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**REDESIGNING
EX WITH THE THREE
KEY PILLARS OF**

**PEOPLE
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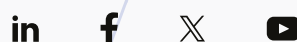
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Dear *HRM Magazine Asia* readers,

While almost all organisations are unlikely to dispute the importance of focusing on their people in a constantly evolving world of work, it is arguable that many can say for certainty that they have mastered the employee experience (EX).

In fact, have many organisations simply gone about the wrong way in approaching EX?

Calling for EX to be looked at a systems level, as opposed to a piece meal approach, Dr Jaclyn Lee, CHRO of Certis, told *HRM Magazine Asia*, "EX is not a stack of independent initiatives; it's an integrated design centred around data that is built into the fabric of the organisation."

In this issue, we spoke with Dr Jaclyn on the approaches organisations can take to bring their EX to the next level, and how a well-designed EX strategy evolves around the three key pillars of People, Culture and Data.

Dr Jaclyn will also be joining *HRM Asia* at the eagerly anticipated [CHRO Singapore](#) taking place on December 7. She will be part of a distinguished lineup of speakers who will be taking a deep dive into the key workforce trends that will shape organisational and workforce transformation in 2024. It is not too late to be part of this exciting event, and we invite you to join us in discussing what lies ahead for CHROs like yourselves in 2024.

In this issue, we are also celebrating Asia's

best HR solutions and service providers in Asia. This year, 37 deserving and outstanding winners were recognised across 16 diverse award categories for their commitment and innovations, which have empowered organisations to lay the foundations to shape the future of HR.

HRM Magazine Asia would like to congratulate all the winners of Readers' Choice Awards 2023, as well as you, the leaders who have successfully led your organisations through a challenging 2023

As we prepare to usher in 2024, HR leaders will continue to play a key role in shaping organisational and workforce transformation. Along this journey, *HRM Asia* will continue to strive to remain your source of information and marketing-leading content for HR across Asia.

We wish you a very successful 2024 ahead and we are particularly excited to welcome you to join us for HR Tech Festival Asia 2024. Taking place from April 24-25 at the Marina Bay Sands Expo and Convention Centre, Asia's largest HR technology and workforce management event is not to be missed and we hope to see you in Singapore!

Shawn Liew

SHAWN LIEW,

Head of Content Development, *HRM Asia*

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AUSTRALIA

AUSTRALIA FACES HIGH RATES OF WORKPLACE BULLYING AND MENTAL HEALTH INJURIES

AROUND 50% OF EMPLOYEES IN AUSTRALIA, across various sectors, report experiencing workplace bullying, harassment, or discrimination, according to a survey by the Australian Workers Union (AWU). Poor workplace relationships, including bullying and harassment, were the most commonly cited issues. The survey also revealed that 31% of respondents suffered mental health injuries within the past year, AWU estimated that by 2029, a third of workplace compensation claims will be related to psychological injuries. The economic impact is significant, with the Productivity Commission estimating a cost of up to A\$39.9 billion (US\$25.6 billion) annually.



JAPAN

YOUNG EMPLOYEES IN JAPAN HESITATE TO TAKE ANNUAL PAID LEAVE

DESPITE THE JAPANESE GOVERNMENT'S EFFORTS to encourage the use of annual paid leave, only 19% of Gen Z employees (aged 18-27) in Japan are taking their paid leave, according to a survey by Staff Service. Millennials (28-42 years old) are slightly ahead at 18%, while Gen X (43-52) lags at 16%. Those aged 53 to 62 are more likely to use all their paid holidays, with 22.6% doing so. About 17% of all employees reported taking no annual paid leave, and 57% took only half of their entitled days off. Additionally, 43.7% of respondents felt uncomfortable when requesting time off due to traditional work customs.



SOUTH KOREA

SOUTH KOREA PREPARES FOR AI'S IMPACT ON EMPLOYMENT

SOUTH KOREA'S MINISTER OF EMPLOYMENT AND LABOUR LEE JUNG-SIK discussed the potential of AI to create new job opportunities while addressing the challenges it presents to certain professions. He cited the World Economic Forum's Future of Jobs Report, projecting the creation of 69 million jobs and the elimination of 83 million jobs by 2027 due to AI.

Lee emphasised the importance of embracing technological advancements rather than hindering progress and announced government support programmes to help employees adapt to the evolving labour environment. The focus will be on protecting those vulnerable to technological changes and ensuring their inclusion in the labour market.





NEW ZEALAND

HALF OF NEW ZEALAND EMPLOYEES ON 8-HOUR WORKDAYS

IN NEW ZEALAND, NEARLY 50% OF EMPLOYED INDIVIDUALS have an eight-hour workday, as per data from the Household Labour Force Survey by Stats NZ. The 40-hour workweek, which has been a common arrangement since 1986, remains prevalent, with around 679,400 people following this schedule in the June 2023 quarter.

Gender composition impacts these trends, with a growing number of both men and women working 40 hours. On average, employees worked 37 hours per week at their main job, while employers worked 44 hours. Self-employed individuals without employees averaged 34 hours, and unpaid family employees worked 19 hours per week.

MALAYSIA

MALAYSIA'S PRIVATE SECTOR LAGGING IN GENDER DIVERSITY

MALAYSIA IS WORKING TO ADDRESS THE GENDER DISPARITY WITHIN THE PRIVATE SECTOR, with initiatives such as Jerai Wara and Wanita Bangkit to encourage women to join the workforce and overcome challenges as entrepreneurs.

The government is also studying how to achieve its target of 60% women's workforce participation and making legal framework reforms for working women. The National Women and Family Council (NWFC) has been tasked to study issues such as improving workplace amenities to encourage more women to rejoin the workforce.

SINGAPORE

SINGAPORE AIMS TO REDUCE WAGE GAP WITH CAREER TRAINING AND LEARNING

THE SINGAPORE GOVERNMENT aims to reduce the wage gap between tradesmen and knowledge-based employees by implementing structured training and career planning, partnering with institutions, and working with the National Trades Union Congress (NTUC) to help Institute of Technical Education (ITE) graduates upgrade their skills early in their careers. The initiative, outlined in the Forward Singapore report, seeks to ensure that every job is fairly rewarded and respected, creating a culture of lifelong learning. It particularly benefits professions like plumbing, electric work, healthcare, and aged care, where many earn less than the national median income. Further plans include support for mid-career reskilling and upskilling, providing financial assistance for obtaining publicly funded diplomas and diversifying education pathways.

US

EMPLOYEES IN US WILLING TO TAKE PAY CUT FOR REMOTE WORK

DESPITE A RISING COST OF LIVING, nearly two-thirds of the 8,400 US employees surveyed by FlexJobs are willing to accept a pay cut to work remotely, with 17% open to sacrificing up to 20% of their salary. For 63% of respondents, remote work is more critical than salary, work-life balance, or a good boss. However, remote job opportunities are becoming scarcer, leading to increased competition among applicants. Over half of the respondents know someone who left or plans to leave their job due to office-return mandates. Despite the desire for flexibility, not all employees prefer full-time remote work, with 46% favouring a hybrid arrangement.

CANADA

CANADA INVESTS IN YOUTH FOR DIGITAL ECONOMY READINESS

CANADA IS INVESTING IN ITS YOUTH to prepare them for a digital economy. The third phase of the Digital Skills for Youth (DS4Y) programme will provide CA\$10.68 million (US\$7.73 million) to nine not-for-profit organisations across the country. These organisations will create employment opportunities for youth to develop the skills needed for the ever-evolving digital economy.

The DS4Y programme is part of the Youth Employment and Skills Strategy (YESS), aiming to equip youths in Canada with the tools and experience to succeed in their careers and bridge the digital divide.

GERMANY

EMPLOYEES IN GERMANY QUESTION WORK'S VALUE AMID WELFARE PAYMENT HIKE

OVER 50% OF GERMANS question the value of work following the government's plan to increase welfare payments and child benefits. Although these benefits are being raised to combat child poverty and help citizens cope with inflation, concerns arise that they might discourage people from working.

Welfare payments for over 5.5 million jobless individuals will rise from €502 (US\$530) to €563 (US\$594) per month for singles next year, covering rent and health insurance. With a minimum wage of around €12.4 (US\$13.09) per hour or €1,450 (US\$1,530) net income monthly, 52% of Germans feel full-time employment does not significantly outpace living off welfare, according to a poll by INSA. The increase in welfare payments is contentious, with 45% in favour and 44% against it. Finance Minister Christian Lindner emphasised the importance of maintaining work incentives, as employment is a crucial factor in reducing childhood poverty.



IRELAND

EMPLOYEES IN IRELAND FEEL FORCED TO WORK WHILE SICK

ROUGHLY 30% OF EMPLOYEES IN IRELAND FEEL COMPELLED TO GO TO WORK even when they are unwell, and nearly 79% attribute this pressure to their heavy workloads and the lack of internal support from their employers, a survey by Webdoctor.ie revealed. Stress and feeling overwhelmed are common in the Irish workforce, with 50% acknowledging they experience workplace stress, and 10% facing daily stress.

The survey underscored the significance of employers providing specific health benefits and resources, as 97% of employees believed that such measures contribute to their loyalty, and 99% asserted that a focus on health and wellbeing in the workplace benefits both employees and organisations. Over 78% of Irish workplaces offer resources and benefits for employee health, including paid sick leave (88%), medical cover (83%), and a Bike-to-Work Scheme (78%).



UK

UK SEES RESURGENCE IN OFFICE ATTENDANCE

THE UK IS WITNESSING a resurgence of in-person work as employees return to offices. A survey by Hays found that 43% of employees were back in the office in August and September, up from 36% in 2022. However, many still prefer hybrid work arrangements, with nearly half prioritising flexibility. This is the first time since the pandemic that more employees are working full-time in an office than remotely.

However, the survey also found that employees still have a strong preference for hybrid work arrangements. About 45% of respondents prioritise flexibility in their job search, while many aspire to a four-day workweek without reduced pay.



UK

LONDON SEES GENDER EQUALITY SETBACK AS FLEXIBLE WORK DECLINES

ROLLING BACK FLEXIBLE WORKING PRACTICES in the City of London is impeding efforts to enhance gender equality, according to the testimony before the Treasury Select Committee. While the shift to remote work during the pandemic initially benefitted working parents, there is a growing trend to abandon flexible work arrangements. This change is particularly evident in founder-led, US-based, and investment organisations. Resistance to change and an "Old Boys' Club" culture remain significant hurdles to achieving gender equality. Flexible working policies are seen as key to addressing the "motherhood penalty", but some organisations are now restricting these policies, leading to the departure of female employees.

REDESIGNING EX WITH THE THREE KEY PILLARS OF PEOPLE, DATA AND CULTURE

BY SHAWN LIEW

As a leader with more than 25 years of experience in the full spectrum of HR, Dr Jaclyn Lee, CHRO, Certis, has seen at close quarters how the world of work has evolved. Yet, to her, the acceleration of technology has undoubtedly had the greatest impact on the way organisations work.

Speaking to *HRM Magazine Asia*, she reminisced, “When I first entered the workforce, computers were still at an infancy stage of development. Many of them were standalone machines, capable of doing only singular tasks. During my time working at General Motors Singapore, we had an office intranet system where we could send mails across the globe using computer terminals and that was a highlight for me in the early 1990s!”

Today, technologies like AI are continuing to shape productivity and output in the workplace. This in turn is reshaping how jobs are redesigned and how employees are trained for future skills that will make them relevant.

At the same time, these same employees are increasingly valuing work-life balance, flexibility, and the freedom to decide where, how and when they would like to work. “Organisations that adopt flexible work schedules and focus on outcomes and deliverables rather than presenteeism, will win the war for talent,” Lee said.

Elevating employee experience to the next level

While the focus on people has arguably never been more critical, many organisations continue to struggle with employee

experience (EX), which can be attributed to the fallacy of adopting a piece meal approach to EX.

Instead, organisations should look at EX at a systems level, as Lee proposed, “This means looking at the entire lifecycle of the employee from hire to retire and understanding tension points for each category of employees.”

“When we relieve tension points, we can elevate the employee experience to the next level. In addition, collecting and analysing data at each point of the employee lifecycle helps us to be able to administer HR programmes in a more effective manner that results in employee satisfaction.”

Employees are also looking for personal connections and individualised experiences in the organisations they are working for. Organisations need to adapt by rethinking EX in ways that respect individual differences such as home lives, skills, capabilities, mindsets, personal characteristics, and other factors that make the employee special, wanted, and valued, Lee highlighted.

“With the proliferation of listening technologies, and advancement in behavioural science, advanced analytics, and other technologies, there are many tools and methods that leaders and managers can turn to address EX in a more targeted way.”

Managing people, data, and culture in the modern organisation

To drive success in a world that has been irretrievably changed by the pandemic, rapid digitalisation and shifting people trends and demographic imbalances, organisations should look to build three key foundational pillars – People, Culture, and Data.

Lee elaborated, “People are the foundation of any organisation



Leaders need to set a vision for the future and work alongside them in it



and champion and promote buy-in for change by listening to the views of the change process.

and without their commitment, drive and passion, organisations cannot excel or succeed. To have a high level of EX, there needs to be a purposeful effort that is centred around data.”

“A well-designed EX is about creating a better future, rather than focusing obsessively about keeping employees from becoming dissatisfied through perks or employee bonuses. EX is thus not a stack of independent initiatives; it’s an integrated design centred around data that is built into the fabric of the organisation.”

To take the next step towards great EX, organisations must then go beyond the ability to integrate people strategies with data, to cultivating a continual mindset and cultural shift from one that is focused on just engagement to cultivating a purposeful engagement where EX is at the centre of a high-performing organisation.

“Data is thus the lynchpin that drives people strategy together with cultural alignment,” Lee added. “When the three are aligned and work in synchronisation, it results in an optimal performing organisation.”

For leaders, it is about how they can leverage these three pillars to impact organisational success by leading and transforming the workforce through a visionary mindset and change management capability. “This includes being able to set a vision for the future and championing and promoting buy-in for change by listening to the views of their teams and working alongside them in the change process,” Lee said.

“Innovative leaders manage risk, demonstrate curiosity, lead courageously, seize opportunities, and maintain a strategic business perspective. They encourage experimentation and the development of ideas in their team to foster an innovative and adaptive workforce.”

“A well-designed EX is about creating a better future, rather than focusing obsessively about keeping employees from becoming dissatisfied through perks or employee bonuses.”



To learn more about how your organisation can integrate the three elements of People, Culture and Data to drive organisational success, join Dr Jaclyn Lee, CHRO, Certis, at **CHRO Singapore 2023**, which is taking place on December 7 in Singapore.

Top five HR and workforce trends in 2024

With rapid digital transformation and changing employee aspirations, leaders, Lee advised, need to take note of the external, as well as internal environments to prepare for the future of work.

To help them on their way, she identified her top five HR and workforce trends for 2024:

Advancement in AI – Continued advancements in AI will disrupt workplaces as machines become more and more intelligent and can take over tasks performed by employees. Job re-design and re-skilling is key for organisations to help their employees become relevant in the workplace.

Distributed workforce – Employees will continue to value flexibility and work-life balance. By being open to options of how, when, and where employees work, organisations can distinguish themselves as an employer of choice.

Workplace experience – This trend will continue to be important as the younger generation have different aspirations and goals compared to the previous generation. Organisations will need to tailor their Employee Value Proposition (EVP) to individualised preferences to close the gap between what workers want and what companies need.

Inspiring and responsible leadership – Today’s employees want to work for leaders who are inspiring and responsible. As we move into 2024, leaders who are engaged, passionate and able to inspire, will win the war for talent. As Environmental, Social, and Governance (ESG) becomes more prominent, the younger generation expect their leaders to show commitment to protecting the environment and developing a fair, diverse, and inclusive workplace.

Capability development – We are living in a rapidly changing landscape with geopolitical tensions, rapid digital transformation, and shifting economic climate. To achieve competitive advantage, building institutional capabilities becomes important. Organisations will need to be able to integrate people, processes, and technology to enable them to perform better than competitors. **hrm**

How to combat labour shortages by improving L&D opportunities

Labour shortages are hurting companies globally, and not finding the right workers with the right skills to match open positions is a big part of the problem.

In the Ceridian 2023 Executive Survey, 66% of companies globally experienced labour shortages in the past 12 months, and 65% in Singapore. The Executive Survey polled more than 2,000 business leaders in seven countries.

Impacting performance

The shortages will deeply impact companies. Half of the business leaders surveyed say the shortage of labour and skills will limit their ability to achieve their business priorities and goals in the next 12 months.

Artificial intelligence (AI) is helping. More than nine in 10 leaders in Singapore (93%) say they are using AI to replace manual work on repetitive tasks—which should free workers for higher-value tasks.

Still, companies struggle to find the right skills for open positions. In Singapore, the top two reasons cited for labour shortages are too much competition for labour (45%) and workers lacking the right skills (32%).

The first problem (too much competition) may involve external factors and be hard to address head-on, but the second problem (skills) is something they can address immediately.

Building skills and talent

By providing workers with learning and development opportunities, companies can reduce the skills gap. The same result can occur if companies get better at discovering hidden skills in their workforce and enabling talent to move to other jobs within the company to showcase those skills and develop new ones.

In Singapore, 51% of leaders say employers and employees



“The demands on companies to innovate and move quickly only get bigger and bigger. Companies need the right talent with the right skills in the right jobs—all the time”

share the responsibility to develop skills. Leaders know they play a role in making the most of their labour force. Furthermore, six in 10 Singapore leaders say their company already offers skills training to help workers stay current in jobs, transition to new ones, and create value for future roles.

