

MOCK UP REPORT



INSTITUTE FOR
HUMAN RESOURCE
PROFESSIONALS

HUMAN CAPITAL DIAGNOSTICS TOOL

Organisation Report

Private and Confidential

Organisation

GotYouCovered Insurance Pte Ltd

Assessor

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Tools

HCMD + HCPS

Date of Assessment

25 October 2018



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Introduction – A new reality

The world has changed and continues to change at a pace never before experienced in human history. Unsurprisingly, the ability to manage change from the inside has itself become an essential organisational capability. Similarly, the ability to innovate not just new products or services but entirely new business models is quickly becoming the new norm. More than ever, the ability to deliver “smart growth” depends on the quality of an organisation’s people.

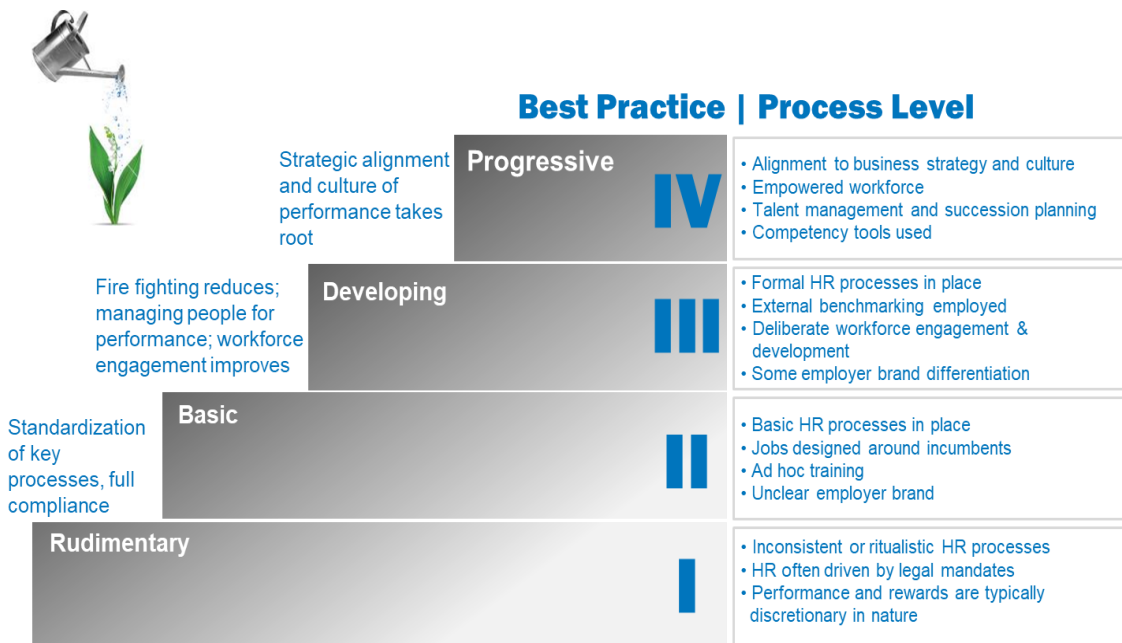
Why is this happening? The convergence of three main global trends is changing the rules of play as we know it. These are (1) Consumer demands for personalised products and services, instant fulfilment and higher engagement; (2) Rapid technological advancements (such as AI, Blockchain, 3D manufacturing, etc.); and (3) Changing expectations of a younger workforce who require new training in skillsets that cannot yet be found in traditional talent pools.

In other words, organisations built for success in the industrial era will find themselves struggling to survive in the new economy. While the ability to secure capital used to be a critical factor for success, the new challenge for firms today is the ability to secure talent and to create the right environment to harness their energy, ingenuity and commitment.

Meeting the challenge

The Human Capital Diagnostics Tool (HCDT) is a comprehensive yet simple-to-use organisational “health check” for companies of all sizes. Using insights from the diagnostics, organisations can make informed human capital decisions, such as where they should invest their energy and resources in order to better meet the needs of the business and its workforce.

