and vulnerable – we are. Putting business results before people's well-being is indefensible, especially as people reluctantly come back into the physical workplace. Managers who lead with caring and empathy garner trust from their employees. And leaders are the single biggest contributor to how employees experience work, especially post-pandemic.

According to McKinsey, this gender-regressive reality might mean that global GDP growth could be \$1 trillion lower in 2030. Conversely, taking action to advance gender equality could add as much as \$13 trillion to global GDP by the same year. The facts are straightforward and indisputable. Smart employers are committing to real change, quickly. To help attract women back into the workforce, nine out of ten

organisations surveyed by McKinsey already plan to offer a combination of remote and on-site working. In December 2021, LinkedIn optimistically reported that female internal promotion rates recently increased by 11.4%.

The importance of gender equity cannot be ignored, especially given the destructive impact of the global pandemic on what was only tenuous progress. Creating female-friendly cultures of diversity and inclusion require quickening the commitment to flexible working, diverse recruiting, and leadership development. **hrm**



### About the Author

**Jeanne Achille** is Founder and CEO, The Devon Group. She is also the Programme Chair for the Women in HR Tech Summit at [HR Tech Festival Asia 2022](#) which is taking place from May 10-13. Join Jeanne on Wednesday, May 11, from 10-10.15am (SGT), where she will be giving the welcome address to kick off the Women in HR Tech Summit.



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# 10 FACTS ABOUT THE MULTIGENERATIONAL WORKFORCE IN THE POST-PANDEMIC WORKPLACE...

## AND HOW THE PANDEMIC NARROWED THE GENERATIONAL DIVIDE

**A**s organisations around the world struggle to define what the future of work will look like, understanding the impact of the global pandemic on the multigenerational workforce is critical. The big shift from office to remote working had a tremendous effect on productivity, mental health, team collaboration, relationship with employers, values, and priorities of employees across age-groups. And in many ways, this shared experience has narrowed the generational divide. Here are 10 things you need to know to design the ideal post-pandemic Multigenerational Experience.

### 1 Hybrid is the future

A recent McKinsey research suggests that during the pandemic, working arrangements have changed for 62% of workers, with more than 51% saying their employer has adopted a hybrid work model.

Gen Z, new to the workforce, is the generation that is most often asked to work exclusively from home and is the least engaged in hybrid work. 64% of employees across generations agree that hybrid work is the ideal future work arrangement, and only 11% desire a return to the office.

As a testament to the fact that COVID-19 had an equalising effect on the multigenerational workforce, baby boomers are now the generation that is

most keen on a hybrid work model, while more Gen Z than any other generations wish they could go back to the office.

### 2 Satisfaction with employers

Employees are overall happy with the way their employers handled the rapid shift towards remote or hybrid work during the pandemic. Less than 12% across generations disapprove of business response.

Furthermore, adapting to technology and tools for remote working has been easy for most employees, particularly for those born after 1964 (Gen X, millennials, Gen Z). While 23% of baby boomers found it challenging, technological adaptation was somewhat harder for men (18%) than for women (13%).





### 3 Wellness, flexibility, and a growth mindset are no longer “nice-to-haves”

Employees across generations are more conscious than ever about their physical and mental wellbeing. Eating home-cooked meals, replacing the commute with exercise and meditation, and having hobbies is now a priority, particularly for baby boomers.

Most employees have started to re-think their priorities, wanting to align their career to their preferred lifestyle and values. For almost 100% of respondents, flexibility is no longer an option. They do not want to be in the office five days a week anymore but want to work remotely from other locations and countries with the freedom to plan their own work schedule.

A growth mindset has become an

imperative. Employees across generations realise the importance of being agile, adaptable, and resilient. Baby boomers and Gen X now recognise that knowing how to work smart, master technology and step outside their comfort zone is key, while Millennials and Gen Z feel the need to further enhance their skills to be more employable. 14% want to pursue further education, while those who are more financially vulnerable are ready to embrace the gig economy by having more than one job or a side hustle to ensure financial stability.