With that strong foundation, companies can increase L&D and internal talent mobility to reduce skills shortages. Doing so will pay big dividends. Ceridian’s 2023 Pulse of Talent report found that, among flight-risk employees, 51% would consider staying if their employer provided opportunities to change career paths within their company. Not losing talent is one big pillar of besting labour shortages.

Top ways to improve L&D and talent mobility

- Understand employee aspirations. To become an employer of choice, uncover what employees want from careers and provide

career development plans to give them more control over those plans.

- Align employee ambitions with company goals. By aligning corporate goals with employee goals, you will be more likely to achieve outcomes that work for everyone.
- Be consistent with learning. Make skill-building part of a regular routine with continuous learning that follows a regular schedule.
- Embrace different learning styles. Some people learn visually; others need to be able to apply skills practically in workshops, while others might prefer listening. By catering to individual learning preferences, you will get more buy-in. By allowing employees to determine what, when, and how they learn, your training will be more effective.
- Invest in external training programmes. They bring fresh ideas and approaches to help workers engage in learning activities. Ask for feedback when training is delivered to help identify best practices and new types of skills/content to explore in the future.
- Embrace technology. Technology can be a powerful way to drive upskilling and retraining programmes. Yet just 43% of 2023 Executive Survey respondents in Singapore indicated that they use technology to identify skills gaps. Technology can capture a baseline of employee skill sets

and what is lacking. This is a great starting point for training. Technology will also enable training programme growth, which is critical to outpace competitors.

- Train all levels. No one is immune from the need to upskill, given how fast technology is changing how we work, communicate, and live.

All in one place

The demands on companies to innovate and move quickly only get bigger and bigger. Companies need the right talent with the right skills in the right jobs—all the time.

HCM technology, like the Dayforce platform, enables employers to use data-driven insights to make that happen. Dayforce enables L&D that upskills and reskills. It helps employees identify open roles internally and the skills they have and need to get there. While labour shortages may persist, companies that use technology, learning and development and internal mobility will be better positioned to make those labour shortages someone else's problem—not theirs. **hrm**

About the Author

Rob Squires is VP Regional Head of Sales, Asia and Japan, Ceridian. Join him at [CHRO Malaysia 2023](#) on November 22, where he will share more insights into how organisations can harness the full potential of today's modern workforce.



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Transformative shifts in South-East Asia's employee experience



Employee expectations will be higher than ever in 2024, and employees want to have a voice when it comes to building a workplace experience that addresses their individual needs, according to the [2024 Employee Experience Trends Report](#) from Qualtrics.

The study also shows workers in South-East Asia are some of the most welcoming of new technology, if it helps them meet their goals – including AI and passive listening to their messages and emails.

The state of employee experience in South-East Asia

After three years of noticeable improvements through the pandemic, the annual Qualtrics study shows a dip in employee experience (EX) indicators like engagement, exceeding expectations, intent to stay, inclusion, and wellbeing. To help leaders drive improvements amid ongoing change and AI adoption, the study outlines 2024's key EX drivers and trends.

	2024	2023	2022	2021
ENGAGEMENT	74% (Global: 68%)	79%	70%	38%
EXPERIENCE VS. EXPECTATIONS	38% (Global: 38%)	44%	35%	28%
INTENT TO STAY	68% (Global: 65%)	69%	66%	69%
INCLUSION	77% (Global: 73%)	81%	74%	74%
WELLBEING	76% (Global: 72%)	79%	75%	70%

1. Some time in the office is better than none—unless it is five days

As the debate continues over how many days employees should spend in the office, Qualtrics' research shows the key indicators of a positive employee experience are highest for employees with hybrid work schedules.

Fully remote employees have on average: 74% engagement, 77% wellbeing, and 70% intent to stay. For those in the office two to four days, indicators improve to 82%, 80%, and 70%. However, five-day office employees show lower scores: 68% engagement, 69% wellbeing, and 65% intent to stay, with inclusion at 73% and exceeding expectations at 32%.

2. Employees would rather AI assist them than evaluate them

In South-East Asia, 55% of employees are open to AI assistance at work, surpassing the global average of 42%. Their comfort with AI varies, with 71% willing to use it for writing tasks, 68% as a personal assistant, and 61% for contacting support functions.

However, in high-stakes scenarios like performance evaluations (51%) and hiring decisions (40%), willingness decreases.

3. Frontline employees are unhappy, poorly supported and least trusting

Frontline employees, like cashiers, servers, retail, and healthcare workers, are vital for success and customer experience. Yet, their morale is lower than non-frontline peers. Many frontline employees feel that their basic pay, benefits, and growth opportunities are insufficient, they lack crucial support to perform their roles effectively, and they perceive limited influence in proposing improvements to established practices.

4. The new job honeymoon phase has vanished

While historically new employees exhibited higher engagement in their first year, the Qualtrics study shows new hires now have lower engagement, intent to stay, wellbeing, and inclusion compared to their more tenured peers. The importance of an employee's first several months for building loyalty and enabling them is evident, yet only 41% of HR leaders prioritise onboarding new employees. Excluding new employees from annual engagement might result in missing vital insights for retaining these newcomers.

5. Employees favour sharing work messages for better EX but hesitate with social media

Today, the majority of employees are at ease with passive monitoring of work communication in return for a better experience at work. This shift aligns with feedback technology advancements, providing organisations with new ways to gauge employee wellbeing. Passive listening, unlike actively solicited feedback, offers insights without requiring additional effort from employees.

In the current climate of increasing productivity and navigating tight labour markets, improving EX is one of the most important and impactful steps a business or government can take. Dr Cecelia Herbert, Principal XM Catalyst at Qualtrics XM Institute, noted there is a well-established connection between employee engagement and organisational outcomes – from profitability through to customer satisfaction – and employers that maintain their people-centric focus, which involves ensuring managers have the tools, support and capabilities needed to lead their teams, will be the standout performers in years to come.

Read the full 2024 Employee Experience Trends Report [here](#). [hrm](#)

EMPLOYEE EXPERIENCE TRENDS REPORT 2024

Insights from 37,000 employees to sharpen up your 2024 people strategy



Fear and hope around the use of A.I. at work.

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Navigating Malaysia's talent landscape: Challenges and opportunities

As the country marches forward toward becoming 'A Prosperous, Inclusive, Sustainable Malaysia' in line with the 12th Malaysia Plan, the role of talent in the ever-evolving global economy is more paramount than ever. Recognising the importance of the country's human capital as the key to transforming the nation into a high-income economy, Talent Corporation Malaysia (TalentCorp) was incorporated to drive Malaysia's talent strategy by attracting, nurturing, and retaining talent within the country. Through their initiatives, TalentCorp aims to make Malaysia a premier destination for talent and ensure the country remains competitive globally.

In driving this agenda, TalentCorp focuses on addressing the primary challenges in Malaysia's talent ecosystem, namely (i) lack of creation of high-skilled jobs to match the number of graduates, (ii) underemployment arising primarily from talent mismatch, (iii) high unemployment among youth due to lack of industry-ready talent, and (iv) low participation of women in the workforce.

In addition to these fundamental challenges, there is also a need to be aware of and prepare to face the labour market disruptions caused by the rapid adoption of artificial intelligence and digital technologies, the growth of hybrid work and the gig economy, and the implementation of global Environmental, Social, and Governance (ESG) standards and compliance.

Understanding these challenges, TalentCorp builds partnerships and drives collaboration with the government, industry, and academia to create a supportive ecosystem that fosters the growth of human capital with a focus on developing a skilled and diverse workforce. Through these collaborations, TalentCorp aims to improve the well-being of Malaysians via initiatives that help reduce talent mismatch, nurture and produce employable graduates, encourage women's participation in the workforce, and drive forward-looking initiatives that attract and retain talent in the job market.

TalentCorp's initiatives, which are strongly data-driven, utilising insights and analytics, are developed for local and global talents, including students, graduates, working professionals, career comeback women, Malaysians abroad, high-skilled expatriates, employers, and stakeholders in the industry and academia.

To address immediate critical skills gaps and talent shortages within the industries, TalentCorp actively shapes, influences, aligns, and refines policies while developing initiatives that drive talent interventions like the Critical Occupations List (MyCOL) to underpin Malaysia's talent policies.

To ensure graduates are employable and industry-ready, TalentCorp addresses the underlying need for the industry and academia to be on the same page via the Sector/Regional-Focused Industry-Academia Collaboration (IAC) platform, which fosters relationships between educational institutions and businesses,

ensuring graduates possess skills aligned with industry requirements.

Reinforcing academic theory with valuable industry exposure and experience, TalentCorp encourages employers to provide meaningful and relevant internships for local students through the National Structured Internship Programme (MySIP). TalentCorp also actively shapes the youth talent pool through initiatives like the Young Employable Students (YES!) programme, being present in schools and universities/colleges to create awareness and provide insights on industry trends to ensure that Malaysian youth are employable and in line with industry needs.

TalentCorp recognises the importance of global competitiveness in the Malaysian work environment as the world becomes more interconnected. To attract and retain talent, TalentCorp advocates for the adoption of future work methods such as flexible work arrangements (FWA) and optimal work-life practices that create a conducive environment encouraging Malaysian professionals to build their careers locally rather than seeking opportunities abroad.

Recognising the invaluable contribution of women to economic and societal progress, TalentCorp addresses the low participation of women in the workforce via the Career Comeback Programme (CCP), which supports women who wish to return to work after a career break.

In ensuring that policies and initiatives are directly aligned with the needs and demands of the labour market, TalentCorp emphasises an industry-driven approach with the establishment of structured advisory networks such as the Industry-Talent Advisory Council (InTAC), the Women Agenda Council of Experts (WACE), and the Malaysia Global Talent Advisory Group (MyLead). These advisory groups consist of key industry leaders who provide strategic guidance and insights to influence positive outcomes in policy formulation and further narrow the gap in identifying and addressing talent challenges. Strengthening the industry-driven approach even further, leaders in these advisory networks are also considered in TalentCorp's Board appointments.

The goal is to create a robust talent pool, driving economic growth by attracting both local and global talent. TalentCorp is committed to enhancing Malaysia's talent sustainability, bridging skill gaps, reshaping workplaces, fostering a culture of Diversity, Equity, and Inclusion, and aligning with the Sustainable Development Goals (SDG). Collaboration, partnership, and alignment of efforts are critical to ensuring an optimally functioning national talent landscape. The need for Higher Learning Institutions (HLIs), Industries and the Government to work together is imperative to close the gaps. **hrm**

About the Author

About the Author: Thomas Mathew is Group CEO, Talent Corporation Malaysia (TalentCorp). Join him at **CHRO Malaysia 2023** on November 2023, where in his opening keynote address, Mathew will highlight the key challenges faced by Malaysia's talent landscape while highlighting the opportunities that lie ahead.



The HR challenge of adopting Responsible AI

The challenges for human resources (HR) in 2024 and beyond may look similar to recent years, but the way HR needs to respond is changing. A more inclusive approach to Diversity and Inclusion, a heightened focus on Sustainability driven by the climate crisis and the need to prepare leaders to manage an increasingly complex business environment. The prominence of technology will also continue to feature in HR's foreseeable future and the expectations of HR to leverage the benefits of Artificial Intelligence (AI) are unlikely to ease. The more recent narrative surrounding the ethical aspects of AI has given rise to the concept of Responsible AI and with it, the need for HR to adopt Responsible AI practices.

Responsible AI is the ethical and legal design, development and deployment of AI systems that benefit individuals, communities, society, and the environment and which has systems in place to ensure it remains inclusive, safe, secure, and reliable.

Although the precise definition of Responsible AI varies the wider concept remains consistent; AI created, used, and managed for the benefit of humanity and the world in which we live.

HR would readily agree that all AI used in their business should be applied and used ethically. Though often expected to represent the high watermark of ethical standards in their business, HR's use of AI to date has not been consistent with that position. In a recent review of the scientific literature* aimed at understanding how widespread the consideration of ethical consequences is when HR adopts AI, it found that out of 107 cases of HR using AI, only 11 examined the perception of justice or trust of decisions and outputs among employees or job seekers. It would appear most HR are not behaving in keeping with the ethical considerations of Responsible AI as part of their AI decisions.

In addition to the ethical dimension, HR can embark on the Responsible AI path through the legal aspect. In recent years data has been the focus of new legislation, guiding the appropriate use of personal data in AI models and tools. The Global Data Protection Regulation (GDPR), with its extraterritorial reach, impacted many businesses in Asia. While most countries now have their own data related legislation, very few have adopted legislation specifically addressing AI. This is fast changing however, with the EU AI Act 2023 under discussion, it has the promise to impact companies as widely as GDPR. A flurry of AI related legislation is likely to arise across the world within the next five years.

Staying abreast of upcoming AI related legislation will present HR with significantly more challenges than data privacy and protection legislation. While they triggered the need to update company practices, the challenge to achieve compliance was relatively straightforward, as there was no need to apply changes

retrospectively. It is unlikely to be that clearcut with AI. The impact of changing an embedded AI tool because it does not comply with new legislative requirements has the potential to significantly disrupt business.

For example, a company using an AI powered tool for recruitment and selection which, by its design, cannot comply with new legislation requiring it to be fully explainable and interpretable, and prove that it is not disadvantaging a minority group, may result in an HR department being compelled to cease using the tool outright. This scenario is not as unrealistic as it sounds. The pressure for AI models to be explainable and transparent has been mounting for years, and most AI Principles include them. AI Singapore (AISG) has been purporting the importance of fairness, accountability, and transparency in AI systems since its founding in May 2017. Notwithstanding the complexities presented by the boundaryless nature of AI, there are undoubtedly numerous AI tools in use today that have been developed and deployed with little to no regard for ethics, principles, or other standards. This could pose a legacy issue for HR, who may need to remove one or more AI tools in use today with the adoption of new legislation.

Responsible AI will undoubtedly present HR with many opportunities and challenges in the foreseeable future and they need to be ready to manage those changes. Wherever your organisation lies on the AI journey, it is never too early to explore and adopt Responsible AI practices. **hrm**

** Bujold, A., Roberge-Maltais, I., Parent-Rochelleau, X., Boasen, J., Sénécal, S., & Léger, P. M. (2023). Responsible artificial intelligence in human resources management: a review of the empirical literature. AI and Ethics, 1-16.*

About the Author

Philippa "Pip" Penfold is Managing Director, Integrating Intelligence. Join her at [CHRO Singapore 2023](#) on December 7, where she will be moderating a panel discussion titled, *HR 2024 and Beyond: Building the Future Organisation Today*, which will analyse the key trends that will shape the way organisations work and offer insights into how HR and business leaders can create winning strategies to build future-ready organisations.



CHRO SINGAPORE EMBRACING CULTURE, TECH AND MOBILITY CRAFT THE FUTURE OF WORK

Hr leaders in Singapore are preparing for the future of work by focusing on building a culture of belonging and equity, deploying innovative HR technologies to improve employee experience, and supporting talent mobility. These are some of the key trends and topics that will be covered at CHRO Singapore, an event organised by HRM Asia under the theme *HR 2024 and Beyond: How CHROs Can Shape Organisational and Workforce Transformation*.

CHRO Singapore promises to be a platform for HR leaders to explore the most critical trends and topics in the field. Taking place from 7 December 2023 at the Grand Copthorne Waterfront Hotel, CHRO Singapore is poised to bring valuable insights and knowledge-sharing opportunities to over 150 CHROs. The event is proudly supported by **ADP, BTS, GLOBIS Corporation, the National University of Singapore (NUS), and Whatfix**.

With a welcome address by **Low Yen Ling**, Minister of State for Culture, Community and Youth, and Minister of State for Trade and Industry in Singapore, the event will kick off with the opening keynote, *Sustaining Success: Navigating HR's Rebirth Amidst Disruption*, by **Dr Tanvi Gautam**, HR Influencer, Keynote Speaker and Transformational Leadership Expert. Dr Tanvi will share her insights on what core themes CHROs should prioritise to sustain the surge of success ignited during the pandemic and make transformation and reinvention of the HR function a core and sustainable capability.

One of the insightful sessions that will be featured at CHRO Singapore is *Leadership Redefined in A Hybrid World and Its Impact on Talent Management*. This session, presented by **Jessica Zhang**, Senior Vice-President, Asia-Pacific, **ADP**, offers attendees an opportunity to gain insights into how organisations can adapt and thrive in the new world of work. Zhang will delve into strategies for strengthening employee-manager relationships and provide tips for effective communication with empathy.

Great culture stands as a linchpin for success, but why is it so important, and how can HR leaders ensure that culture remains not just a buzzword but a driving force? **Gianfranco Di Maira**, Senior

Vice-President, Partner and Managing Director of **BTS Singapore** and South-East Asia, will attempt to address this and unravel the true value of establishing a robust and meaningful culture that permeates every facet of an organisation.

The next session, titled *Unlocking Employee Wellbeing and Talent Retention: The Secret to Corporate Longevity*, tackles the challenges of ensuring employee wellbeing and retaining top talent. Drawing from the Japanese philosophy of Kokorozashi, the session will explore how this approach transcends traditional HR practices. Adam Gordon, Director at **GLOBIS Corporation**, will reveal the secrets to Japanese corporate longevity, and guide attendees into creating a holistic approach to talent retention that goes beyond traditional HR strategies.