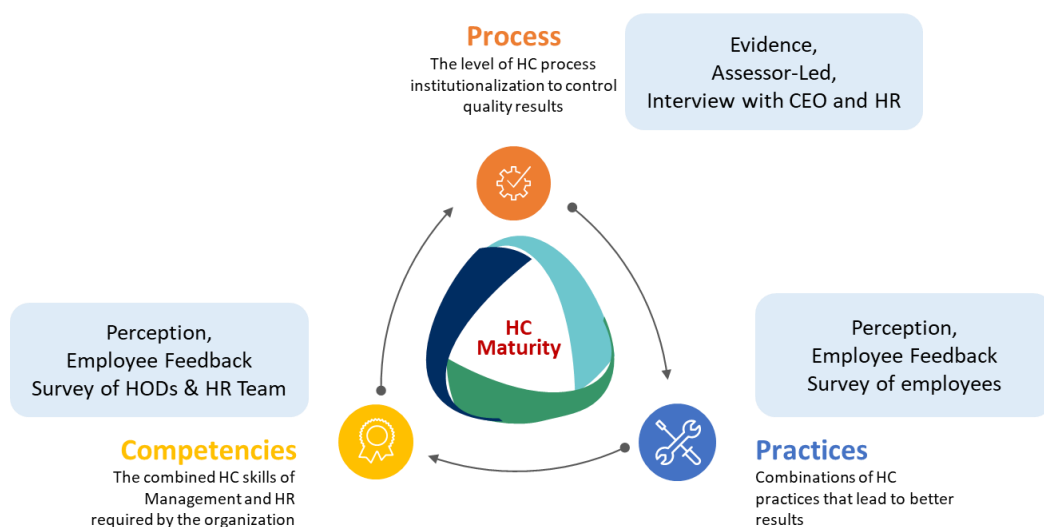
The HCDT uses a 4-Stage maturity model. At each successive level of maturity, the HR function improves its functional efficiencies, talent management capabilities, organisational capabilities, and business impact. The higher the maturity stage, the more sophisticated its processes and practices, the better positioned it will be in meeting the challenges of this new reality.



A robust and comprehensive tool

Originally developed by Korn Ferry in 2013 for Enterprise Singapore (formally SPRING Singapore), HRMD (the precursor to the HCDT) was piloted with 177 SMEs before it was later adopted as a national diagnostics tool in 2015. As of 2018, this original version has helped close to 700 companies improve their HR capabilities and overall competitiveness in the marketplace.

The HCDT represents a major enhancement to the original HRMD. While HRMD only focused on assessing an organisation's Process Maturity, HCDT has the ability to collect employee perceptions of practices and competencies as well. The perception diagnostics feature is optional to firms but highly recommended.