### 4 The impact of the pandemic on work-life balance and mental health

The impact on work-life balance has been

positive for 47% of employees, and negative for 31%. This is relatively consistent among age groups.

When it comes to mental health, 38% of employees report a negative impact, and 32% a positive impact. While this is relatively consistent across generations, Millennials have been most negatively affected (40%); baby boomers the least (34%). Gen X's mental health has been most positively impacted.

Gender-wise, more females see an improvement in their mental health since the start of the pandemic than males (35% vs 29%). For many, improved work-life balance – particularly more time with loved ones, more ME time, and more time spent on hobbies – is what contributed positively to their mental health. This is followed by improved efficiency – linked to less time spent commuting and fewer travel expenses.

However, for others, work-life balance deteriorated, particularly because of feelings of isolation, the blurred boundaries between work and home, and the expectation to be reachable beyond work hours, which led to the inability to switch off, more work, burnout, stress, and anxiety.

### 5 Personal productivity is on the rise

61% of respondents report greater productivity when working remotely. This is due to the ability to focus more, to spend more time working and less time commuting, and greater flexibility and autonomy. Higher productivity is highest among Gen X (who value independent work more than any other generation) and lowest among Gen Z (who are more team oriented and need more support as they embark on their career).

However, for 20%, personal productivity has decreased, mainly because of less effective communication, distractions at home, lack of motivation, stress, and anxiety.

The older generations, who valued presenteeism, now realise that it is possible to be productive outside the office – and even more, thanks to online tools that allow them to meet team members, clients, and stakeholders without the need to travel. The young generations believe that if the priorities are clear, the 5-day work week can be reduced to 4, resulting in even higher productivity.

## 6 Good communication is key to maintaining a strong cultural bond for remote teams

Good communication tools are the most effective way to maintain a strong cultural bond for remote teams, followed by a flexible schedule, regular meetings, and periodic in-person socials. Baby boomers feel strongly about agile practices as a way to make people more connected to the organisation.

Mental health support is strongly influenced by age and progressively increases in importance. It ranks 6th for Baby Boomers, 5th for Gen X, 3rd for millennials, and 2nd for Gen Z.

When asked what employers can do to better support employees amidst all this disruption, greater flexibility is cited by every generation, while baby boomers and Gen X want more IT support, and millennials and Gen Z higher pay, mental health support and care packs.

Mental health training, meditation, more personalised virtual onboarding and collaboration tools, daily 1-on-1 check-ins and greater empathy are also cited as important by every generation.

## 7 Team collaboration has become more challenging

72% of respondents believe that remote work has made team collaboration more challenging, and this is more predominant among males than females.

From an intergenerational collaboration perspective, 29% of employees say they have had less opportunities for cross-generational communication and collaboration since the start of the pandemic, and 27% say the quality of intergenerational interactions has deteriorated.

Among all groups, males and baby boomers see greatest improvement in both frequency and quality of interaction with other generations. The figure is significantly lower for the younger generations, particularly Gen Z, who see the least improvement in the quality of communication with older colleagues.

## 8 The pandemic had a strong effect on the employee-employer relationship

Although workers are overwhelmingly positive about their employers' policies to handle remote work during the pandemic, less than 40% are willing to remain with

**“What happened with COVID-19 is comparable to Hayley’s Comet. It provided an unprecedented and unexpected scenario, one where every employee, across every generation and every geography, lived the same experience at the same time.”**

their current employer in their current position. This is surprisingly consistent across generations.

15% want a different employer in the same industry, 12% want to change industry, 12% want to stay with their current employer but with a different career path, 11% want to pursue further education, 10% want to start their own business, and 9% want to take a sabbatical.

Furthermore, 25% of employees across generations say that finding their purpose in life has become a priority, and 13% want to relocate to a new city or country.

## 9 Remote work: Pros and cons

The most positive aspects of working remotely according to employees across age-groups are greater autonomy in how to split work/personal time, flexibility to balance personal/family needs, healthier lifestyle (more sleep, home-cooked meals, time for exercise and meditation), less commute, and the newly acquired tech knowledge. The most negative are ‘Zoom fatigue’, blurred lines between work and private life, social isolation, no office hardware support, monotony, and difficulty in monitoring staff.