Zaid Hamzah, AI & Data Practitioner, Executive Education Fellow, Advanced Computing for Executives, School of Computing, **National University of Singapore (NUS)**, will lead the next session on How Generative AI will Transform the HR Sector. This session aims to shed light on strategies for harnessing generative AI to enhance efficiency and productivity, as well as the steps needed for a successful generative AI project. Attendees will also gain insights into managing people readiness, refining processes, managing data, and budget allocation.

There will also be a session titled *Unlocking HR's Potential with Digital Adoption Platforms* by **Sameer Mishra**, Vice-President and Head of Sales for India and South-East Asia, **Whatfix**. This session will explore how digital adoption platforms (DAPs) can streamline employee experience, training, and onboarding processes, while simultaneously mitigating digital fatigue and bolstering employee engagement. Moreover, Mishra will provide strategies for implementing a DAP within an organisation, allowing HR leaders to enhance their ability to achieve organisational HR goals efficiently and effectively.

In today's competitive landscape, organisations strive not only to deliver outstanding products and services but also to excel in the intricate art of managing people, culture, and data. These facets have become pivotal in maintaining competitiveness and fostering lasting success. To delve into the essence of this multifaceted challenge, **Dr Jaclyn Lee**, CHRO of **Certis**, will present a compelling session titled *Managing People, Data and Culture in The Modern*



Organisation. Dr Lee's insights will encompass the significance of employee experience, a concept that revolves around data-driven decision-making, and underpinned by a continuous mindset and cultural transformation.

As organisations strive to harness the power of digital tools to enhance efficiency and competence, digital fluency becomes indispensable. In another session titled Embracing Digital Fluency Through Change Management, **Jennifer Yuan**, HRBP Vice-President, UPS Asia-Pacific Region, **UPS**, will share UPS' journey towards digital fluency, where employees have been empowered to overcome obstacles, celebrate accomplishments, and acquire valuable knowledge along the way. Yuan will delve into UPS' ongoing path towards digital fluency, which is also driving transformation and propelling organisational change.

As CHRO Singapore unfolds, it will host two panel discussions, *Challenging the Status Quo: Multi-Dimensional Approach to Supporting Talent Mobility and HR 2024* and *Beyond: Building the Future Organisations Today*. The former will be moderated by **Dr Tanvi**, who will be joined by **Sonali Roychowdhury**, CHRO for **AMEA Kellanova**; **Ale Ferraro**, CHRO, Growth Markets, **Accenture**; and **Narelle Burke**, CHRO, Human Resources, Insights Asia-Pacific and Global Consulting, **Kantar**; in exploring the pivotal role of innovative, multi-dimensional strategies that transcend gender norms, creating tangible changes in organisational culture. It will also delve into advocating for progressive government policies that can unlock the full potential of talent mobility.

The latter centres around the theme of shaping the future of work and organisations to help organisations navigate existing challenges and position them for success in 2024 and beyond. This

discussion will be moderated by **Philippa "Pip" Penfold**, Managing Director of **Integrating Intelligence**, who will be joined by **Rashmi Sharma**, Head of Talent Management, **GovTech Singapore**; **Virendra Shelar**, President, OMRON Asia-Pacific and General Manager, Global Human Resources Strategy, **OMRON Corporation**; and **Eddie Lee**, HR Consultant (Chief People Office), **Mewah Group**.

CHRO Singapore is set to be a pivotal event for HR leaders as they prepare for the dynamic future of work. This gathering is poised to provide a comprehensive platform for HR professionals to explore and adapt to the rapidly evolving landscape of HR.

HRM Asia is set to host an informative Masterclass series in partnership with The ESG Institute on the 6 of December 2023. This series will provide HR leaders with an opportunity to enhance their skills in specialised areas through insights shared by **Joanne Flinn**, Chair of **The ESG Institute**; and **Jonathan Cheung**, CEO of **The ESG Institute**.

The Masterclass series will begin with an inaugural session titled Sustainability in Action for CHROs, which will put the spotlight on Environmental, Social, and Governance (ESG) matters, equipping HR leaders with a comprehensive understanding of current ESG standards. To find out more about CHRO Singapore or ESG Masterclass, click [here](#).

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Is “purpose-driven culture” still relevant for 2024?

Throughout the year, we have seen, heard, or experienced organisations speak about the importance of having the right culture, especially when they see a dip in their engagement scores. However, do we understand the importance of culture and have a purpose-driven culture? As you are about to read this article, ask yourself, “What is your end goal of creating a purpose-driven culture? Was it proposed because it is a business necessity, a branding effort, or simply because other companies are doing so?”

According to [The State of Organisations in 2023](#) | McKinsey among the 10 transformative shifts organisations face include:

1. Increasing speed and strengthening resilience
2. True hybrid: The new balance of in-person and remote work
3. Making ways for applied AI
4. New rules for attraction, retention, and attrition (especially with the different generations)
5. Closing the capability chasm: Only 5% of companies say they have the talents they need
6. Walking the talent tightrope: Balance of development and budget
7. Leadership that is self-aware and inspiring: Only 25% of respondents said their leaders are engaged
8. Making meaningful progress on diversity, equity, and inclusion
9. Mental health: Investing in the portfolio of interventions (i.e., going beyond awareness)
10. Efficiency reloaded: More than 40% of respondents point to complex organisation structure as a cause of inefficiency.

How many of the 10 have impacted you? How did it impact you?

The question now becomes, how does culture fit in? Before we dive in further, let us go back to the basics, “What is company

culture?”

Generally, there is no single definition of company culture but I find this definition by **Havard Business Review** the easiest to understand, “Culture can be defined as the ways people in the organisation behave and the attitudes and beliefs that inform those behaviours (i.e., ‘the way we do things around here’)—including formal, stated norms as well as implicit ways people work and interact. At many organisations, there is a gap between the existing culture and the ‘desired’ culture—the culture needed to support and advance the company’s goals and strategies. In a new culture-building model, everyone is responsible for cultivating the desired culture.”

So going back to the 10 transformative shifts earlier, **culture essentially is the behaviour of the people in your organisation to help expedite or derail those transformations.**

Let us look into “purpose-driven culture”. Simon Sinek, in his “Start with Why TED Talk” spoke about how “Very few people or companies can clearly articulate WHY they do WHAT they do. By WHY I mean your purpose, cause, or belief - WHY does your company exist? Why do you get out of bed every morning? And WHY should anyone care?”

When organisations were born, the founders knew the “Why”, but as years passed, leaders forgot and soon the “Why” merely became part of History. However, there are organisations that still practice this well. A clear example is Patagonia.

Many have forgotten how founder Yvon Chouinard, started his business Chouinard Equipment (which became Patagonia in 1973) because he loved to climb and by 1970, Chouinard Equipment had become the largest supplier of climbing hardware in the United States but their Piton business was also damaging the environment. Knowing this, they actually minimised the business whilst looking for alternatives.

Beyond just releasing publications about

sustainability, the team has been involved in numerous initiatives such as saving the Ventura River in the 70s. In 1986, they committed to donate 10% of profits each year to the right causes. In 2018, Yvon Chouinard and CEO Rose Macario renamed the organisation’s purpose to “We’re in business to save our home planet.” Quoting Yvon, “I am dead serious about saving this planet”. 50 years later, a strong mission statement was released, “Together, we can prioritise purpose over profit and protect this wondrous planet, our only home.”

I hope this short story of Patagonia inspired you to relook at your “purpose” as an organisation. Mind you, they started this even before ESG became the new “buzzword”.

So, for 2024, let’s start tying “purpose” into the foundation:



To start talking about “purpose-driven” we will need to first ask ourselves the tough questions (as referenced above). Most business leaders we work with have difficulties with “If your business is no longer around tomorrow, wil l people actually miss it?” or will they immediately run to your competitors?

That helps you to think about and be honest about your gaps, may it be people (including the leaders), policies, infrastructure, products, or the culture as a whole.

This allows you to identify your “North Star”. What is your key focus and how can everyone be aligned on that purpose?

From there we can now move to a simple three-step strategy to roll it out:



Finally, to accept that a full culture transformation goes beyond grand launches, playbooks, and fancy merchandise.

It is about the behaviours and common understanding of every employee from the CEO to tea lady in the organisation.

Everyone should be able to be aligned with the “why”. Hence activation should be done in stages and customised to all employees because, in the end, they are your brand, hands, and legs that will help drive your transformation for business sustainability.

A common question asked is, why should we involve everyone?

Here is a simple example of the impact that we have experienced with a client of

ours. From their purpose activation cascade, a value they derived was “lead as a business owner”- which translated to behaviour of “treat your work in the organisation as if you are the owner.”

Now after the activation, a tea lady of the client, took it on her own terms to initiate daily briefings among all the tea ladies, to share about:

1. How many meetings were they going to serve tea in
2. How many of their audience drink coffee or tea or none (as per their knowledge)

This was done because she noticed a lot of wastage with drinks in meetings and these wastage though they may seem small, cost



money.

When the boss found out, they were very proud and shared her example in the town hall. Of course, she did receive a small token as

an appreciation, but her actions now inspired many to look at “ownership” in a different light.

In summary, purpose-driven culture may be a buzzword but if used right, can be a strong foundation for your business to thrive in this hyper-competitive age today. **hrm**

About the Author

About the Author: Mallory Loone is Co-Founder, Work Inspires. She is also the host of CHRO Malaysia 2023, which is taking place in Kuala Lumpur on November 22.



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Here's an IDEA for organisations to shape their talent management strategies

Talent Management professionals have lately been spoilt for frameworks, processes, and practices to pick from! In my personal experience, if you need a start point and keep things integrated and comprehensive, the IDEA framework provides a holistic and comprehensive perspective.

IDEA stands for Identify, Develop, Engage and Assess. It is a simple yet powerful framework I have used over the last many years.

The components of the framework are as set out:

Identify:

Through talent identification we discover and acknowledge some of our best employees who have the potential to contribute significantly in the future. The process aims to create a win-win between the employee and the organisation, where employees realise their full potential, AND there is sustainable value for the organisation.

Some indicators to identifying talent:

1. Employee Performance: Past performance can be one of many indicators of future contribution.
2. The What and the How: Does the employee use the correct methods to achieve their goals in line with organisational values / competencies.
3. Measuring potential: How do we know the employee will continue to grow and perhaps take on larger portfolios and leadership roles in the future? Here are just a few indicators:
 - a. They are competent, as well as curious quick learners who keep themselves current (and ahead) through formal and informal learning.
 - b. They perform well and can excel even in new contexts, uncharted territory, and when facing headwinds.
 - c. They demonstrate high engagement levels, including contributing new and innovative ideas to own and others' areas of work, putting in discretionary effort, and volunteering for projects and initiatives.
 - d. They effectively engage stakeholders at all levels.
 - e. They aspire towards larger portfolios and senior / leadership positions in line with organisational direction.

Develop:

It is imperative that talent be challenged and coached for growth. Developmental conversations must follow performance conversations



twice a year, at minimum.

A coach (this could be the manager, or an assigned coach) could channel the employee to set short-term, mid-term and long-term goals for themselves, appreciate where they are vis-à-vis these goals,

“Talent management can be an art at times, and not entirely a science.”

**RASHMI SHARMA, HEAD OF TALENT MANAGEMENT ,
GOVTECH SINGAPORE**

what development interventions would be best, and when.

It is best that talent own their own development and be able to pick development interventions from a menu of offerings internal and / or external to the organisation.

As HR professionals, we must socialise the 70-20-10 rule: it is important that we remind talent that they pick not only classroom options but also consider self-study, research, mobility options, projects, mentoring, shadowing, coaching and other interventions. ‘Giving back’ can be a great way to advance functional and leadership skills as well – this includes teaching or designing curricula, contributing to conferences or journals, mentoring or coaching others, or volunteer work outside of the organisation. Leadership and HR should ensure these resources and options are available to talent where possible.

Engage:

Various in-person or virtual channels may be used to connect with talent one-on-one, or in small groups, in a meaningful and personalised manner. These sessions increase the visibility of talent to managers / senior leaders and vice-versa.

One-on-one sessions may be used to discuss in depth their work / projects, performance, career paths, development, and may be used to provide and receive feedback.

Group sessions can be used to discuss projects, initiatives, and provide and receive feedback in a broader forum. Such sessions also serve as networking opportunities amongst talent. When nurtured over the years, these networks can be extremely powerful.

It is advisable to have a regular cadence to these sessions.

Assess:

Organisational talent may be evaluated for one or more of their functional or leadership skills, knowledge, aptitude, performance or potential. It is important to think through these before deploying any assessments:

1. What will be evaluated: What is important to the organisation and to the talent themselves, today and going forward?
2. Who will evaluate? Will we use self and/or manager evaluation, or do we need a broader perspective, e.g., from 360 assessments? Do we need external / independent assessors?
3. What will we do with the results?
 - a. Interpreting results: Do we have in-house capability to interpret test results and debrief talent?

b. Will we share results with talent, and with any other stakeholders?

c. What will the results be used for? E.g., for talent development, recruitment into talent pools / programmes.

The IDEA framework has been found effective in various organisational contexts. There is just one other thing I would recommend: focus on Retention. This will involve finding out what motivates the employee. It could be the nature of the job, the possible career path(s), monetary and non-monetary rewards, or other factors. Once these are known, talent can be motivated and retained appropriately.

Having described a framework, please allow me to now leave you with a comment a bit to the contrary: Talent management can be an art at times, and not entirely a science. While frameworks can help keep the process organised and comprehensive, human judgement and personal engagement from senior leadership and HR are crucial at all stages.

Wishing you all the very best with managing talent! **hrm**

About the Author

About the Author: Rashmi Sharma is Head of Talent Management at GovTech Singapore. Join her at CHRO Singapore 2023, where she will be part of a panel discussion that analyses the key trends that will shape the way organisations work and offer insights into how HR and business leaders can create winning strategies to build future-ready organisations



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SHAPING HR FOR 2024 AND BEYOND: CHRO MALAYSIA

As we approach the end of 2023 and the beginning of 2024, HR leaders need to engage in thoughtful reflection and strategic planning for the year ahead. The evolving landscape of organisational dynamics necessitates a transformation in HR practices. Forward-thinking leadership is paramount in preparing for the challenges and opportunities that lie ahead.

On 22 November, HR leaders from Malaysia will convene at CHRO Malaysia, united by the overarching theme, *HR 2024 and Beyond: How CHROs Can Shape Organisational and Workforce Transformation*. During the event, they will engage in formative, interactive sessions to explore key trends, address pressing topics, and learn how to build an inclusive workplace culture and leverage innovative HR technologies for enhanced employee experiences.

Held at Hilton Petaling Jaya, CHRO Malaysia will provide HR leaders with an unparalleled opportunity to learn from renowned HR thought leaders and develop effective people and organisational strategies for 2024. The event will start with welcome remarks from the host of CHRO Malaysia, **Mallory Loone**, Co-Founder, **Work Inspires**; and then lead into the opening keynote address, which seeks to see how Malaysia's dynamic and evolving talent landscape is doing in an increasingly globalised world demanding quality talent, as well as the key challenges faced by Malaysia and the opportunities that lie ahead. Titled *Navigating Malaysia's Talent Landscape: Challenges and Opportunities*, this opening keynote will be led by **Thomas Mathew**, Group CEO, **Talent Corporation Malaysia (TalentCorp)**.

Then, attendees looking to understand the pivot some organisations are making from human resources to human development (HD) will benefit from the session headed by the **ASEAN Human Development Organisation (AHDO)**, called *HR to HD Is Driving Transformational Change*. The session, led by **Nadiah Tan Abdullah**, CHRO, **S P Setia**, and current Regional Chair of ASEAN of **AHDO**, will focus on the emergence of HD at work, how it continues to transform the workplace and elevate human capital development in South-East Asia, and how organisations can elevate human capital development in this region.

If attendees are worried about whether they are truly maximising the potential of their workforce because of the everchanging workforce dynamics, and the challenges left by the aftermath of the pandemic affecting the workforce, the session

Harnessing The Full Potential of Today's Modern Workforce will cover these complexities and how leaders can embrace the burgeoning new reality to conquer and build a stronger work culture amidst constant change. Led by **Rob Squires**, VP, Regional Head of Asia and Japan, **Ceridian**, as well as **Joshua Ooi**, Senior Manager, Solutions Advisory, **Ceridian**, the session will help CHROs and other C-suite leaders mobilise their workforce, and boost employee engagement and performance.

The first panel discussion of the day will delve into the ongoing discourse surrounding HD at work, where employees strive to define its purpose and grasp the relevant metrics. With organisations looking to invest in their people yet still lacking the tools and knowledge to succeed with HD strategies, the panel discussion will discuss examples from experts on how leading employers have implemented successful strategies to apply HD across organisations. *Applying Human Development at Work: What's The Secret Formula for Success?* is moderated by S P Setia's Nadiah, and will feature panellists **Ahmad Bukhari Mohd Yunus**, Global Head of Talent Upstream (Development, Wells and Exploration), **Shell**; **Chen Fong Tuan**, Senior Executive Vice-President (Group Human Capital), **Maybank**; and **Anjali Menon**, HR Director APAC, **Sibelco** to share their expertise on human development and its application in the Malaysian workforce.

Leaders looking to learn how to manage and improve employee-manager relationships will do well in *Leadership Redefined in A Hybrid World and Its Impact on Talent Management*, a session held by **ADP**. As employees seek better work-life balance, and better support from their managers due to stress and mental health issues in the workplace, managers will need to be equipped with the skills to connect and engage with employees in a distributed workforce. **John Antos**, Vice-President Strategy, Global Payroll & Asia Pacific, **ADP**, will be leading the discussion on improving employee-manager relationships by equipping managers with tips to help them communicate with empathy and help them navigate this new people management territory.