Stages of business growth

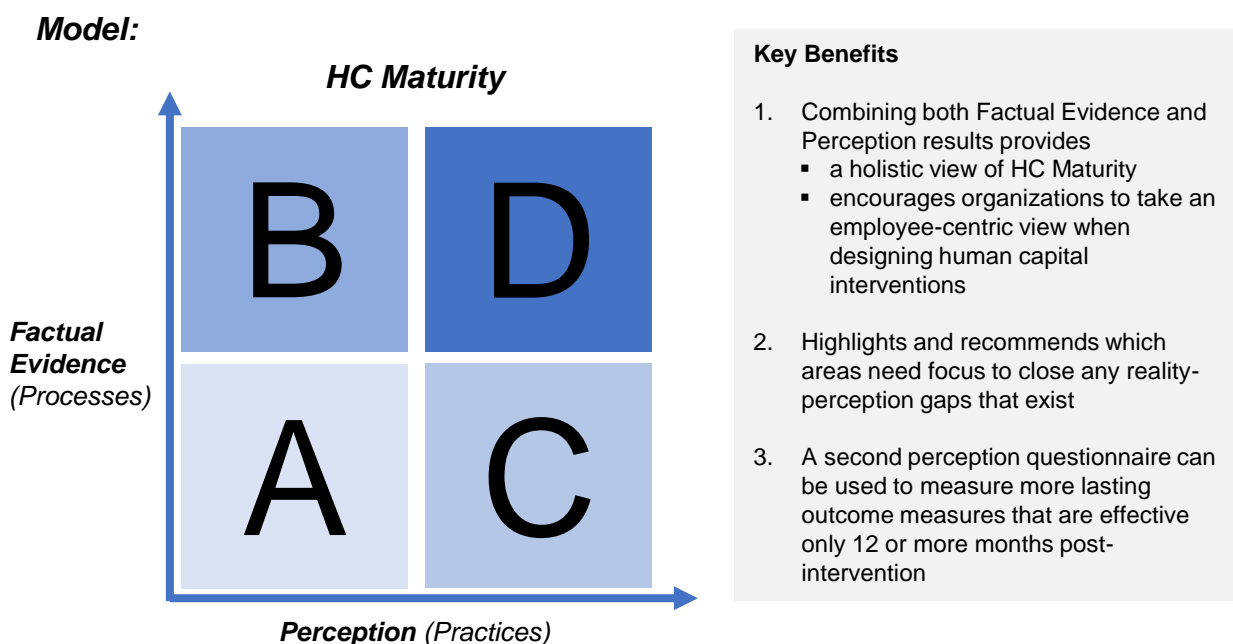
To help leaders prioritise their human capital process improvement effort, the HCDT system generates human capital recommendations based on one of several possible Growth Stages. Every stage presents a business focus or set of challenges to overcome. In dialogue with a trained assessor, leaders can further align these recommendations to their organisation's strategy.

| Stage | Description | Focus |
|-------------------|---|---|
| Maturing | The company has attained substantial size, finances and managerial talent. It is trying to control the financial gains and consolidate by professionalising its systems and tools. It is concerned with how to preserve its agility, innovation and entrepreneurial spirit. | Return on investment. Need to preserve its entrepreneurial spirit while reaping the advantages of size and managerial talent. |
| Expanding | The company is currently expanding rapidly. It is investing and trying to balance control and the desire to grow. It is concerned with managing the cash and operations prudently to avoid expanding too fast with emphasis on improving its systems. | Rapid growth. Must be able to finance this growth spurt; managerial effectiveness must improve |
| Aspiring | The company is profitable and the objective is to consolidate and shore up financial reserves (including securing additional funds or loans) so as to be able to expand. There is the decision to take the risk/ challenge to "go big". | Consolidate and marshal resources for big push; e.g. securing capital funds, and hiring ahead |
| Sustaining | The company is profitable and the objective is to keep it stable without additional risks or investments. The management is concerned with keeping the status quo for as long as possible. | Keep company stable and profitable (shore up cash reserves) |

Reality versus Perception

One of the major benefits to the HCDT is the ability to compare an organisation's actual process maturity against how well they are perceived by its staff, the very people on the ground for whom these various processes are designed to benefit.

To measure the actual process maturity, a trained assessor is deployed to obtain contextual information from CEO and CHRO conversations. The assessor reviews evidence for these various processes to make a judgement on the level of maturity across 11 main human capital process areas. To collect the perception data, the assessor will administer a short online questionnaire to employees. The results will be presented in four quadrants, each with specific actionable advice. Beyond process maturity recommendations using growth stage, organisations can now identify gaps in implementation and/or employee expectations in order to fine tune their development approach.



The opportunities for companies to pinpoint where they should direct their transformation efforts from a simple “health check” are enormous.

By working with internal specialists and/or external consultants, leaders can use the insights from HCDT to create a transformation roadmap, plan for and execute specific improvements to the organisation and workforce. They can even track success with a second post-intervention diagnostics test. A successful intervention would raise an organisation's maturity scores, providing clear human capital metrics of progress that lead to improved business results and overall competitiveness.