## 10 The pandemic has bridged the generational divide

Generations' mindsets and behaviours are shaped by what they experienced in their formative years (this includes their debut into the workforce), and because different generations occur at different times, their experiences are never the same.

The reason behind the generational divide is misalignment: each individual taking a stereotyped view of other generations, not understanding their lived experience, and lacking knowledge of how to collaborate more effectively.

What happened with COVID-19 is comparable to Hayley's Comet. It provided an unprecedented and unexpected scenario, one where every employee, across every generation and every geography, lived the same experience at the same time. I can comfortably say that generations have never been so closely aligned. In fact, not only do they want many of the same things when it comes to the Future of Work, but for the first time, the majority (67%) feel that younger and older generations are facing similar challenges and opportunities.

As organisations plan what their post-pandemic workplace experience will be, capitalising on this unique opportunity by ensuring that nobody is left behind will be paramount. This means implementing collaboration practices and tools that help employees across generations shift from siloed experiences to inclusive shared stories and experiences, helping different generations appreciate each other's sense of purpose, value each other's diverse characteristics, and become better equipped to collaborate. This will undoubtedly drive positive change and innovation, the extent of which has never been seen!

Click [here](#) to find out more about the multigenerational workforce in the post-pandemic workplace. **hrm**



### About the Author

**Rachele Focardi** is a Future of Work Strategist, Founder of XYZ@Work, and Author of the book *Reframing Generational Stereotypes*. Join her at HR Tech Festival Asia 2022, where her session titled, Future of Work: The Multigenerational Post-Covid Workplace, will take place on Thursday, May 12, from 11.45am-12.30pm (SGT).

# SHL

## Mobilize Your Talent Using Immediate and Agile Talent Insights

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# The Talent Imperative: Flexibility Is a Magnet for Talent

But what does flexibility really mean?

**In a fall 2021 study conducted by Fortune, 73% of CEOs named the labour/skills shortage as a likely top-three disruptor of their business strategy in the next 12 months. Subsequently, the year saw a record number of workers quit their jobs worldwide.**

The talent imperative predicted by CEOs is echoing loudly and consistently across human resources now. In early 2022, Fortune and the Institute for Corporate Productivity (i4cp)—a global business research firm—partnered to better understand the hypercompetitive talent market and top companies' strategic responses.

The resulting study, *The Talent Imperative*, included a survey of 1,195 organisational leaders representing 77 countries. The research yielded 635 responses from large organisations (> 1,000 employees) and 58 from organisations in Southeast Asia (>100 employees).

Most large organisations (76%) experienced increased attrition in the past year. However, those in Southeast Asia recorded the lowest growth in attrition rate of any region, with only 52% of respondents indicating an increase over the past year, compared with Latin America (56%), Europe (73%), the United States (76%), and Canada (80%).

i4cp defines employee value proposition (EVP) as the current and evolving set of relevant benefits (monetary and non) and opportunities provided to employees in return for the skills, capabilities, and expertise they bring to the organisation. To compete for talent in 2022, the three most important elements of EVP cited by those surveyed were:

- **Flexibility** (49% from large organisations / 49% from Southeast Asia)
- **Commitment to diversity, inclusion, and belonging** (33% from large organisations / 13% from Southeast Asia)
- **The purpose/mission of the organization** (29% from large organisations / 21% from Southeast Asia)

**“Creating and sustaining a culture in which connection and collaboration thrive should be a priority for all organisations.”**

Only a quarter of respondents from large organisations cited compensation as one of the top three elements of their EVP this year (21% of Southeast Asian respondents). This indicates that companies are looking to non-traditional benefits to attract and retain talent—elements that speak more to the culture of the organisation.