Great workplace culture is often a key segment that organisations are always looking to get right, and the true value of getting the culture right is being able to create a transformative impact on the organisation. **BTS Asia** will be sharing *Making Culture Matter and Stick*, using real-world client case studies, where **BTS** supported organisations in making culture "real" with their advisory approach and cascade its adoption through a bespoke simulation-based methodology. **Carmen Low**, Associate



Director, **BTS Asia Pacific**, will share how attendees can raise the bar for learning and development, and discuss how the methodologies explored in this session will help attendees and their organisation to create alignment, shift mindsets, and enhance organisational capabilities.

Attendees looking to discuss how prioritising sustainability as a key business objective can do so in Onwards to a Sustainable Future: Leveraging L&D to Drive Sustainability Strategies. L&D practices will be shared by **Junita Abd Aziz**, Head of Global Learning and Development, **Petronas**, who will discuss the importance of rallying employees to drive sustainability strategies and performance for speed, materiality, and alignment focus.

In the second panel discussion of the day, experts will explore how HR and work would look like in 2024. In the session HR Trends Overview 2024: Building the Future Organisation Today, moderator **Dr Vinika Rao**, Executive Director, INSEAD Africa Initiative and Hoffmann Global Institute for Business & Society, Asia and Adjunct Professor, **INSEAD**, will, along with her panellists, identify the key trends that HR and business leaders need to know about in 2024. Attendees can gain key insights into what they can do to navigate the challenges and opportunities in 2024, and how they can build a future-ready organisation that can thrive in an evolving world of work. Panellists for the session include **Mitzie Antonio**, HR Director at **Nestle Malaysia and Singapore**; **Then Sik Kwang**, Head of HR, **DHL IT Services**; **Sugunah Verumandy**, Country Head of HR, **HSBC**; and **Koljit Singh**, Senior HR Practitioner and Council Member of the **Malaysia Institute of Human Resource (MIHRM)**.

This will be followed by a presentation by **Workday**, before

the closing keynote address of the day will see **Datuk Nora Manaf**, Group Chief Human Capital Officer **Maybank**, explore the future of Malaysia's HR landscape. *The Future is Now: How Human Development is Gaining Real and Tangible Traction* will see the discussion of human development (HD), and how organisations can realise value by integrating HD into the workplace. Datuk Nora will address some of the challenges facing organisations in Malaysia amidst uncertain times and how they can navigate these challenges by leveraging HD.

A one-day Masterclass will be held the next day, providing CHROs and other C-suite leaders with an opportunity to learn and hone their skills in specialised areas under the guidance of

Joanne Flinn, Chair of the **ESG Institute**; **Kris Wadia**, Founder, **Humanised Leadership** and **Jonathan Cheung**, CEO, **ESG Institute**. Led by the ESG Institute, the inaugural masterclass, *Sustainability in Action for CHROs*, aims to equip HR leaders with a comprehensive understanding of current environmental, social, and governance (ESG) standards, pressures, and future sustainability directions so that they can effectively guide the business and its people to attain the organisational ESG goals.

CHRO Malaysia is supported by **Ceridian**, **ADP**, **Workday**, and **BTS**. To find out more, click [here](https://hrm.asia.com). **hrm**

CHRO

SERIES 2023/2024

HR 2024 AND BEYOND:
HOW CHROs CAN SHAPE ORGANISATIONAL
AND WORKFORCE TRANSFORMATION

MALAYSIA
22 NOV 2023

SINGAPORE
7 DEC 2023

PHILIPPINES
21 FEB 2024

How to build resilience in young executives



In uncertain times, the human capacity to manage challenges is tested. We see this in rising rates of mental illness among young executives. While some young people thrive, many struggle with depression, anxiety, and isolation. An ongoing study over the past decades shows that since 2011, the mental wellbeing of younger people has declined significantly.

The Resilience Institute released in 2023 its latest Global Resilience Report, a study examining resilience trends across a sample of 8,165 office workers worldwide who completed a Resilience Diagnostic assessment.

The report highlights the pressing need to address low resilience levels among young people under 30 and urges organisations to take action and support their young workforce.

The data confirms the growing evidence that young people are significantly more at risk for anxiety and depression symptoms than employees over 30. This poses a significant risk to the health and productivity of younger employees. Despite significant research, investment, and a plethora of treatments, we are not reversing this trend. The report confirms that the Under 30 participants show 15% more risks related to sleep delay (a recognised sign of sleep disorder), rumination, boredom, worry and indecisiveness. Young women executives are more at risk than their male counterparts.

Group	N	Resilience Ratio	At risk (<€1)
All	8,408	1.67	12%
30-69	7,179	1.69	11%
Under 30	1,197	1.84	18%
Male <30	496	1.84	14%
Female <30	701	1.47	21%

As shown in table 1, more than one in five females under 30 are at risk, versus one in 10 for those above 30 years old.

The critical risks for young male participants are boredom, sleep delay, remuneration, social disconnect and impulsivity.

Despite the concerning finding, the survey also highlights the strengths of young people in other areas such as vitality, positivity

and making time to relax, which contribute to overall resilience and wellbeing.

Recommendation for leaders

a. Strengthen graduate induction programmes with resiliency training: Providing employment and onboarding support is strongly recommended for all organisations. Resilience is a set of skills that can be taught, and it is better to ensure that those skills are provided early as part of onboarding. Research is crystal clear; resilience is a muscle we can all train and develop at any age. All younger employees need help developing their mental skills—specifically, how to master worry, rumination, uncertainty, boredom, anxiety, and indecisiveness. According to our studies, the results of controlled testing before and after our resilience training show a 25% increase for our participants under 30.

b. Do not treat everyone as fragile: Remember that some young employees are flourishing. However, people leaders must be alert to signs of distress and know how to address these issues. Treating all young people as fragile is insulting and demotivating.

c. Build psychological safe environments: Leaders need to create conversations and environments that allow the young to express their opinions, ideas and needs. With their

heightened interest in mental health, young adults tend to seek employers that care about their wellbeing. They want to feel safe to be themselves at work. Being available and fully present to listen and understand their struggle is an important first step to demonstrating care and acting positively. **hrm**

“The data confirms the growing evidence that young people are significantly more at risk for anxiety and depression symptoms than employees over 30.”

About the Author

Manish Arneja is Managing Partner, SEA, The Resilience Institute. He is a global speaker and coach on organisational change, building resilience and agility. He is passionate about building the capacity of leaders to thrive sustainably.



The HR to HD paradigm has already shifted – Are you ready for it?

Want to know if HR is undergoing a paradigm shift? Now you have a new tool – Chat GPT.

Generative AI is “trained” on a very large dataset of text from the Internet. It can only use information from a given time and cannot update its knowledge beyond that. Today’s ChatGPT was last trained with data up to September 2021. This is a weakness if you are looking for new information. But to know if the HR paradigm has shifted, the lag in ChatGPT will tell you.

To find out if there really is a difference between HR and HOD, here is a question to ask ChatGPT: What is the difference between the HR function and the Human and Organisational Development (HOD) function in a company?

The answer on your computer is based on the available information up to 2021. So, if there is a difference, this is not a future paradigm but one that has already happened. When I saw the answer given by ChatGPT I was surprised that difference was so clearly defined on internet text sources.

A true paradigm shift?

A true paradigm shift is a fundamental change in the basic concepts and practices of science or a professional field, according to the definition introduced in 1962 by the American physicist and philosopher Thomas Kuhn.

This applies to the difference between human resources or human capital, on the one hand, and human development on the other where the purpose, the frame of reference and the measurement methods are fundamentally different.

The HR paradigm of people as a resource is based on the economic theory of Milton Friedman at the University of Chicago and Nobel Prize for Economics in 1976 which states:

There is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits, so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud.

Professor Dave Ulrich of the University of Michigan applied this to the people function in his 1996 book HR Champions as the “new HR”. He summarises the paradigm as follows:

- The **purpose** of HR is to help companies win in the marketplace.
- The HR function **does not own compliance** – managers do.
- HR professionals must **translate their work into financial performance**.
- HR professionals must create practices that **make employees more competitive, not more comfortable**.
- HR practices do **not exist to make employees happy but to help them become committed**.



The Human Development paradigm has very different origins. In the 1990s two Asian economists at the United Nations generated a new paradigm for the UN, arguing that GDP could not be the only measure of value. Mahbub al Haq of Pakistan created the UN Human Development Index in 1990. Amartya Sen of India won the Nobel Prize in Economics in 1998 for his research showing that societies should measure their success on human development rather than GDP, which he defined as the freedom and capability of people to lead the kind of lives they value. This shifted the paradigm of work at the International Labour Organisation to a human development paradigm.

Work sums up the aspirations of people in their working lives and includes personal development and social integration, freedom to express oneself, participate in the decisions that affect life as well as work and ensures equal opportunity.

Why has this paradigm change taken place so quickly? The Chat GPT on your computer with data up until 2021 already includes the shift made during the pandemic that required that governments and companies of all sizes collaborate and adapt to new ways of working.

However, ASEAN has an advantage in accelerating the paradigm shift. First, because ASEAN is a fast-developing region where it is obvious for all that human development is an economic priority. South-East Asia is longer a region where sustainable competitive advantage comes from cheap labour. Second, because ASEAN culture balances economic growth with a people-centric culture. This is imbedded in the third ASEAN pillar, the Socio-Cultural Community, and is historically how diverse seafaring cultures have traded for thousands of years.

Third, because the paradigm of the purpose of business being only for profit is unsustainable for the planet and inhuman as a paradigm for work. That is why AHDO represents the paradigm of work as human development experience and advocates for companies with a Human Net Positive impact. advocates for companies with a Human Net Positive impact. **hrm**

About the Author

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



HR Trends for 2024 and BEYOND!



We polled our
LinkedIn followers to
ask what trends they
expect be the
biggest in 2024.

18%
SKILLS-BASED HIRING

28%
EMPLOYEE TOTAL-
WELLBEING



18%
EMBRACE WORKPLACE
AGILITY

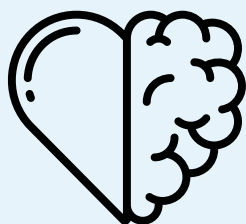
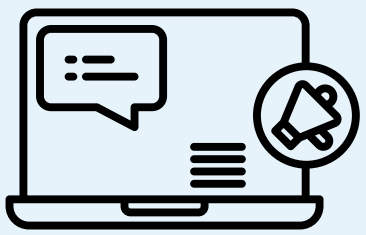
36%
HR OPTIMISING WITH
TECHNOLOGY

What is the
HR trend
you expect
to be the
biggest in
2024?

Top opinions on our survey results

‘With the widespread use of AI-services, I wonder how HR will be able to better optimise this technology to provide a better experience for candidates and employees. And I’m excited to see just how employees and C-Suite leaders will be able to do so for the future!’

ELENA FOO, TALENT ACQUISITION MANAGER, HILTI GROUP, ON THE FUTURE OF OPTIMISING HR WITH TECHNOLOGY



‘There’s a growing awareness of holistic health at the center of many people’s lives. HR needs to adapt to and be aware of this, especially in countries with ageing populations where health and wellness, both physical and mental, plays a huge part in people’s decisions to start a family.’

RIKARD MOLANDER, FOUNDER, HEIMDALL ANALYTICS, ON THE WELLBEING OF EMPLOYEES

Source: <https://www.linkedin.com/feed/update/urn:li:activity:7123131644886093825>

CHRO

SERIES
2023/2024

HR 2024 AND BEYOND: HOW CHROS CAN SHAPE ORGANISATIONAL AND WORKFORCE TRANSFORMATION

MALAYSIA

22 NOV 2023

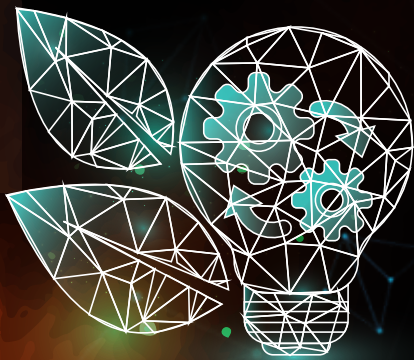
SINGAPORE

7 DEC 2023

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CHRO Series is the most influential and eagerly anticipated in-person event for CHROs and HR leaders in Southeast Asia. With the theme, 'How CHROs Can Shape Organisational and Workforce Transformation' for the 2023/2024 edition, this one-day event is designed to help forward-thinking leaders explore innovative people strategies to retain top talent, especially as employees prioritise their key goals and plan for their future career advancements in 2024.



ESG MASTERCLASS

SUSTAINABILITY IN ACTION FOR CHROS

MALAYSIA

23 NOV 2023

SINGAPORE

6 DEC 2023

PHILIPPINES

22 FEB 2024

As part of the CHRO series, HRM Asia is excited to introduce the Masterclass series, designed to equip HR leaders with specialised knowledge from industry experts. Leading the way in this series is the inaugural one-day session titled "Sustainability in Action for CHROs," which will dive deep into the world of ESG. By providing HR leaders with a comprehensive understanding of current ESG standards, pressures, and future directions of Sustainability, this masterclass aims to equip them with the tools to effectively guide their organisations towards achieving their ESG goals.

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HR in 2024: Transformative changes reshape workplace practices

BY
JOSEPHINE
TAN

Once, it was a mere imaginative concept—an HR department capable of crafting customised job postings for every candidate, efficiently sifting through numerous resumes within minutes, and designing individualised training programmes for each employee. However, in 2023, this vision has evolved into a tangible reality, but it is also more accessible than ever before. A growing number of professionals possess a certain degree of familiarity with its capabilities, and organisations, both large and small, are increasingly aware of and embracing this transformative technology.

This shift signifies that generative AI is no longer confined to the realm of imagination; it is a tool that is redefining the landscape of HR practices. In late 2022, when we were making predictions for the HR landscape in 2023, who would have anticipated that generative AI would take centre stage for the year?

The rapid advancements in this technology over a mere year underscore the dynamic nature of the HR industry, where innovative solutions swiftly become integral to our daily operations and workflows. As we navigate the ever-evolving HR terrain, it is crucial to remain mindful of the ongoing debates, concerns, and regulatory developments associated with generative AI.

In the US, President Joe Biden's recent executive order on AI marks the US government's first of its kind, focusing on safety, equity, and civil rights. It mandates new safety and security standards, requiring some AI organisations to share safety test results with the federal government, guiding AI watermarking, and establishing a cybersecurity programme. Additionally, it supports employees by studying AI's labour market implications and ways the government can aid affected employees. While the potential of generative AI is undeniable, implementing it thoughtfully, considering privacy and sensitive information handling, ethics, and compliance, is paramount. Generative AI is not just an option; it is a transformational force that has the potential to reshape how we approach HR in 2024 and the years to come.

As we venture into 2024, the HR landscape is marked not only by the impact of generative AI, but also by the rise of the term "skills-based hiring", a trend that challenges conventional hiring practices. Traditionally, job applicants were often evaluated primarily based on their academic qualifications and formal certifications. With skills-based hiring, this approach recognises that a degree or certificate may not necessarily translate into the practical skills essential for the job. This allows employers to value candidates who can demonstrate their competencies



through tangible examples, such as project portfolios and practical assessments.

By placing a premium on skills rather than degrees, organisations are widening their talent pool and ensuring a better alignment between employee capabilities and the dynamic demands of the business world. To make skills-based hiring a success, HR professionals have to rethink their recruitment strategies and develop new evaluation methods and tools that allow candidates to showcase their abilities effectively. Moreover, this shift necessitates a shift in mindset. HR departments would have to work closely with hiring managers to clearly define the specific skills required for each role and collaborate on developing assessments that accurately evaluate candidates in these areas.

Another rising trend in HR is employee total wellbeing. While employee wellbeing has always been a priority, moving forward, the concept of employee total wellbeing will mark a pronounced shift towards holistic wellbeing, encompassing more than just physical and mental health.

This approach acknowledges the multifaceted needs of employees and strives to create a supportive environment for their growth and fulfilment. Organisations are now extending their support to financial wellness, personal development, and stress management through initiatives such as financial literacy programmes, career development opportunities, and mental health support.

The HR landscape is undergoing a rapid transformation, driven by innovative technologies and evolving workplace trends. And as we step into 2024, HR professionals must embrace these trends and develop new strategies and capabilities to adapt to the changing landscape. By doing so, we can create a more inclusive and equitable workplace where employees can thrive and organisations can succeed. **hrm**

HRM ASIA READERS' CHOICE AWARDEE FOR 2nd CONSECUTIVE YEAR



In a world defined by relentless change, the pursuit of excellence is the cornerstone of success. It is with immense pride and a profound sense of accomplishment that we announce that the Marketing Institute of Singapore Academy (MISA) has once again triumphed in its mission to transform lives and empower businesses. In the year 2023, MISA has earned the prestigious HRM Asia Readers' Choice Award for the second time, reaffirming our unwavering commitment to shaping the future of professional development.

MISA's journey towards becoming the epitome of educational distinction has been a relentless one. This award is not just a recognition of our endeavours; it is a testament to our resolute dedication to helping individuals and organizations thrive in an ever-evolving marketplace.