IHRP is the designated national program manager for HCDT and supports the efforts of a multi-agency governmental thrust to help firms operating in Singapore prepare for the new economy.

Thank you for participating in the HCDT program. We wish you all success on your journey of transformation!

Your Organisation's Demographics as Declared

| | |
|---|------------------|
| Date of Assessment | 25/10/18 |
| Company Type | SME |
| Scope of Operations | Local & Overseas |
| SSIC Code | 65110 |
| Name of Sector | Insurance |
| No. of Companies Represented in Sector | 100 |

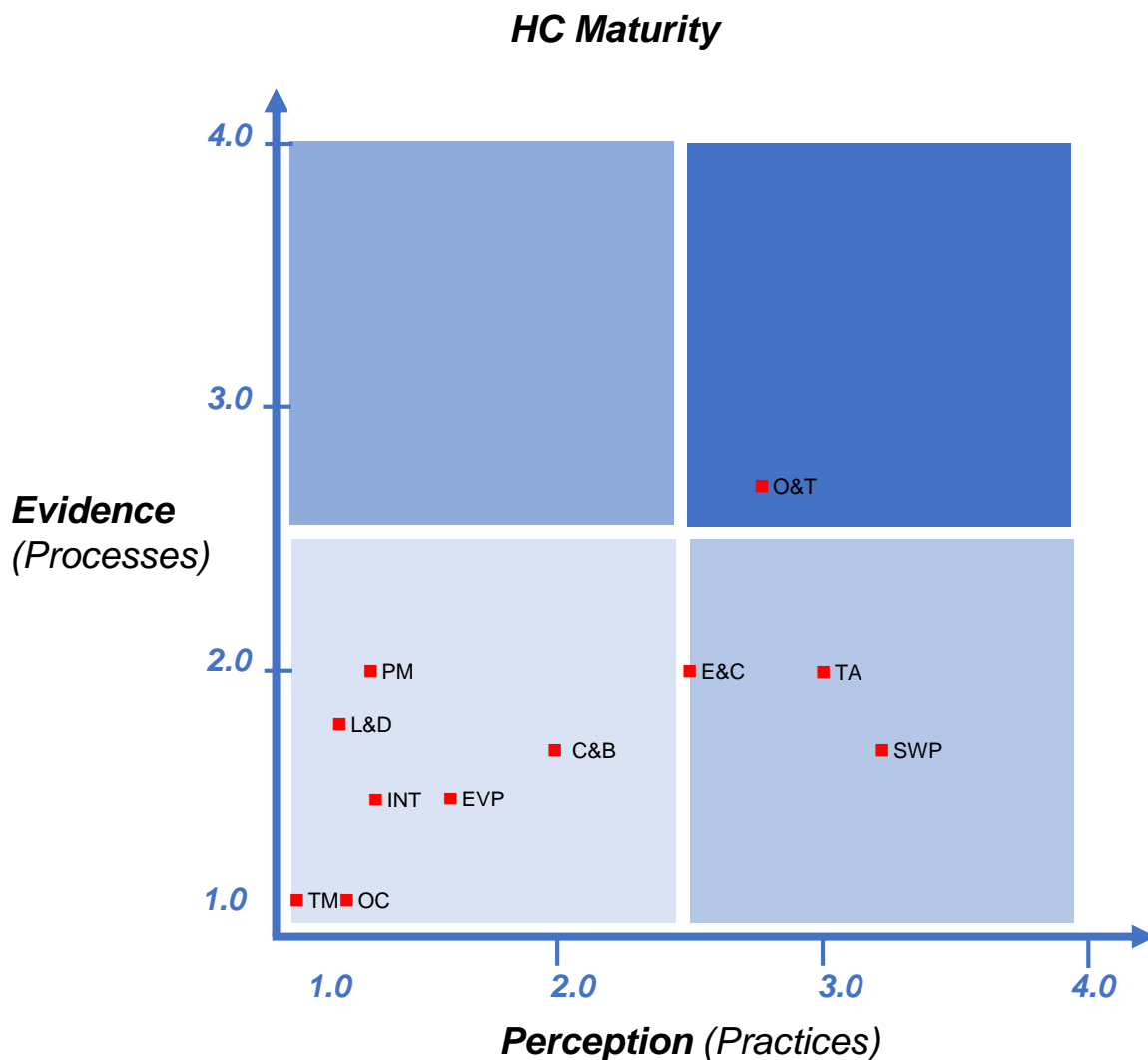
| | |
|---------------------------|--------|
| Company Financials | |
| Local Revenue | 10,000 |
| Overseas Revenue | 10,000 |