Interestingly, while the largest share of Southeast Asian respondents indicated flexibility as being most important, their second and third priorities were far different from the aggregate of all survey participants. Specifically, 44% of those from Southeast Asian organisations emphasised both career advancement and holistic health and wellness as key components of their EVP—more than any other region. Southeast Asian respondents emphasised career advancement four times more than European respondents and twice more than Canadians. They emphasised holistic health and wellness twice more than Americans or Latin Americans.

The study clearly indicates that business leaders are betting on flexibility to attract and retain top talent over the coming year. But the survey also found that a minority (36%) of employers provide employees with considerable choice as to where to work, and only 19% reported providing employees with considerable choice as to when work gets done.

Echoing the global data, 38% of organisations in Southeast Asia provide considerable choice in where work gets done. However, 26% said they provide employees

with considerable choice in when work gets done, the highest response of any region.

Published earlier this month, the i4cp study, *Flexibility or Flight: Hybrid Strategies to Attract and Retain Talent*, found that more flexibility in where and when work gets done also leads to better market and workforce outcomes.

Because most jobs across the globe cannot be done behind a desk, organisations can look to flexibility in when work gets done as an alternative to work-from-anywhere policies. This can be accomplished by shift swapping, flexible hours, job rotations, and other strategies to provide on-site workers more options than they have typically enjoyed.

In fact, i4cp research found high-performing organisations are two times more likely to offer staggered hours within a fixed schedule as an opportunity for more flexible work. Many are also turning to apps and other platforms to give employees more control over their schedules and the ability to swap shifts or express shift preferences.

Creating and sustaining a culture in which connection and collaboration thrive should be a priority for all organisations. Those that fail to get creative with flexibility to fit workers' needs likely will be far less competitive in attracting and retaining high-quality talent. **hrm**



## About the Author

**Dr Katheryn Brekken** is Senior Research Analyst at the Institute for Corporate Productivity (i4cp). Join her at HR Tech Festival Asia 2022, where her session titled, *The Talent Imperative*, will take place on Thursday, May 12, from 2.30pm-3pm (SGT).

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# Healthy people, healthy business –

## How mental wellbeing translates to business success

**T**he HR landscape is ever-evolving, and COVID-19 has been the catalyst of change, causing us to rethink and reshape the future of work. As a trained physician myself, I can attest that these have been extraordinary times and we went to all lengths to protect our colleagues from a very novel and unprecedented health threat.

While companies are responding to the evolving threat of the pandemic, we are also seeing new challenges unveil, bringing to the surface another real and imminent health threat – one that was a latent threat to our people long before the pandemic and could long outlive the end of the pandemic- mental health.

I believe the approach to achieving a healthier and happier workplace is a journey and one that is tailored to each organisation based on their needs. I would like to unpack my reflections on mental well-being as it is an important part of our overall efforts to have a healthier workforce. These have resonated with me these past years and I hope they are useful to you.

### The importance of taking a holistic and proactive approach to mental wellbeing

We recognise that it is critical for us to support our colleagues if they have a mental wellbeing challenge; this is obvious, but from a prevention standpoint, we need to acknowledge the strong mind-body connect and take a holistic approach to address mental wellbeing. Providing sustainable coaching and support that encompasses mental illness is the start, but we need to acknowledge the importance of applying the same to sleep, diet, exercise, health checks, nutrition, and work-life integration. We need to look at energy management in all dimensions, not just mental, but physical, emotional, and spiritual, which is essential for optimal wellbeing.

**“Going forward, organisations would not only be sought out for the work they offer, but the culture and environment which they create, that would enable individuals to truly flourish and thrive.”**

With that said, personalised needs and risk-based wellbeing plans work better than just stock programmes, because there cannot be one-size-fits-all when it comes to personal well-being.

### The benefit of driving a consistent culture of mental wellbeing throughout your entire organisation

At P&G, this starts with our principles. We know our employees are our most important asset and we truly believe in this. Hence, investing in the wellbeing of our people is part of our culture. Change becomes effective when our leaders – from senior management to managers and supervisors – are championing the topic on mental wellbeing and driving conversations to create psychological safety for our employees. By doing so, we are creating a safe space for our employees to talk about these issues openly and this helps address the stigma and misinformation. This also enables managers and colleagues to be aware of the early warning signs and to render the appropriate help at the earliest time possible, creating the first line of defence.