The HRM Asia Readers' Choice Award is a testament to MISA's enduring commitment to providing education that transcends mere instruction. It is a commitment to fostering a mindset that values lifelong learning and the pursuit of knowledge as indispensable tools for professional success.

MISA has been recognized as the region's most reputable training provider for the second time, which is a testament to our unwavering dedication to equipping corporate clients and professionals with the necessary skills and knowledge to adapt, grow, and excel in their careers.

At MISA, we firmly believe that learning knows no boundaries. We are humbled by the recognition of HRM Asia readers, which motivates us to strive for even greater achievements in the years to come. This award reaffirms our pledge to remain at the forefront of education, not only by providing the knowledge that is relevant today but also by continuously adapting to the evolving needs of the workforce.

In conclusion, as MISA stands tall, having received the HRM Asia Readers' Choice Award for the second time in 2023, we are reminded that our journey has just begun. We pledge to continue our relentless pursuit of excellence, driving positive change in the lives of individuals and the prosperity of businesses, because, in the end, the measure of our success is not in the accolades we receive but in the impact we create.



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CELEBRATING EXCELLENCE IN HR

HRM Magazine Asia Readers' Choice Awards 2023, held during a vibrant Gala Awards Ceremony in Singapore on 3 November 2023, celebrated the finest HR and HR technology solutions providers in the Asia-Pacific region. This year, a total of 27 outstanding winners shone in 16 diverse categories, recognised for their outstanding contributions and groundbreaking innovations. Their efforts have proven pivotal in enabling organisations to flourish amidst the ever-evolving landscape of work. The winners in each category were chosen through a combination of online voting by HRM Magazine Asia readers (70%) and evaluations by an esteemed panel of independent expert judges (30%). This distinguished panel included Dr Derrick Kon, Director of CEO Solutions; Josephine Chua, Director of Human Resources and Quality at Aloft Singapore Novena; Philippa "Pip" Penfold, an HR Expert; Dr Tanvi Gautam, an HR Influencer and Transformational Leadership

Expert at Leadershift Inc.; and Shawn Liew, Head of Content Development at HRM Asia. The voting process spanned two weeks, supplemented by the meticulous review of case studies, research, and offerings to clients by the judging panel.

These winners, acting as invaluable partners for organisations striving to navigate the challenges and seize the opportunities within the evolving world of work, truly embody excellence. HRM Magazine Asia extends its heartfelt applause and congratulations to all the recipients for their unwavering dedication in delivering world-class solutions. They are instrumental in facilitating the HR industry's successful transition into a promising 2023 and beyond. solutions to help the HR industry in the region transition to a successful 2023 and beyond.

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Honour roll and index

WINNERS	PAGE	AWARD
ADP	36-37	Best HR Tech – Outsourcing Solution (Gold)
Remote	36-37	Best HR Tech – Outsourcing Solution (Silver)
BoardRoom	36-37	Best HR Tech – Outsourcing Solution (Bronze)
Ceridian	38	Best HR Tech – Human Resource Information System (Gold)
SAP Asia	38	Best HR Tech – Human Resource Information System (Silver)
Ceridian	42-43	Best HR Tech – Payroll Solution (Gold)
ADP	42-43	Best HR Tech – Payroll Solution (Silver)
Remote	42-43	Best HR Tech – Payroll Solution (Bronze)
SAP Asia	44	Best HR Tech – Talent Management System (Gold)
Remote	44	Best HR Tech – Talent Management System (Silver)
MHC Asia Group	46	Best HR Tech – Employee Benefits Solution (Gold)
Safe Space	46	Best HR Tech – Employee Benefits Solution (Silver)
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NTUC LearningHub	50-52	Best Corporate – Training Provider (Silver)
Aventis Learning Group	50-52	Best Corporate – Training Provider (Bronze)
Human Inc	50-52	Best Corporate – Training Provider (Bronze)
NTUC LearningHub	54-55	Best Corporate – Learning & Development Provider (Gold)
Scotwork Asia	54-55	Best Corporate – Learning & Development Provider (Silver)
Talent Plus	54-55	Best Corporate – Learning & Development Provider (Silver)
Singapore National Employers Federation	54-55	Best Corporate – Learning & Development Provider (Bronze)
Marketing Institute of Singapore Academy	56-57	Best Corporate – Leadership Development Provider (Gold)
BTS Asia	56-57	Best Corporate – Leadership Development Provider (Silver)
Scotwork Asia	56-57	Best Corporate – Leadership Development Provider (Silver)
Talent Plus	56-57	Best Corporate – Leadership Development Provider (Bronze)
WeLinkTalent	58	Best Recruitment Firm – Client Experience (Gold)
APBA TG Human Resource	60	Best Recruitment Firm – Engineering/IT Position (Gold)
MCI Outsourcing	62	Best Recruitment Firm – Recruitment Process Outsourcing (Gold)
Pan Pacific Serviced Suites Orchard	64-65	Best Serviced Apartment – By Property (Gold)
Oasia Residence Singapore	64-65	Best Serviced Apartment – By Property (Silver)
Adina Serviced Apartments Singapore Orchard	64-65	Best Serviced Apartment – By Property (Bronze)
G-P	66-67	Best Employer of Record (EOR) Service Provider (Gold)
CXC	66-67	Best Employer of Record (EOR) Service Provider (Silver)
Mauve Group	66-67	Best Employer of Record (EOR) Service Provider (Bronze)
Remote	66-67	Best Employer of Record (EOR) Service Provider (Bronze)
Remote	68	Best Professional Employer Organisation (PEO) Service Provider (Gold)
Public Service Division (PSD)	70	Best Organisational Deployment of HR Services/Technology Solution (Gold)
The Resilience Institute	72	Best Corporate Wellness Solution Provider (Gold)



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Adina Serviced Apartments Singapore Orchard has won the Bronze Award under the Best Serviced Apartment Category

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Best HR Tech – Outsourcing Solution

Readers' Choice Awards 2023 has recognised ADP with Gold in the Best HR Tech – Outsourcing Solution category, highlighting their commitment to transforming payroll into a strategic business advantage.

ADP's philosophy is simple yet profound, as Jessica Zhang, Senior Vice-President Asia-Pacific, explained, "We aim to shape the world of work with a simple, innovative idea: help clients focus on their business by freeing them from non-core payroll tasks." This ethos is at the core of their innovative approach to HR and payroll management. ADP recognises the dynamic nature of today's business environment and strives to provide solutions that not only meet but anticipate the demands of an ever-shifting landscape.

One of ADP's defining characteristics is its ability to balance local expertise with a global reach. This duality allows them to provide customised solutions that cater to each country's local compliance requirements while harnessing their global insights and capabilities. The ADP Research Institute continually anticipates the future of work and provides valuable insights to clients, helping them better manage their workforce and human capital.

The ADP Research Institute is a provider of research on labour

market and employee performance. Its research covers a wide range of topics, including labour market trends, employee engagement, workforce productivity, compensation and benefits, diversity and inclusion, and talent management. Its work is widely cited by academics and policymakers, and it is also used by organisations of all sizes to inform their people strategies.

ADP is not merely an observer of industry trends; they take proactive steps to address critical workforce needs through their solutions. With a commitment to data security and privacy, ADP strives to protect clients from cybersecurity threats and maintain resilience in the face of physical disruptions, all while staying on the right side of regulations.

"We believe that one size does not fit all, but we fit all sizes, helping organisations work smarter today so they can achieve more success tomorrow," Zhang added. "Our clients want a unified global payroll experience to drive strategic insights but with the flexibility to meet local compliance requirements. Historically, our clients bought a processing service in which we provided a cloud-based solution or managed service where ADP would perform the payroll calculation. Now clients are looking for far more flexibility."

GOLD WINNER



Established in 1949, **ADP** helps clients focus on their business by freeing them from non-core payroll tasks. ADP innovates to anticipate the future of work and address critical workforce needs. Its solutions are flexible, secure, and compliant, and offer clients insights to help them better manage their human capital.

SILVER WINNER



Remote's mission is to bridge the talent-opportunity gap by empowering employers to access global talent and individuals to achieve financial and personal freedom. Founded in 2019, Remote simplifies global workforce management and is supported by investors including SoftBank Vision Fund 2 and Accel.



BRONZE WINNER



BoardRoom, a provider of corporate and advisory services in Asia-Pacific, excels through expertise in regulatory navigation, cultural sensitivities, and data security. With 14 offices across Singapore, China, Hong Kong, Malaysia, and Australia, and close to 20 partners, BoardRoom supports over 7,300 organisations with services like payroll, accounting, ESG advisory, and more.

Silver for Best HR Tech – Outsourcing Solution went to Remote, a global HR platform that is reshaping the way organisations navigate the complexities of the modern global economy. Remote's innovative solutions empower organisations to onboard, manage, and compensate their entire workforce, even in countries where they lack a legal presence.

Job van der Voort, CEO and Co-Founder of Remote, said, "Remote offers a full suite of solutions through its user-friendly platform to easily manage employees, including onboarding, paid leave requests, reimbursements, benefits and payroll. Remote also ensures compliance with local laws throughout the entire employment lifecycle, as well as a dedicated security team to closely monitor applications and infrastructure to ensure data remains protected at all times."

Remote also offers contractor management tools to facilitate the hiring and payment of international contractors, while its global payroll system simplifies payment processes for employees worldwide, ensuring compliance with diverse tax laws and regulations. Additionally, Remote's API integrates global HR functionalities directly into customers' preferred tools, enhancing the user experience and offering an efficient approach to managing a global workforce.

Bronze for Best HR Tech – Outsourcing Solution was presented to BoardRoom.



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Best HR Tech – Human Resource Information System

Winning Gold for Best HR Tech – Human Resources Information System (HRIS) at Readers' Choice Awards 2023 for the second consecutive year is Ceridian, whose Dayforce platform is designed to deliver enhanced talent experience through data-driven decisions to unlock the full potential of the workforce.

Rob Squires, Vice-President and Head of Sales, Asia and Japan, Ceridian, emphasised the critical role of technology in business continuity and agility, stating, "Business continuity and agility can't be achieved without the right systems and technology. In today's borderless world of work, organisations require flexible HR solutions that offer more control, reliability, and peace of mind while ensuring the safety of their people and data."

Dayforce stands out as an innovative HRIS solution that provides a single solution and single database, enabling users to achieve increased efficiencies, productivity, and compliance. It addresses the ongoing complexity crisis in the workforce, allowing organisations to navigate the challenges of today's dynamic employment landscape.

"A robust HRIS is essential for helping to enhance the overall employee experience. As organisations continue to strive to attract top talent, our recent Executive Survey shows an increasing desire to integrate contingent employees into their organisation," Squires elaborated. "This is just another example of how important it is to be able to have a single, real-time view of organisational data. It helps empower HR leaders to develop more progressive people strategies, and better contribute to the growth of the organisation as the complex world of work continues to evolve."

One of the recent innovations that sets Dayforce apart is the introduction of Dayforce Career Explorer, an addition to their Talent Intelligence suite, as he explained, "Dayforce Career Explorer leverages our skills engine and merges AI with skills data to aid in employee career pathing and support organisations in promoting internal mobility and success planning."

Squires concluded by expressing his gratitude to the voters and judges, saying, "On behalf of our entire team, we extend our deepest appreciation to the voters and judges for recognising Ceridian as the Readers' Choice Awards 2023 Gold in the Best HR Tech – Human Resources Information System category for the second consecutive year. We are eager to explore new and innovative methods to aid our customers in the Asia-Pacific and Japan regions in achieving success and unlocking the full potential of today's boundless workforce."

Receiving Silver for Best HR Tech – Human Resources Information System for SAP SuccessFactors was Melvyn Yeo, Regional Sales Director, SAP SuccessFactors, South-East Asia. Yeo expressed his gratitude for this recognition emphasising SAP's commitment to innovative and customer-focused solutions.

He said, "We know that customers have a choice and expect more than a holistic end-to-end Hire to Tire solution with key elements such as continuous innovation, HR domain, best practices, robust partner ecosystems, and futureproofing via a well-defined product roadmap all rolled into one. We deliver on this plus more for our customers."

SAP's approach is to partner with its customers on a journey of continuous improvement. Many customers described their adoption of SAP products as a collaborative effort with SAP and its partners,

Yeo shared. "This is evidenced in how we walk alongside customers helping them achieve success from the start of the implementation and beyond go-live with ongoing adoption, supported by SAP Cloud Success Services or with our partner community. Hallmarks of the partnership we're so proud of include ongoing input and feedback, and a focus on enablement and adoption. Our vibrant customer community shares insights every day, profits from combined wisdom and influences the product roadmap."

GOLD WINNER



CERIDIAN

Ceridian, headquartered in Toronto and Minneapolis, operates globally, providing the flagship Dayforce cloud HCM platform to over 6,200 customers and five million users worldwide. Following the acquisitions of Ascender and Excelity, Ceridian has strengthened its HCM and payroll offerings in Asia-Pacific and Japan, optimising the entire employee lifecycle for organisations of all sizes.

SILVER WINNER



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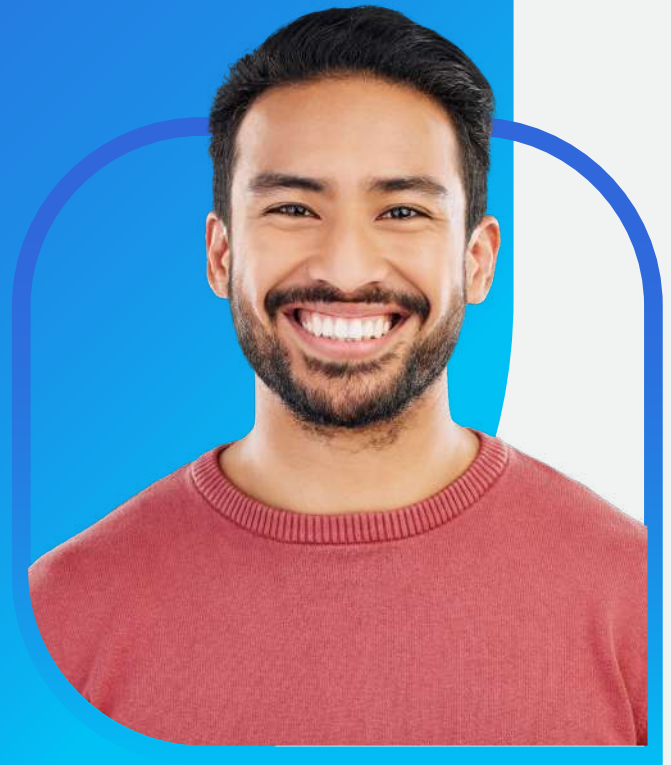
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Best HR Tech – Payroll Solution

Ceridian's Dayforce has won Gold for Best HR Tech – Payroll Solution for the fourth consecutive year at Readers' Choice Awards 2023. This achievement underscores Ceridian's standing as a global leader in human capital management (HCM) technology, a feat lauded by Rob Squires, Vice-President and Head of Sales, Asia and Japan, at Ceridian.

Squires said, "As payroll professionals transition into a more strategic role, understanding how pay influences the broader business environment is essential. With Dayforce, organisations are equipped with best-in-class technology to modernise their payroll systems and methods. This, in turn, enables payroll professionals to realise their potential as strategic business partners within their organisation."

Indeed, as organisations navigate a rapidly changing landscape, the ability to manage payroll efficiently and accurately has become paramount. Ceridian's Dayforce payroll solution has emerged as a game-changer in this regard, with its single, global model for pay and time.

"By using a single pay and time engine, we ensure that employee information entered in one place is instantly shared and accessible across the entire application," he explained. "This greatly reduces the possibility of costly or time-consuming payroll errors, while simplifying compliance and maintaining data accuracy."

Innovation has been a cornerstone of Ceridian's success. Recent developments in the Dayforce platform, such as the introduction of a newly tiered model for Dayforce Management Payroll, exemplify this commitment. He continued, "These innovations merge our cutting-edge technology with world-class service, bringing a personalised approach to payroll administration and providing our valued customers in Asia and around the world with enhanced choice and flexibility."

Another feature of Dayforce is its ability to provide workforce intelligence that helps organisations stay ahead of the curve. With Dayforce, organisations can make informed decisions related to workforce planning, hiring, retention, and development. Whether it is managing full-time or gig employees, Dayforce's data-driven insights allow organisations to forecast the future.

Squires concluded, "We are excited to continue innovating and unlocking greater efficiencies to help our customers shape their workforce for both today and the future. On behalf of our entire team at Ceridian, I would like to extend a heartfelt thank you to the voters and judging panel at HRM Magazine Asia for recognising us at Readers' Choice Awards 2023 Gold in the Best HR Tech – Payroll Solution category."

Awarded Silver in the Best HR Tech – Payroll Solution category is ADP, whose global presence and extensive experience have firmly established it as a prominent player in the human capital management solutions industry. ADP offers a range of services and solutions that help organisations in Asia-Pacific streamline their HR processes, enhance efficiency, and drive growth.

Amit Patel, Head of Sales, Southeast Asia, ADP, said, "Our payroll expertise and solutions in Asia-Pacific are designed to meet the requirements of organisations of all sizes operating in the region

and globally, ensuring accurate and timely payroll processing while complying with local regulations. This capability is particularly valuable for local and multinational organisations with operations in multiple countries."

In today's business environment, the threat of cybersecurity breaches and physical disruptions looms large. ADP's approach to security includes robust measures and investments to provide its clients with peace of mind, knowing that their sensitive data is well-protected. "These capabilities enable organisations in the region to drive growth in an increasingly competitive market, whilst streamlining their HR process, improving the employee experience and enhancing efficiency," he concluded.