| | |
|--|-----|
| Workforce Composition | |
| Total No. of Staff | 110 |
| Total No. of Local-based Staff | 100 |
| Estimated % of PMET | 20 |
| Total No. of HR Team | 5 |
| Is English used in official settings? | Yes |

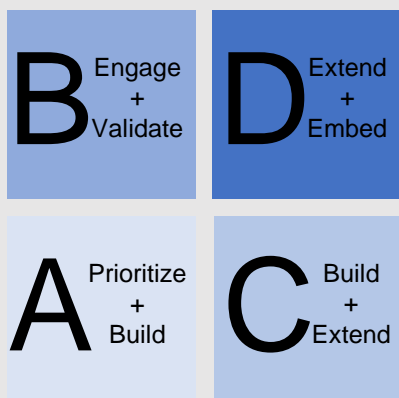
| | |
|--------------------------|----|
| Workforce Metrics | |
| Turnover Rate (%) | 10 |

Summary of Results – Your HC Maturity Grid

This is a visual representation of HC Evidence versus Perception scores for each main process area.



Recommendations



Legend

| | |
|-----|---|
| TA | Talent Attraction |
| O&T | HR Operations & Technology |
| SWP | Strategic Workforce Planning |
| L&D | Learning & Development |
| PM | Performance Management |
| C&B | Compensation & Benefits |
| TM | Talent Management & Succession Planning |
| OC | Organisation Culture |
| E&C | Employee Engagement & Communications |
| EVP | Employee Value Proposition |
| INT | Internationalisation |

Summary of Results – by HC Maturity Grid Quadrant

This is a table of main process areas sorted by HC Maturity Grid quadrant.

| Quadrant | Process Area | Recommendation |
|----------|--|--|
| D | <ul style="list-style-type: none"> HR Operations & Technology | Extend and Embed! Your organisation is doing a great job at putting in place processes and initiatives that are well received by employees and making an impact. Continue to extend and embed your wins as you lead the industry in these areas! |
| C | <ul style="list-style-type: none"> Talent Attraction Strategic Workforce Planning Employee Engagement & Communications | Build and Extend! Your organisation has put in place processes and initiatives that are received well by employees but there are opportunities to elevate standards to extend your wins. Invest in building out these areas because it's working! |
| B | | Engage and Validate! Your organisation has put in place processes and initiatives that are industry leading but not creating high impact on the ground. Engage employees, listen and if required, redouble efforts on implementation. Also, review and validate that you are focusing resources on the right areas. |
| A | <ul style="list-style-type: none"> Performance Management Learning & Development Talent Management & Succession Planning Organisational Culture Internationalisation Employee Value Proposition Compensation & Benefits | Prioritize and Build! Your organisation is lacking proper processes and initiatives and employees are hurting. Start with the basics and just raise them to an acceptable level. Be sure to engage employees to help you prioritize and calibrate where to put your efforts. |

Summary of Results – Comparison Table

This is a table of comparison of results by Processes, Practices and Competencies. Process areas are sorted from highest to lowest scores and placed in three broad bands.