### The philosophy that Healthy People equals Healthy Business

We need to be intentional when focusing on wellbeing, just as it is integral for any other part of building a team and running a business. As is with every organisation, I believe that all of us understand that people are the most important part of business, as they are for P&G. Hence, promoting the importance of well-being, alongside life and work management, and career goals, give our people a greater sense of purpose, happiness, and fulfilment that lead to better engagement and productivity. Going forward, organisations would not only be sought out for the work they offer, but the culture and environment which they create, that would enable individuals to truly flourish and thrive. This also enhances the talent attraction and retention strategy.

There is no better time than now to take the necessary first steps to address mental health and move the conversation forward. We need leaders to lead their people on this journey and steer them in the right direction with empathy. I am excited to be taking part in the upcoming HR Tech Festival Asia 2022 that will be happening in May 2022. In my session, *Best Practices for Supporting Employee Mental Health and Resilience to Propel Business Growth*, I will be delving into the business imperative for strong mental wellbeing policies and practices in the workplace. I look forward to engaging with participants in learning to enable employees to have a meaningful, happy, healthy, and productive life that goes hand in hand with business success. **hrm**



### About the Author

**Dr. Anurag Apte** is Senior Medical Director, HR, Asia Pacific, Middle East, and Africa at Procter & Gamble. Join him at HR Tech Festival Asia 2022 on Thursday, May 12, from 1.30pm-2pm (SGT), where he will present a session titled *Best Practices for Supporting Employee Mental Health and Resilience to Propel Business Growth*.





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# Why all employees should co-lead your change strategy

**C**oming from a single-parent family with a low income, I tried many entry-level jobs in various industries such as retail and hospitality. However, it was not until my twenties that I decided it was time to find a good career path and stick with it. So, I did a one-year course in IT and the rest is history.

In my first role at a small software company, I started as the seventh software engineer. Fast forward eight years and we became the global leader in our software category with over 500 people in the team.

## Let's talk about signals.

After many rewarding years, three tech companies, and becoming a leader in tech, I began to consider what signal I was sending to people. Not as a leader representing an organisation, rather as myself - a human being. Have you considered what signals you want to be sending?

Becoming a mother and a leader at the same time has deeply affected who I am. And my career as a woman in a male dominated workforce has meant my experiences of others' signals and actions were not always what I would have hoped for. In fact, they were more often than not something I experienced as negative. Something being done to me - not with me, nor for me. In this environment I struggled, and it affected every part of my life.

So, coming back to signals. **My signal is simple: It's love.**

I want people to feel loved. My signal is the same in all parts of my life. Both



my personal and professional one. In the professional context, this is an unusual signal to transmit. And in that context what I mean is that I want to foster an environment in which people feel loved.

Organisations in 2022 are more focused on performance, performance management, performance reviews, performance KPIs, than ever before. They all desire high performing teams. Within that environment the truth is most people do not perform.

What will make people perform is feeling loved.

And love is an aspirational term but that is exactly what we should be. Aspirational.

## Next let's consider how to bridge the gap between signals and action.

Love is not something you will find in many organisations today. Instead, judgement awaits us in almost every interaction. We have come to expect continuous critical feedback on every mistake we make, with little concern or empathy for the underlying

causes. No wonder people live in constant fear of losing their jobs.

So, how do you go from being yet another thing that happens to people, to helping make things happen with people in a way that makes them feel loved?

In my keynote address at the Women in HR Tech Summit I will share five practical things you can do, and how I went about doing them in our organisation. I will share examples and stories about how these things made people feel, and how working this way has created the highest performing team I have ever been a part of. **hrm**



## About the Author

**Ruby Kolesky** is a mother of two young kids, and Co-CEO of *Joyous* - a Kiwi tech company striving to make people's lives better at work. Join her at *HR Tech Festival Asia 2022* where she will be presenting a keynote session titled, *Why All Employees Should Co-Lead Your Change Strategy*, on Wednesday, May 11, from 10.15am-11am (SGT).