Bronze for Best HR Tech – Payroll Solution was awarded to Remote.

GOLD WINNER



CERIDIAN

Ceridian, headquartered in Toronto and Minneapolis, operates globally, providing the flagship Dayforce cloud HCM platform to over 6,200 customers and five million users worldwide. Following the acquisitions of Ascender and Excelity, Ceridian has strengthened its HCM and payroll offerings in Asia-Pacific and Japan, optimising the entire employee lifecycle for organisations of all sizes.



SILVER WINNER



Established in 1949, **ADP** helps clients focus on their business by freeing them from non-core payroll tasks. ADP innovates to anticipate the future of work and address critical workforce needs. Its solutions are flexible, secure, and compliant, and offer clients insights to help them better manage their human capital.

BRONZE WINNER



Remote's mission is to bridge the talent-opportunity gap by empowering employers to access global talent and individuals to achieve financial and personal freedom. Founded in 2019, Remote simplifies global workforce management and is supported by investors including SoftBank Vision Fund 2 and Accel..

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Best HR Tech – Talent Management System

SAP SuccessFactors has been honoured with Gold in the Best HR Tech – Talent Management System category at Readers' Choice Awards 2023. Wendy Lye, Vice-President and Head of SAP SuccessFactors South-East Asia, expressed SAP's thrill and appreciation for this recognition by the readers of *HRM Magazine Asia*.

Lye emphasised that this award underscores the critical role of talent in today's organisational landscape, and said, "The discussion about the competition for talent has been well established recently; we don't only support this notion but seek to add that today it's not only a race for talent but also for skills. Our focus on skills development today in SAP SuccessFactors capability reflects this conviction."

"We also see this in what our customers are telling us. With prevailing economic uncertainty, and headcount freeze, employers and employees focus on internal mobility underpinned by skills development and insight as a source of business and career development. SAP's investments in these technology areas have made visibility and access to global career opportunities not only a possibility but a defining characteristic today for our customers running SAP SuccessFactors in Asia-Pacific and beyond."

Central to SAP's success in talent management is the integration of AI. The organisation is leading the way in continuous innovation, with SAP Business AI deeply embedded in SAP SuccessFactors to deliver relevant, reliable, and responsible insights. "For example, with our Talent Intelligence Hub and Skills Ontology, AI brings about manifold benefits for employees and employers alike," she added.

AI offers enriched career development experiences for employees, providing deep insights, learning recommendations, and predictive career pathing, she said. Employers benefit from an expanded succession pool of high-potentials, enhanced skills and competency libraries with predictive attributes, resulting in improved business

confidence and resilience.

"Whilst SAP takes great pleasure in accepting this award, we have our customers to thank for their commitment to us and the opportunity to support them on their various journeys. We look forward to remaining a reliable and trusted enabler of business value and to success in the HRM Magazine Asia Readers' Choice Awards in 2024 and beyond," Lye concluded.

Remote, which earned Silver for Best HR Tech – Talent Management System, is transforming the landscape of international talent management with its holistic approach.

Job van der Voort, CEO and Co-Founder of Remote, highlighted the platform's comprehensive solutions that empower organisations throughout the talent acquisition process, saying, "Remote's global employment platform is purpose-built to ensure compliant onboarding. Employers can start the onboarding process with a new team member in minutes, not the months when an organisation goes at it alone."

"With Remote's platform, it can generate a customised employment letter and a localised, legal contract to offer a new hire in a matter of clicks. In addition to Employer of Record and contractor management, Remote helps handle tax deductions and payroll processes, whether locally or internationally. The best part is that Remote ensures compliance with local regulations throughout the entire process."

Remote's purpose-built global HR platform provides employers with guidance, ensuring compliance at every stage of the employment process. From talent acquisition and employee management to compensation, benefits, and compliance, Remote provides support for teams of all sizes, facilitating their global expansion journey. With a user-friendly centralised hub, Remote simplifies the management and payment of entire workforces, establishing itself as an ideal HR management partner for organisations managing globally distributed teams.

GOLD WINNER



SAP SuccessFactors

SAP SuccessFactors empowers organisations of all sizes across 26 industries with machine learning, IoT, and advanced analytics, fostering collaboration, simplifying technology, and enabling profitability while supporting HR in reaching its full potential.

SILVER WINNER



Remote's mission is to bridge the talent-opportunity gap by empowering employers to access global talent and individuals to achieve financial and personal freedom. Founded in 2019, Remote simplifies global workforce management and is supported by investors including SoftBank Vision Fund 2 and Accel.

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Best HR Tech – Employee Benefits System

Employee benefits are often something that HR teams often worry about, having to adapt to the many differing needs of employees in any organisation. It is one of the reasons why organisations like MHC Asia Group are so important, as they look to provide affordable healthcare to employees while ensuring greater accountability and ownership in managing the individuals and corporate healthcare outcomes. The health technology company has done well for themselves in this respect, being the recipient for the Gold in Best HR Tech-Employees Benefits Solution at the Readers' Choice Awards 2023.

GOLD WINNER



Make Health Connect

MHC Asia has been a trusted partner in corporate healthcare since 1994, offering real-time solutions and guiding corporates in taking ownership of their own wellness. MHC Asia currently serves 1 million users through mobile applications and supports 7,500 corporate customers in Singapore, reaching its full potential.

"This is a huge honour for us," said Kabita Karthigeyan, CEO, MHC Asia Group, "and we would like to extend our appreciation and gratitude to all the voters who voted for us and for recognising our contributions to the Employee Benefits sector."

The company's objectives look to connect People, Process and Technology to deliver exceptional healthcare outcomes to their customers, being a trusted partner in corporate healthcare for near three decades to one million customers.

What makes MHC Asia stand out from its competitors has to do with the fact that the organisation encompasses technology along with personalised distinct service. With their Benefits Programme, what clients are provided includes integrated healthcare solutions from primary care to specialist care, daycare as well as urgent care, inclusive of inpatient support. A trained concierge centre can analyse and match up their clients to medical providers that suit their needs, and which can ensure timely access for medical needs. This is all supported by the organisation's technology framework,

from E-Cashless access to Medical Providers in (Singapore and Malaysia), Flexible Benefit app access, real time online data analytics. All this is provided through an integrated portal to better manage their employee benefits and medical needs.

This is just the tip of the iceberg with regards to continuous innovative technological solutions to improve customer service, as the group has also recently launched virtual assistant tools such as Connect MHC, which can be accessed via WhatsApp.

Karthigeyan thanked the employees in MHC for their hard work and commitment in making a difference in people's lives and to empower individuals to take ownership of their health, adding that the organisation looks to continue their mission to simplify healthcare and connect the stakeholders in the healthcare delivery chain via the effective use of information technology and big data analytics. "We're a health technology company, but our business is about people," she said.

Safe Space, the recipient for the Silver for Best HR Tech – Employee Benefits Solution - sees their win as a testament to their mission in creating a safe and more inclusive workplace environment to support employees' mental health. "We are on a mission to foster a workplace culture that values diversity, equity, and inclusion," said Antoinette Patterson, Co-Founder and CEO, Safe

SILVER WINNER



Safe Space is a leading B2B2C digital mental healthcare provider and ecosystem, seeking to strengthen workplace mental resilience by providing fast & affordable access to quality mental health therapy care (online and offline) and preventive education.

Space. "And this recognition encourages us to continue our efforts in this direction."

Winning this award, to Patterson and her team, reinforces that having safe and inclusive spaces at work to discuss mental wellbeing and get support amongst managers and employers is not just a goal but a necessity in today's world. Truly, as Safe Space was created as a youth-led, mental health-focused organisation looking to empower youths to engage openly with their local schools and communities, much of their organisation focuses on getting employees in different organisations access to proper medical and mental health access such as self-guided mental health resource portals to improve mental health literacy, access to webinars that seeks to help employees understand more about their mental health, and continuous care with the same therapist so that they are able to chart progress.



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The screenshot displays the Remote HR platform dashboard for a user named Susie. The interface is clean and modern, with a dark blue sidebar on the left containing various navigation icons. The main content area is white and features several key sections:

- Greeting:** "Good afternoon, Susie" with a subtitle "Here's what's going on today." and search, help, and notification icons.
- Overview:** A section with three cards showing key metrics: 512 HEADCOUNT (+10 from last week), 16 JOINERS (+5 from last week), and 8 LEAVERS (+2 from last week). Each card includes a small line graph.
- Things to do (5):** A list of tasks with icons, descriptions, and due dates. The first task is "Reserve payment was unsuccessful" (Tue, 9 Jun, 1 day left). The second is "An employee submitted their resignation" (Wed, 10 Jun, 1 day left). The third is "An employee requested to cancel 7 time off" (1 hour ago, 6 days left).
- Who's away:** A list of employees on leave, including Paul Grant (Medical leave, Only today), Beatriz Costa (Personal leave, Mar 16 - Mar 18), Narobi Yan (Medical leave, Tomorrow), and Kylie Rowling (Personal leave, Tomorrow).
- Team by country:** A list of countries with employee counts: United States (52), Portugal (32), Canada (6), and France (5).
- Gender Diversity:** A section partially visible at the bottom right.

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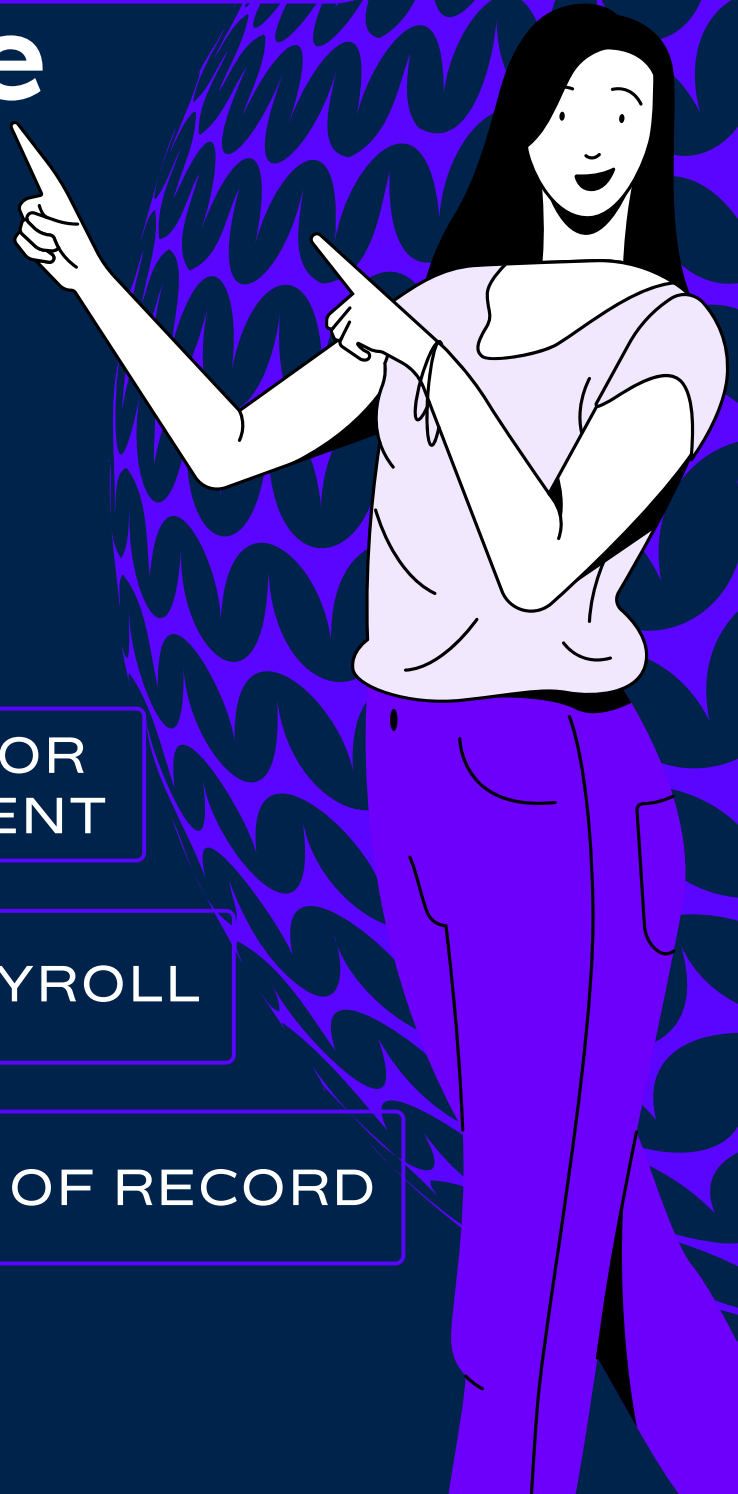
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Best Corporate – Training Provider

Corporate training is something that, more often than not, provides the foundational basics for organisations who want the best for their employees. Training, for example, takes time, and for professionals with busy, enriching lives, training courses has to work in tandem and in harmony with the needs of these professionals. At the same time, professionals require good teachers, not just experienced and well-qualified employees who may not have the patience and ability to guide these students through.

Organisations that offer that are few and far between, and one such organisation that has consistently been providing high-grade, quality training, that name may just be the Marketing Institute of Singapore (MIS).

The organisation, recipient of the Gold for Best Corporate Training Provider at the Readers' Choice Awards, offers a wide range of corporate training programmes in all aspects of marketing, whether it be digital and social media marketing to brand management and customer relationship management.

"The Marketing Institute of Singapore (MIS) is proud to announce that it has won Gold in the Readers' Choice Awards for Best

Corporate Training Provider," said Roger Wang, President of MIS. "This award is a testament to MIS's commitment to providing rigorously high-quality corporate training that helps professionals stay ahead of the curve in today's ever-changing marketplace."

What sets MIS apart from its competitors is due to their experienced and qualified trainers, who are passionate about helping professionals learn and grow. The organisation's corporate training programs are delivered by experienced and qualified trainers who are passionate about helping professionals learn and grow. These trainers use a variety of teaching methods, including lectures, case studies, group discussions, and hands-on exercises,

SILVER WINNER



GOLD WINNER



Marketing Institute of Singapore (MIS) is the National Body for Sales and Marketing. MIS has, over the years, nurtured countless Sales, Marketing and Business practitioners, and has provided ample networking opportunities through diverse series of guru talks and events.



NTUC LearningHub is the leading Continuing Education and Training provider in Singapore which aims to transform the lifelong employability of working people. Since their corporatisation in 2004, they have helped over 29,000 organisations and more than 2.6 million training places.

to ensure that students learn effectively and retain the information they need. This comprehensive and thorough teaching process means that professionals leave the classes feeling educated, clear and confident about the work they do.

In addition, the organisation offers a large variety of other services to the marketing community. This ranges from networking events, workshops, and conferences. The organisation is also a member of the Asia Marketing Federation (AMF), which allows MIS to provide its members with access to a wide range of resources and

HRM ASIA READERS' CHOICE AWARDEE FOR 9th CONSECUTIVE YEAR



The Marketing Institute of Singapore (MIS) is proud to announce that it has won the HRM Asia Readers' Choice Award for Best Corporate Training Provider for the 9th time in 2023. This award is a testament to MIS's commitment to providing rigorously high-quality corporate training that helps professionals stay ahead of the curve in today's ever-changing marketplace.

MIS offers a wide range of corporate training programs, covering all aspects of marketing, from digital marketing and social media marketing to brand management and customer relationship management. MIS's programs are designed to help professionals develop the skills and knowledge they need to succeed in their careers and contribute to the success of their organizations.

MIS's corporate training programs are delivered by experienced and qualified trainers who are passionate about helping professionals learn and grow. MIS's trainers use a variety of teaching methods, including lectures, case studies, group discussions, and hands-on exercises, to ensure that students learn effectively and retain the information they need.

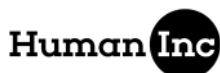
In addition to its corporate training programs, MIS also offers a variety of other services to the marketing community, including networking events, workshops, and conferences. MIS is also a member of the Asia Marketing Federation (AMF), which allows MIS to provide its members with access to a wide range of resources and benefits.

MIS is committed to helping professionals develop the skills and knowledge they need to succeed in the marketing industry. MIS is proud to be recognized as the leading provider of corporate training in Singapore, and MIS looks forward to continuing to help professionals achieve their career goals.

Best Corporate – Training Provider

benefits. With those resources in mind, it is perhaps understandable why clients work with MIS, and also how the organisation has developed a name in helping professionals become experts and in turn leaders for tomorrow.

BRONZE WINNER



Human Inc a design thinking-focused training and consulting firm, transforms organisations for human-centric and future-ready success. With extensive experience, Human Inc has collaborated with more than 200 organisations, emphasising a human-centric approach. Its training equips workforces with the skills and mindsets to excel in today's dynamic markets with programmes spanning across leadership development, innovation, design thinking, and customer-centricity. Consulting services span strategic planning, process optimisation, and cultural transformation. It believes that organisations should mirror their human customers, placing people at the core of every solution for holistic, future-ready outcomes.

“MIS is committed to helping professionals develop the skills and knowledge they need to succeed in the marketing industry,” said Wang. Thanking their clients for their support for the last nine years, as well as HRM Asia for recognizing the work they have done for many years, Wang continued, “MIS is proud to be recognised as the leading provider of corporate training in Singapore, and MIS looks forward to continuing to help professionals achieve their career goals.”

NTUC LearningHub (NTUC LHUB) are the recipient of Silver for Best Corporate-Training Provider, and attributes their win as a testament to the relentless commitment of their team, as well as their unwavering pursuit of excellence when it comes to adult learning. This is especially because the work and training they do encompass various sectors such as Human Resources and Infocomm Technology. “The workplace is changing, and it is

becoming more competitive, bringing with it an increased demand for skills development,” said Jeremy Ong, NTUC LearningHub CEO. “NTUC LHUB continues to play a significant role as a key training

BRONZE WINNER



Aventis Learning Group (ALG), the training arm of Aventis Graduate School, is a leading corporate training provider based in Singapore. Since 2008, ALG has delivered more than 600 professional courses annually, specialising in niche areas to match industry trends. Its flexible learning options include classroom, virtual, and self-paced courses. ALG also provides tailored solutions like courseware development, in-house training, and Training Needs Analysis. With a dedicated team of over 100 trainers and subject matter experts, ALG has served over 60,000 satisfied learners.

partner to provide industry-relevant and in-demand skills for various growth sectors.”

The organisation has been appointed as an approved training organisation by SkillsFuture Singapore (SSG) to deliver training in Critical Core Skills and skills in Workplace, Safety and Health. It has also been appointed by SSG as a Continuing Education and Training Centre (CETC) for the Healthcare, Infocomm Technology and Retail sectors. These appointments enable NTUC LHUB to offer accessible and affordable skills training with optimal funding.

Ong sees this accolade as a recognition of the steadfast trust and confidence adult learners and organisations place upon them as leading partner in lifelong learning. “We thank our clients and customers for the continued support and belief in NTUC LearningHub as we chart the way forward in building a holistic learning ecosystem to empower organisations and individuals to thrive and prosper through continuous learning.”

Recipients for Bronze in this category went to Aventis Learning Group and Human Inc.

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**THANK YOU FOR
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Best Corporate – Learning & Development Provider

Under the leadership of Chief Executive Officer Jeremy Ong, NTUC LearningHub (NTUC LHUB), a key player in the development of Singapore's workforce, has clinched Gold for Best Corporate – Learning & Development Provider for the third consecutive year at Readers' Choice Awards 2023.

The award recognises the organisation's dedication to fostering a culture of continuous learning within organisations. "We are at an

training partner to bridge the gaps in skills aggregation for the retail sector, following Workforce Singapore's announcement of the Job Transformation Map, and the Job-Skills Integrator for the sector. Ong shared that NTUC LHUB has taken a central role in developing a progressive Career Development Plan alongside leading organisations in the Singapore retail sector to equip retail employees with future-ready skills to tackle redesigned and emerging job roles. Ong concluded, "We believe that learning is

GOLD WINNER



NTUC LearningHub is the leading Continuing Education and Training provider in Singapore which aims to transform the lifelong employability of working people. Since their corporatisation in 2004, they have helped over 29,000 organisations and more than 2.6 million training places.

inflection point with a multitude of transformations brought on by rapid digitalisation and globalisation," said Ong, adding that while organisations transform digitally, so must their people to remain employable in today's dynamic business landscape.

He continued, "Supporting Singapore's Smart Nation movement, for example, NTUC LHUB partnered with ServiceNow, a leading digital workflow organisation, to nurture Singaporeans as citizen developers with tech-lite skills that enable them to value-add in their workplace while they continue to progress in their careers across job roles and industries."

Another milestone achieved is NTUC LHUB's role as the key

SILVER WINNER



Talent+®

Celebrating 34 years in the business, **Talent Plus** excels in psychometric solutions, with 16 years in Asia. Grounded in the principles of positive psychology, the organisation is dedicated to fostering high-performing, engaged cultures through talent discovery and development.

not a destination, but a continuous journey and we are privileged to accompany organisations on this transformation journey. NTUC LHUB is committed to continue empowering and uplift the local workforce. Simultaneously, we will also help organisations transform and thrive in the long term by continuing to evolve, adapt, and innovate to meet the ever-changing needs of our clients."

"As we celebrate this award, we want to extend our gratitude to our clients, partners and many dedicated individuals for the continued support and trust in NTUC LHUB as we strive to be at the nexus of the learning and development landscape in Singapore."

Receiving Silver for Best Corporate – Learning & Development Provider was Talent Plus.

"We are deeply honoured to receive the prestigious Best Corporate – Learning & Development Provider Silver Award," said Steve Wang, Managing Director, Asia-Pacific, Talent Plus. "This recognition reaffirms our commitment to excellence in talent development and organisational growth."

Talent Plus believes that an organisation's most valuable asset is

Best Corporate – Learning & Development Provider

its people. This guiding philosophy has shaped the organisation's mission, which is to empower individuals and organisations to unlock their full potential. Wang further emphasised the organisation's dedication to crafting innovation and data-driven solutions that empower organisations to effectively select, develop, and harness their talent.

He continued, "Receiving the Silver Award in the Learning & Development category is a testament to our unwavering dedication to enhancing workforce capabilities. It acknowledges our role in

SILVER WINNER



Since 1975, **Scotwork Asia** has been at the forefront of creating greater engagement and application by blending global reach with rich local knowledge. Operating in 120 countries with 48 offices and training in 29 languages, it empowers organisations of all sizes to deliver transformation and ROI. With 48 years of global experience (28 in Asia), Scotwork Asia continues to set best practices, equipping individuals with skills for success.

helping organisations build resilient and high-performing teams."

He also expressed gratitude towards the organisation's client partners and the individuals within Talent Plus who have contributed to this achievement and added that the award will serve as a motivating force for Talent Plus to continue pushing the boundaries of talent development.

"As we celebrate this milestone, we remain committed to our vision of shaping a future where every person's unique talents are recognised, cultivated, and celebrated for the betterment of businesses and society. We look forward to continuing this journey of transformation and innovation in the field of learning and development," Wang concluded.

Also presented with Silver for Best Corporate - Learning & Development Provider at Readers' Choice Awards 2023 was Scotwork Asia.

"Thank you from everyone on the Scotwork Asia team," said Warren G. Langley, CEO of Scotwork Asia. "Scotwork Asia has been supporting learning and development directors and their teams develop talent for almost 30 years, building lasting capability via our focus on global standards—locally applied before, during and after each programme."

One of the features of Scotwork Asia's approach is its commitment to global standards while ensuring local relevance. The organisation's programmes are designed to provide a measurable

BRONZE WINNER



Singapore National Employers Federation (SNEF) offers services to employers, including advocacy in tripartite committees, labour law consultancy, updates on employment issues, training programmes, workplace inclusion, and HR research.

transformation that outperforms market expectations. As Langley pointed out, these achievements are often delivered behind the scenes, making this recognition more significant.

Scotwork Asia's success is grounded in its ability to disrupt the market continually, setting higher standards both in terms of satisfaction and return on investment. It offers blended solutions that address the diverse training needs of its customers, with a primary focus on ensuring the sustainability of best practices through deep insight and engagement, both before and after each programme.

"A big thank you to HRM Magazine Asia Readers' Choice Awards voters and our customers for all their support," Langley concluded.

Bronze for Best Corporate – Learning & Development Provider was Singapore National Employers Federation (SNEF).



Best Corporate – Leadership Development Provider

Leaders are not born. In fact, in every step of the process, leaders are always making conscious decisions to become better. It is, after all, the pursuit of excellence. From setting good examples to the rest of their teams to supporting and leading their teams through projects, tasks, and jobs, leaders are developed in every step of the process. Organisations that exemplify and provide great leadership development education include the Marketing Institute of Singapore Academy, which for the second year in a row is the recipient of the Gold for Best Corporate-Leadership Development Provider at the Readers' Choice Awards 2023.

GOLD WINNER



Founded in 1973, the **Marketing Institute of Singapore Academy** (MISA), a not-for-profit organisation, is part of the Marketing Institute of Singapore (MIS), the National Body for Sales and Marketing. Over the years, MISA has nurtured more than 50,000 sales and marketing practitioners through its professional learning and development programmes and provided ample networking opportunities for thousands of members through its diverse series of events.

"It is with immense pride and a profound sense of accomplishment that we announce that the Marketing Institute of Singapore Academy (MISA) has once again triumphed in its mission to transform lives and empower businesses," said Roger Wang, President of MISA. "MISA has earned the prestigious HRM Asia Readers' Choice Award for the second time, reaffirming our unwavering commitment to shaping the future of professional development." The win, said Wang, is a testament to their

unwavering dedication to equipping corporate clients and professionals with the necessary skills and knowledge to adapt, grow, and excel in their careers.

The organisation's journey towards becoming the epitome of educational distinction is, according to Wang, a relentless one. "This award is not just a recognition of our endeavours," he said. "It is a testament to our resolute dedication to helping individuals and organisations thrive in an ever-evolving marketplace." MISA has an enduring commitment to providing education that transcends mere instruction. This includes fostering a mindset that values lifelong learning and the pursuit of knowledge, helping to develop

SILVER WINNER



Since 1975, **Scotwork Asia** has been at the forefront of creating greater engagement and application by blending global reach with rich local knowledge. Operating in 120 countries with 48 offices and training in 29 languages, it empowers organisations of all sizes to deliver transformation and ROI. With 48 years of global experience (28 in Asia), Scotwork Asia continues to set best practices, equipping individuals with skills for success.

indispensable tools for professional success. They continue to equip corporate clients and professionals with the necessary skills and knowledge to adapt, grow, and excel in their careers.

"At MISA, we firmly believe that learning knows no boundaries. We are humbled by the recognition of HRM Asia readers, which motivates us to strive for even greater achievements in the years to come," said Wang. "This award reaffirms our pledge to remain at the forefront of education, not only by providing the knowledge that is relevant today but also by continuously adapting to the evolving

Best Corporate – Leadership Development Provider

needs of the workforce. The measure of our success is not in the accolades we receive but in the impact we create.

BTS Asia Pacific has clinched Silver in the Best Corporate - Leadership Development Provider category. The organisation believes that great leaders create inclusive communities, motivate individuals and teams, and drive exceptional results. With a strong focus on culture and strategy at the core of their leadership development approach, BTS is dedicated to help organisations deliver measurable business impact and help leaders shift mindsets and equip them with the essential tools needed to succeed in their challenging landscape.

“Our award-winning approach to leadership journeys is designed

SILVER WINNER



Founded in 1986, **BTS** has 35 offices across Europe, Asia-Pacific, North America, South America, Africa, Middle East. BTS partners with 450 organisations, including 50 of the world’s 100 largest global corporations. The organisation’s clients are some of the most respected organisations including Abbott, Accenture, Citigroup, Coca-Cola, DBS, HP, IHH Healthcare, Lenovo, LV, Mastercard, Microsoft, Nike, Salesforce, SAP, SINGTEL and PETRONAS.

for leaders facing diverse challenges at all levels and made applicable and sustainable with measurable results. We achieve in four to six months what traditional coaching methods take over a year to accomplish,” said Gianfranco Di Maira, SVP, Partner and MD of BTS Southeast Asia. He attributes the organisation’s win to their dedication to transformational leadership, practical and excellent

leadership development. BTS assists leaders at all levels to initiate change, collaborating with organisations to develop and execute programs anchored in strategy.

BTS’s commitment to cultivating great experiential leadership and their simulation culture, suggested Di Maira, is what sets them apart from the rest of the competition, and one of the reasons the organisation will continue to help execute at the highest standards.

Also the recipient of Silver was Scotwork Asia. Their ability to keep transforming the capabilities of local leaders and their teams has been one that the organisation has been perfecting for nearly three decades. “Our work is often the secret sauce behind the scenes,” said Warren G. Langley, CEO, Scotwork Asia. “In more

BRONZE WINNER



Talent+

Celebrating 34 years in the business, **Talent Plus** excels in psychometric solutions, with 16 years in Asia. Grounded in the principles of positive psychology, the organisation is dedicated to fostering high-performing, engaged cultures through talent discovery and development.

recent times the pressure on leaders to deliver best practice right across the value chain, both internally and externally, has seen our work in building core competencies gain greater and greater recognition.”

With a specialisation in negotiation training, Scotwork Asia’s flagship negotiation programme, the Advancing Negotiation Skills (ANS) is one that is taught by expert Coaches. Participants will actively learn through a mix of practical exercises, online preparation tools, video analysis and coached debriefing which amounts to 80% of the programme, and the remaining 20% in lectures.

Langley attributes Scotwork Asia’s continuous success to always challenging themselves to go higher, setting higher and higher benchmarks for best practice to drive the organisation on. “We’ve successfully supported leaders and their teams to bounce back even stronger from the challenges of the last few years, delivering even higher ROI despite unprecedented times,” he said.

The recipient of Bronze was TalentPlus.



Best Recruitment Firm - Client Experience

Recruitment is one that multiple firms find challenging, and thus some may turn to third-party organisations to out-source the hiring process. Organisations that excel in this process are often the ones who consider the differing needs of the organisation and links them up with the best candidates.

When it comes to client experience, Emmanuel White, Co-Founder and CEO of WeLinkTalent has this to describe it in three words, 'Authentic, Transparent and Result-Driven.' "I hope this is how our clients have described us," he said. The organisation, which received Gold in the Best Recruitment Firm-Client Experience at the Readers' Choice Awards, attributes their win to always finding innovative solutions, and delivering exceptional results. "What sets WeLinkTalent apart is our use of technology to foster stronger relationships with our clients, streamline processes, and provide valuable data," said White. "In particular, our ReturnOnTalent SaaS is a standout service that helps organizations retain and engage their employees."

WeLinkTalent's ReturnOnTalent SaaS is a software solution that helps organisations identify and retain employees. It does this by matching employees' career objectives to the right internal opportunities, and by predicting employees who are at risk of leaving the organisation.

The organisation always looks to put clients first, going the extra mile to ensure that their clients are satisfied. "We are dedicated to building trust and strong client relationships and leveraging technology to provide valuable services," concluded White.

GOLD WINNER



WeLinkTalent is a boutique human capital consultancy firm specialising in strategic recruitment & executive search based in Singapore. They believe that linking skills, personality and potential to the right company creates value and synergy benefiting individuals and the organisations.



Thanks to our client's votes, we are
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Best Recruitment Firm – Engineering/IT Positions

In a dynamic business environment characterised by globalisation, rapid workforce mobility, and the emergence of Gen Z, talent acquisition complexity has surged. Organisations are turning to recruitment agencies to gain a competitive edge and streamline hiring.

Paul Ng, CEO of TG Group, emphasised the pivotal role that talent plays in an organisation's success, noting that the quality of employees is intricately linked to that success. He acknowledged the current dynamics of the workplace, highlighting the imperative for employers to remain keenly attuned to ever-evolving trends and to proactively seek insights to attract top-tier talents.

APBA TG Human Resource, a member of the TG Group, has earned recognition as the Gold Award winner in the Best Recruitment Firm – Engineering/IT Positions category, underscoring their commitment to supporting organisations in the industry in navigating these challenges and securing top-tier professionals. The award is a result of their performance in assisting government bodies, multinationals, and local organisations in the pursuit of engineering and IT talents.

What sets APBA TG apart is its forward-thinking approach, allowing employers to proactively address the ever-shifting trends in the job market. Their expertise lies in designing and executing customised talent acquisition and recruitment strategies based on a deep understanding of their clients' specific needs.

Ng also expressed his gratitude towards their client partners in Singapore and the wider region, acknowledging their trust and

support. He emphasised that their progressive working relationships have enabled them to craft solutions that cater to the recruitment needs of their clients.

GOLD WINNER



TG Singapore is a global workforce solutions provider operating in over 50 markets worldwide. They offer innovative human capital solutions, including Contingent Workforce Management (CWM), Business Process Outsourcing (BPO), permanent Placements, Recruitment Process Outsourcing (RPO), Professional Employer Organisation (PEO), and Payroll Process Outsourcing (PPO).

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Best Recruitment Firm – Recruitment Process Outsourcing

Recruitment is a crucial part of human resource management, as the competition heats up to secure the best talent. The best recruitment firms are those who help organisations headhunt talent and match employees with the differing needs of the organisations.

MCI Outsourcing was bestowed with Gold for the Best Recruitment Firm: Recruitment Process Outsourcing, the first award of its kind at the Readers' Choice Awards 2023. As MCI Outsourcing Chief Executive Officer Ryan Ng explained, the challenges of human resource management and talent acquisition are ever-evolving, and their aim has always been to become partners and trusted advisors to their clients.

Ng attributed the winning of this award to their clients, as they believe the success of MCI Outsourcing and their clients are intrinsically linked. "This award is a reflection of the trust our clients have placed in us, and we are humbled and grateful for their continued partnership," Ng said. "By performing various business functions on behalf of our clients, we allow them to focus on their core activities while enjoying the flexibility and scalability of our services. As a result, our clients benefitted from an overall increase in efficiency and greater synergy of work processes." What makes MCI Outsourcing stand out from their competitors is their ability to innovate and provide full integration of service to their clients, which include customising solutions that lets them address their clients' immediate needs, but also contribute to mutual long-term success

while maximising productivity and cost effectiveness.

When asked what winning the Gold means for MCI, Ng explained that it means that the way MCI has approached solutions with clients is resonating and encouraged them to keep pushing the boundaries of excellence. "It's a testament to the dedication, hard work, and unwavering commitment of each and every member of the MCI family, and reflects the countless hours of effort, the continuous pursuit of excellence, and the unyielding determination that has fuelled our journey in providing top-notch recruitment and outsourcing solutions," concluded Ng.