**“Organisations in 2022 are more focused on performance, performance management, performance reviews, performance KPIs, than ever before. They all desire high performing teams. Within that environment the truth is most people do not perform.”**

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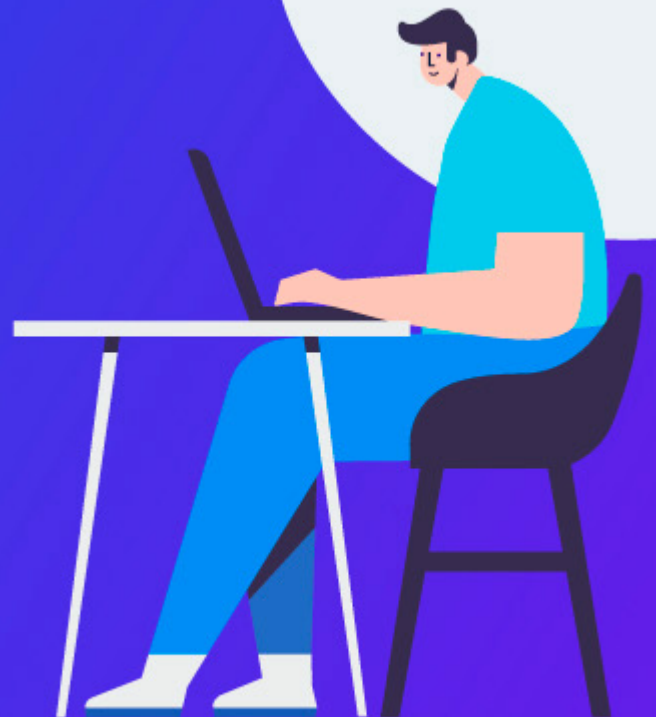
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Tan Kwang Cheak, CEO of AIC (Photo courtesy of Agency for Integrated Care)

# AIC EMPOWERS EMPLOYEES TO TRANSITION TO HYBRID WORK

BY SHAWN LIEW

**L**ike many organisations in Singapore, the Agency for Integrated Care (AIC) pivoted fully to adopt work-from-home (WFH) practices when the pandemic began to disrupt work in 2020. With the government recently announcing that up to 75% of employees can return to the office, AIC is now easing its employees back to the office gradually after close to two years of remote work.

Beginning 1 May 2022, AIC will be implementing “Work Away from Office”

(WAO), where employees can opt to work away from office locations for up to eight days a month.

Tan Kwang Cheak, CEO of AIC, shares with HRM Magazine Asia, “Our move towards WAO will empower our employees to adopt a work arrangement that would help them balance their personal and professional demands while meeting the roles required by the organisation.”

“As a start, our WAO policy will provide a work environment where all employees can choose to work away from the office up to eight days a month or two days a week,

based on their personal and professional needs.”

For AIC employees who require greater flexibility in their hybrid work arrangements, they can, in consultation and agreement with their supervisors, consider adopting two other hybrid work arrangement options in the WAO policy, which is to work away from office for up to 12 days a month or beyond.

With a range of workplace adjustments, IT enablers, and HR policies that have been refined through the transition from WFH to WAO, Tan is confident that AIC employees will embrace the organisation’s hybrid model of work, especially when communication lines are kept open.

He shares, “Employee feedback is important when we were designing our hybrid model of work, and through employee feedback and consultation across our various platforms, we were able to take into consideration views from employees, supervisors, and management on the critical success factors for our hybrid work strategy to be effective.”

Regular townhalls and engagement sessions were conducted to solicit feedback, take on suggestions, and address specific concerns. These were then translated into the specifics of the WAO policy, which was designed to provide employees with the flexibility to adopt the arrangement best suited to meet their professional and personal needs.

For a hybrid work strategy to be

successful, Tan advises companies to consider the readiness of their organisation's mindset (People and Culture), the physical work environment (Workspace), as well as the IT and digital infrastructure (Technology).

Where technology is concerned, AIC has focused their efforts to ensure that secured online access to all their applications and databases are available for all staff, and to ensure all staff have access to sufficient bandwidth to support remote access.

"We have introduced virtual meeting platforms and collaborative tools, such as Miro, Mentimeter, and Pigeonhole, to enable discussions to take place effectively," Tan highlights. "With the transition back to the office and hybrid work, Wi-Fi bandwidth in our premises was increased and meeting rooms have been equipped with teleconferencing capabilities. Organisational-wide engagement and communications were enabled using Workplace by Facebook, and we are also looking to introduce more collaborative and productivity tools with Microsoft 365."

In the absence of any of the three pillars of *People and Culture, Workspace, and Technology*, the effectiveness of the hybrid work strategy will be nullified, Tan cautions, before adding, "The continued focus to train staff on virtual collaboration and communication modes, and managing teams on hybrid modes, is also important."

At AIC, checklists are drawn up to help individuals map out what they require to work effectively in a hybrid environment. Workshops are also conducted to help employees and supervisors alike learn to appreciate, anticipate, and manage the impact of working within a hybrid environment, and how to partner with one another effectively.

To enable greater flexibility and effectiveness in a hybrid work environment, AIC moved to build infrastructure enhancements in the form of more collaborative spaces and personal workspaces.

AIC is also planning to introduce a staff charter, or commitment statement, that highlights the social contract between the organisation and employees in moving to WAO mode, and which clarifies expectations across all levels based on AIC's values.

Tan adds, "We are also introducing a

## AIC's checklist for the transition to hybrid work

- ☐ 1. Clarity on the overall strategy and desired outcomes for the organisation and staff.
- ☐ 2. Putting in place a holistic and clear framework based on cross collaborations and feedback from staff. Employee feedback is important in identifying success factors.
- ☐ 3. Focus on communications and buy-in across all levels, from staff to managers to the senior leadership team. Provide training and engagement to support the change management process.
- ☐ 4. Drive implementation and collect feedback to build partnerships and synergy across different organisational enablers. Ensure frequent consultations between functions such as HR, infrastructure, IT, finance, and procurement to gather feedback to refine strategies and enablers of hybrid work.
- ☐ 5. Establish a holistic wellbeing framework as part of the people strategy to develop and maintain an engaged workforce.
- ☐ 6. Strengthen trust and anchor values, which should be part of the journey to establish and strengthen trust with employees. Introduce a social contract between employees and the organisation to set an organisational foundation and to further anchor corporate values.

work-life harmony guide to help employees balance the impact of changes, such as the encroachment of work demands on personal lives as we move to WAO mode."

### Building a healthy and effective hybrid workforce

With many organisations now prioritising employee wellbeing as workers continue to adjust to hybrid work, Tan is keen to emphasise that AIC's people are at the heart of what they do. "Taking care of their physical, emotional, social, and mental wellbeing, whether through self-care of mutual support, will always be a priority," he explains.

For example, AIC has designated Wednesdays as "Wellness Wednesdays" to promote physical and mental wellness, as well as to remind employees to practise self-care. To keep employees active, resources on mental and physical wellbeing are provided, while activities such as virtual group workouts, mental health workshops, and weekly communications on wellness tips are organised. "We have also demarcated 5pm to 6pm every Wednesday as Wellness Hour for staff to exercise and participate in self-care workshops," Tan adds.

Since 2019, the AIC Peer Support

System has provided a network of trained staff to provide basic emotional support for employees who are feeling distressed. For those who need professional support, AIC has also provided access to external counselling partners, creating an overall mental health and wellbeing framework to support employees, Tan reveals.

"We support bonding at the team and division level through virtual workshops and activities, and a team bonding fund was also set up. I hold 'coffee chats' sessions regularly to engage staff, and virtual lunches are encouraged as part of team engagement," he concludes.