GOLD WINNER



With a portfolio of over 120 client services, **MCI Outsourcing**

has established a strong presence in the industry as one of the leading outsourcing companies specialising in providing customised, integrated end-to-end solutions to manage operations across various industries.

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ABOUT MCI GROUP OF COMPANIES

With over 15 years of industry experience, MCI is a rapidly growing recruitment and outsourcing solutions provider headquartered in Singapore. We are equipped with the knowledge, extensive network, and the capability to hire both technical and functional roles across a wide spectrum of industries.

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Best Serviced Apartment – By Property

What is home away from home? For some, it includes a few factors: elegance; hospitality, and comfort, in a space that inspires great resident experiences. The winner of Gold for the Best Serviced Apartment – By Property at the Readers' Choice Awards 2023 exemplifies all this – Pan Pacific Serviced Suites Orchard, Singapore.

“This recognition highlights the dedication, hard work and graceful hospitality that our team has consistently delivered to our residents,” said Damian Tan, General Manager, Pan Pacific Serviced Suites Orchard, Singapore. “Winning the Gold at the HRM Readers' Choice Awards is a celebration of the exceptional resident experiences we provide; experiences underpinned by the strong

GOLD WINNER



Located in the heart of Singapore's prime shopping district and popular sights, **Pan Pacific Serviced Suites Orchard**, Singapore has easy access to the city's bustle. With 126 suites comprised of one-to two-bedroom apartments and penthouses, each suite has refreshed interiors featuring relaxed and earthy tones, with bespoke rattan and bamboo elements to evoke nature. A team of 24-hour Guest Services Ambassadors, together with onsite security are on hand to assist and look after their guests.

service culture and sense of community that we cultivate at Pan Pacific Serviced Suites Orchard.”

And it is a testament to the consistent success and service that Pan Pacific Serviced Suites Orchard offers guests, where dedicated staff

SILVER WINNER



Oasia Residence Singapore

Serviced Apartment offers more than just a place to stay. Through the introduction of the three wellness pillars: Refresh, Refuel and Recharge. Guests can relax and rejuvenate thanks to tranquil surroundings, and warm, sincere hospitality.

aim to make every stay a memorable one, going above and beyond to ensure their residents' comfort, safety and satisfaction is met at every touchpoint.

The facilities are nothing to sniff at either: Pan Pacific Serviced Suites Orchard offers 126 one-and two- bedroom serviced suites and penthouses, and guests will, upon arrival, be greeted with a separate living room and dining area with premium furnishings and facilities like a home theatre system, a fully equipped kitchenette, and a washer-dryer.

Additionally, the exclusive Living Room for residents comprises a TV lounge with console games, a boardroom-style meeting room, a pool table, two OSIM massage chairs, and facilities for coffee and tea. In addition to buffet breakfast and housekeeping services, residents may enjoy access to an array of health and wellness facilities, including four outdoor sky gardens, a 24-hour fitness centre, a hydro-therapeutic spa, and ionised-water swimming pool with children's area and jacuzzi.

This helps to accommodate the greater flexibility some business travellers need with regards to their longer stays, and together with employees, the serviced apartments have created a supportive and inclusive environment where every team member can thrive and contribute to the collective success of Pan Pacific Serviced Suites Orchard. It is one of the reasons why this hospitality provider is a consistent winner at the Readers' Choice Awards.

“I am immensely proud of the close-knit family we have become,” Tan admitted. “This award is a milestone and a reminder that we

BRONZE WINNER



Adina
serviced apartments
singapore orchard

Adina Serviced Apartments Singapore Orchard offers warm residential living and unrivalled accessibility to a plethora of entertainment locations. The former Regency House houses an innovative hospitality experience that allows guests to feel at home and explore the neighbourhood like locals.

must continue to raise the bar higher and strive for excellence in everything we do. Our commitment to providing sincere and graceful hospitality from the heart remains at the core of Pan Pacific, and together, we will continue to set new standards in the industry."

Much can be said for the service as provided by the staff and employees at the Oasia Residence, Singapore Serviced Apartment. It is one of the reasons why the property has been recognised for receiving Silver in the same category, having ranked as a top three contender for the last four years. "We are honoured to receive Silver for Best Serviced Apartment – By Property," said Eunice Woo, Residence Manager for Oasia Residence, Singapore, calling the achievement a "a heartwarming testament" to their dedicated team who strives to deliver exception service to all guests who walk in our door.

Guests who venture to the apartments at Oasia Residence will be impressed by a staff that continues to strive for excellence, and who are committed to go above and beyond in exceeding their guests' expectations. It is coupled with apartments that have thoughtfully designed, well-furnished living areas and kitchenette, offering the guests both comfort and convenience. In fact, guests who are looking for a whole new experience at a home away from home will experience tranquillity thanks to the Oasia Residence's three R's: Refreshing their minds in a picturesque, coastal location; Refuelling with a light continental breakfast at the Residents' Lounge and Recharging with a suite of wellness amenities available.

The recipient for Bronze in this category went to Adina Serviced Apartments Singapore Orchard.

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Best Employer of Record (EOR) Service Provider

G-P, a global employment platform, has once again clinched Gold for Best Employer of Record (EOR) Service Provider at Readers' Choice Awards 2023. This recognition underscores G-P's commitment to providing organisations with the most comprehensive and innovative solutions for global expansion.

In Charles Ferguson, General Manager, Asia-Pacific, G-P, said, "It is a distinct honour for G-P to be recognised as the Gold Winner for Best

GOLD WINNER



G-P, a global employment industry pioneer since 2012, empowers organisations to build and manage teams in over 180 countries with its customisable SaaS-based global employment platform, the G-P Meridian Suite. Its innovative global growth technology is redefining the Employer of Record (EOR) sector and driving the future of work, earning recognition for its expertise, technology, and customer experience.

Employer of Record Service Provider by HRM Magazine Asia for the fourth consecutive year. For the past eight years, G-P has delivered services to the Asia-Pacific region. Initially based in Singapore,

Australia, and India, G-P now has rapidly growing teams across Hong Kong, Japan, South Korea, Malaysia, New Zealand, and the Philippines, and we're continuing to expand the team on the ground as our customer base grows."

G-P pioneered the EOR industry over a decade ago, revolutionising the way organisations expand internationally. By assuming legal responsibility for employees in foreign markets, G-P eliminates

SILVER WINNER



CXC, founded in Australia in 1992, has over 30 years of experience simplifying workforce management. Their international talent management and compliance solution streamlines engaging, managing, and paying non-permanent employees, making it easy, compliant, and cost-effective for clients while offering access to global skilled talent.

the complexities and risks associated with global hiring, allowing organisations to focus on their core operations.

"When G-P launched the EOR industry more than a decade ago, entering new markets was often too costly and time-consuming for many organisations and international talent was limited to local work or an arduous visa process," Ferguson explained.

G-P's Founder and CEO, Nicole Sahin, recognised these challenges as a consultant who helped organisations expand internationally. She envisioned a better way forward and built an organisation that

removed the barriers and complexities in HR, tax, and legal, launching a new category of global employment.

“Nicole established G-P not only to enable organisations to hire anyone, anywhere in the world but also as a means to promote cross-cultural empathy and economic equity,” he added. “Organisations that have the ambition to grow and succeed globally must have access to a platform that allows them to hire the best talent available.”

This year, G-P embarked on a significant transformation of

BRONZE WINNER



everywhere.

“Modern work isn’t just about where your organisation lives today—it’s about where opportunities can take you tomorrow,” Ferguson concluded.

Silver for Best EOR Service Provider was presented to CXC, a global workforce management and talent solutions provider.

BRONZE WINNER



Remote’s mission is to bridge the talent-opportunity gap by empowering employers to access global talent and individuals to achieve financial and personal freedom. Founded in 2019, Remote simplifies global workforce management and is supported by investors including SoftBank Vision Fund 2 and Accel..

This recognition, which acknowledges CXC’s commitment to excellence and innovation, was accepted by Richard Farmer, Managing Director, Asia, CXC, who said, “On behalf of CXC, I’m proud to accept Silver for Best EOR Service Provider at Readers’ Choice Awards 2023. This recognition is truly an honour, and we are thrilled to be acknowledged for our commitment to excellence in workforce management.”

“First and foremost, I would like to express my appreciation to the esteemed panel of judges and HRM Magazine Asia for selecting CXC for this prestigious accolade. Being acknowledged as a top-notch service provider in this category validates our dedication to delivering reliable, compliant, and efficient workforce solutions.”

A crucial aspect of this recognition, as Farmer underscored, was the efforts, expertise, and customer-centric approach of the CXC team. Their dedication and commitment to meeting the needs of clients have been pivotal in driving CXC’s success.

Farmer concluded, “To our clients, thank you for entrusting us with being your EOR service provider. We will continue to work tirelessly to exceed your expectations and deliver unparalleled service in the years to come.”

“Thank you for this incredible honour. We look forward to creating even greater value for our clients in the future.”

Bronze for Best EOR Service Provider was jointly presented to Mauve Group and Remote.



Mauve Group, a global HR and business consultancy with over 27 years of experience, emerged during the tech boom in the 1990s. They recognised a need for compliant global employment solutions and pioneered the global Employer of Record (EOR) model. Today, Mauve Group operates across 70 wholly owned entities globally, offering customisable solutions that reduce risks, costs, and timeframes for clients expanding internationally in over 150 countries and 70 sectors.

the global employment industry by introducing “global growth technology”, Ferguson highlighted. This innovative approach goes beyond traditional EOR services, offering technology and guidance to strategically design, implement, manage, and support the entire employee lifecycle. It also allows organisations to flexibly design, build, and manage teams worldwide, making global expansion more accessible and efficient than ever.

The recognition from HRM Magazine Asia reinforces G-P’s position as the leading provider of global employment solutions. The global employee recruiter remains dedicated to breaking down barriers to global organisations and unlocking opportunities for everyone,



Best Professional Employer Organisation (PEO) Service Provider

In a world where organisations are increasingly going global, the importance of managing a remote and diverse workforce effectively cannot be overstated. Remote has been honoured with Gold for Best Professional Employer Organisation (PEO) Service Provider at Readers' Choice Awards 2023, recognising their contribution to revolutionising the way organisations manage human resources while enabling them to thrive in an interconnected global economy.

Remote, founded in 2019 by Job van der Voort and Marcelo Lebre, who currently serve as CEO and President, was born from a vision to help organisations succeed on a global scale while creating opportunities for a diverse range of talents worldwide.

Van der Voort said, "As time went on, we realised that our products were not just about facilitating international employment. We were helping our customers to better compete in the global economy. That's because any organisation is only as strong as its people."

Remote's rapid onboarding capabilities streamline international employment, facilitating global team assembly with ease. The platform swiftly establishes payroll systems, offers local benefits to enhance employee retention, and extends equity incentives internationally. This agility empowers organisations of all sizes to build high-performing global teams without the complexities of international tax codes and employment laws.

Remote's commitment extends to small and medium-sized enterprises and start-ups, offering them a competitive edge historically dominated by large multinational corporations. Its services level the playing field, enabling organisations with limited HR experience to access global talent and drive growth and innovation.

"We are excited to keep building on this foundation, continue to innovate on new products, and do our best to be a great partner to organisations in the region and around the world," he concluded.

GOLD WINNER



Remote's mission is to bridge the talent-opportunity gap by empowering employers to access global talent and individuals to achieve financial and personal

freedom. Founded in 2019, Remote simplifies global workforce management and is supported by investors including SoftBank Vision Fund 2 and Accel..



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Best Organisational Deployment of HR Services/Technology Solution

The Singapore Public Service has achieved a significant milestone by consolidating multiple public agencies onto a shared HR management, finance, and payroll software-as-a-service (SaaS) platform. The Cumulus Project, honoured with Gold for Best Organisational Deployment of HR Services/Technology Solution at Readers' Choice Awards 2023, is a key part of the Singapore Public Service's transformation efforts.

To date, the Cumulus Project has successfully onboarded 41 Statutory Boards, encompassing a total workforce of 52,000, onto the Workday platform. This transformation involves harmonising HR and payroll processes across public sector agencies and leveraging technological innovations such as AI, machine learning, natural language processing chatbots, cloud computing and global industry best practices.

Teoh Zsin Woon, Permanent Secretary (Development) at the Public Service Division (PSD), emphasised the project's wider objectives, including enhancing data integrity and quality, crucial for data analytics and data-driven policy decisions. It also facilitates talent exchanges between Statutory Boards, offering public offers the prospect of 'One Purpose, Many Possibilities' within the Singapore Public Service.

What makes this accomplishment even more remarkable is that it was achieved during the height of the pandemic, a challenge that could have detailed even the most robust initiatives. However, the

close partnership and support of the 41 Statutory Boards allowed the project to overcome these adversities and emerge even stronger.

The journey of the Cumulus Project is far from over. Teoh shared that the PSD and Account-General's Department have been actively engaging agencies post-Go Live to collect feedback and co-solution enhancements. The next phase involves leveraging innovations to enhance employee experiences further.

"This was a mammoth project and we would not have been able to do it without the strong support and dedication of our public sector agencies, especially the HR and finance professionals in the Singapore Public Sector," she concluded.

GOLD WINNER



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Best Corporate Wellness Solutions Provider

Organisations worldwide are increasingly prioritising employee wellbeing and addressing burnout. The Resilience Institute's achievement of Gold for Best Corporate Wellness Solutions Provider at Readers' Choice Awards 2023 signifies its commitment to fostering sustainable resilience and wellbeing at individual, team, and organisational levels.

Manish Arneja, Managing Partner – South-East Asia at The Resilience Institute, emphasised the evolving nature of employee wellness solutions, and said, "It's no longer about the foosball table in the pantry or gym membership but developing strategies and tools to enhance emotional, cognitive, and physiological wellbeing."

The Resilience Institute's approach combines science, technology, and a human-centred philosophy to enhance human capital within organisations. This journey includes resilience measurement, change management, and employee training in essential skills and practices that boost workplace performance.

One of their offerings is the Resilience Diagnostic toolkit, a 60-factor assessment tool. It enables organisations to measure and enhance employee resilience, and provide individuals with a resilience score, insights into strengths and risks, and personalised daily practices to enhance performance and wellbeing.

Arneja expressed his gratitude for the trust and partnerships built with clients and their employees. He emphasised the critical role of measurable wellbeing solutions in today's challenging global

environment, stating, "Whether it's geo-political tensions which have a knock-on effect on organisations or the pressures of family, daily life, and social media, all of which converge to create pressure, anxiety, and mental fatigue. Our clients recognise we must make things measurable or else it will never be a priority and we are proud to be their strategic partner in this area."

GOLD WINNER



Founded in 2002, The **Resilience Institute** is a global partner for sustainable organisational performance, leveraging sports and neuroscience. It has trained over 500,000 participants worldwide and conducts research on resilience, wellbeing and performance.



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Safe Space™ delivers a holistic employee assistance programme, reducing absence and increasing retention and productivity

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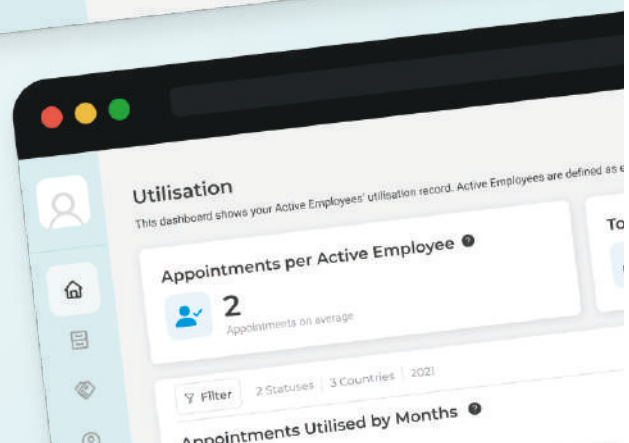
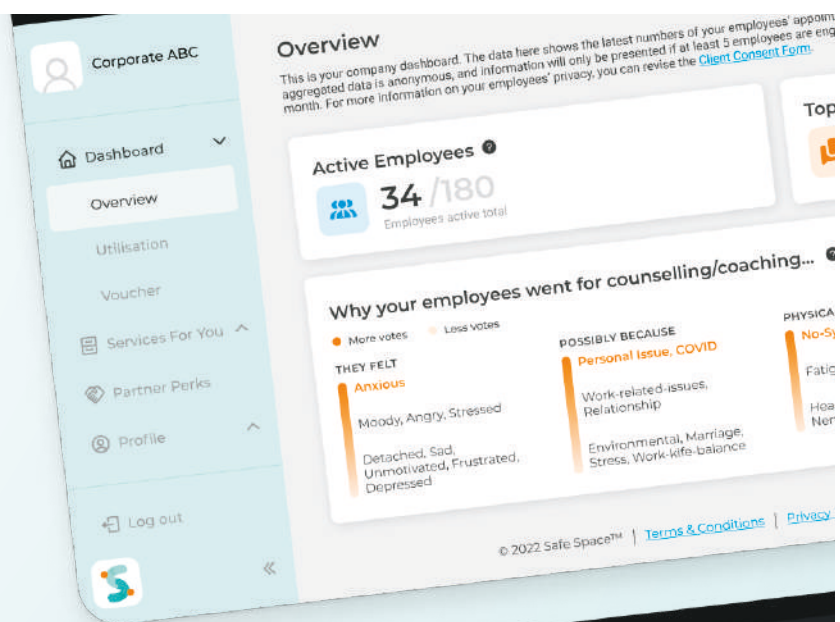
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