Click [here](#) to check out the IHRP Playbook for Hybrid Workplaces, designed to support Singapore businesses who are considering and implementing hybrid work arrangements. **hrm**

### About the Company

Formed as an independent corporate entity under MOH Holdings (MOHH) – the holding company for Singapore's healthcare institutions – the Agency for Integrated Care aims to create a vibrant care community for Singaporeans to live well and age gracefully.

# Return to workplace is more than just a shift back to the physical desk in the office

BY  
SHAWN  
LIEW



**With pandemic restrictions being gradually lifted around the world, the transition from remote to hybrid work has been accelerating, not least driven by some of the biggest tech companies in the world.**

Meta employees have been returning to the office since March 28, while from April 23, Apple employees are required to work from the office at least three days a week. The latter arrangement is also being experienced by Google employees, although this is an arrangement that is unlikely to last, predicted Laszlo Bock, the former HR head of Google.

And before you think that Google employees will eventually work entirely from home; contrarily, Bock expects Google's hybrid work schedule to end sooner rather than later, with a full return to the office on the horizon for employees.

Or more specifically, he predicted that hybrid work at Google will last three to five years before employees are back in the office full-time.

While Bock's views do not necessarily represent those of Google's, his assertion that many executives at large companies want employees physically back at their office desks may not be far wide of the mark.

The question that must be considered, however, is this: Will forcibly making employees return to the office (at the threat of termination or being bypassed for promotion) truly benefit any organisation?

Before even considering the labour laws of different countries an organisation may operate in, forcing employees back to the office is likely to be counterproductive. When employees decide how frequently they want to come back to the office, they are likely to be more engaged and loyal.

At a time when flexibility at work is being pursued by employees who prioritise personal wellbeing and a healthy work-life balance, HR leaders need to improve employee engagement and channels of communication. They need to seek feedback from employees and understand the concerns of those who remain reluctant to return to the office.

Whether that eventually transpires to a full return to the office will largely depend on each organisation and its objectives. Less ambiguous however, is how a mandatory order to return to office can potentially push disgruntled employees nearer to the exit door.

With organisations struggling to retain their best talent, HR leaders need to communicate with employees and agree on a return-to-office arrangement that suits the needs of all parties.

For employees who have already agreed to return to the office, more can also be done to enhance their back-to-office experience, and in the long-term, their desire to stay with their employer.

Making internal employee mobility a core priority is a good place to start. Rather than always turning externally for talent to fill voids within the organisation, why not promote within to allow employees to build their skills and advance their careers? After all, when employees flourish, they are more likely than not to stay where they are.

Other more mundane factors could also come into play. In Singapore, where up to 75% of the employees who are able to work from home can now be at the workplace at any one time, the daily hassle of commute is one of the main reasons keeping people away from the office.

According to a new [study](#) by the Nanyang Technological University (NTU), employees in Singapore are more likely to want to return to their workplaces rather than continue working from home if MRT trains are less crowded and journey times are shorter.

As Lawrence Wong, Singapore's Finance Minister and co-chair of the country's COVID-19 multi-ministry task force, said earlier this year, "We will no longer mandate the requirement for splitting teams, but we will strongly encourage employers to stagger the start times and implement flexible working hours, and of

course, employers must continue to implement all prevailing safe measurement measures."

Just as the onset of the pandemic compelled organisations to think deeply about how to succeed in a remote work environment, the return to office requires the same flexibility, organisational collaboration, and two-way communication between employer and employee to succeed.

With more employees returning to the office, the stage is also set for Asia's HR community to re-establish in-person connections with their external colleagues and peers in the region. Here at HRM Asia, we invite you to join us at HR Tech Festival Live, a one-day, in-person event that will take place on May 10 at the Suntec Exhibition and Convention Centre in Singapore.

As part of the week-long [HR Tech Festival Asia 2022](#), HR Tech Festival is a not-to-be-missed event that aims to platform for HR leaders and practitioners in Asia to interact and exchange ideas and thoughts on navigating a new world of work, including the return to office. **hrm**





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