| Score | Processes Evidence-based | Practices Employee Perception | Competencies Manager & HR Perception |
|-----------------|--|---|--|
| 4.0 3.0 | | <ul style="list-style-type: none"> HR Operations & Technology Strategic Workforce Planning Talent Attraction | <ul style="list-style-type: none"> HR Operations & Technology |
| 2.9 2.0 | <ul style="list-style-type: none"> HR Operations & Technology Talent Attraction Performance Management Employee Engagement & Communications | <ul style="list-style-type: none"> Employee Engagement & Communications Compensation & Benefits | <ul style="list-style-type: none"> Organisation Culture Employee Engagement & Communications Talent Attraction Strategic Workforce Planning Performance Management |
| 1.9 1.0 | <ul style="list-style-type: none"> Learning & Development Compensation & Benefits Strategic Workforce Planning Employee Value Proposition Internationalisation Organisation Culture Talent Management & Succession Planning | <ul style="list-style-type: none"> Employee Value Proposition Internationalisation Performance Management Organisation Culture Learning & Development Talent Management & Succession Planning | <ul style="list-style-type: none"> Internationalisation Employee Value Proposition Compensation & Benefits Learning & Development Talent Management & Succession Planning |

Key Questions

Are there any patterns or relationships between process, practice and competencies? What do they tell us?

How can we raise all relevant processes, practices and competencies above the lowest band?

Does the organisation have the right level of competencies to raise an important process area to the next band?

Are there related processes and/or practices that need to be addressed together for measurable results to register?

Process Maturity

The Human Capital Maturity Diagnostics (HCMD) tool measures process maturity levels. A total of 11 main human capital process areas will be assessed. Each main process areas can comprise between 2 and 4 sub process areas.

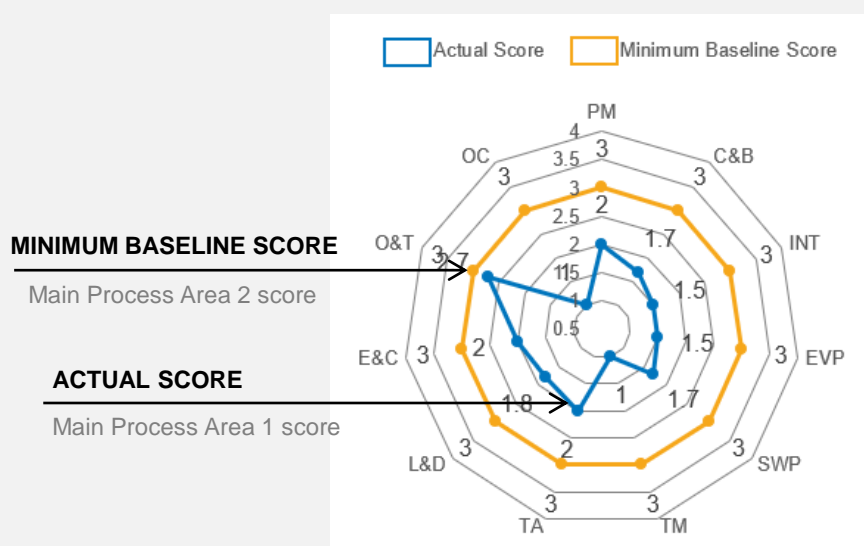
Based on evidence collected, each sub process will be assigned a maturity level. A Minimum Baseline Score will be provided by the system as a target score based on the organisation's Growth Stage. You may target a future score above this minimum baseline score as driven by your organisation's needs.

These are the 11 main process areas measured:

1. Talent Attraction
2. HR Operations & Technology
3. Strategic Workforce Planning
4. Learning & Development
5. Performance Management
6. Compensation & Benefits
7. Talent Management & Succession Planning
8. Organisation Culture
9. Employee Engagement & Communications
10. Employee Value Proposition
11. Internationalisation

HOW TO READ THIS SECTION

Process Maturity Radar Graph



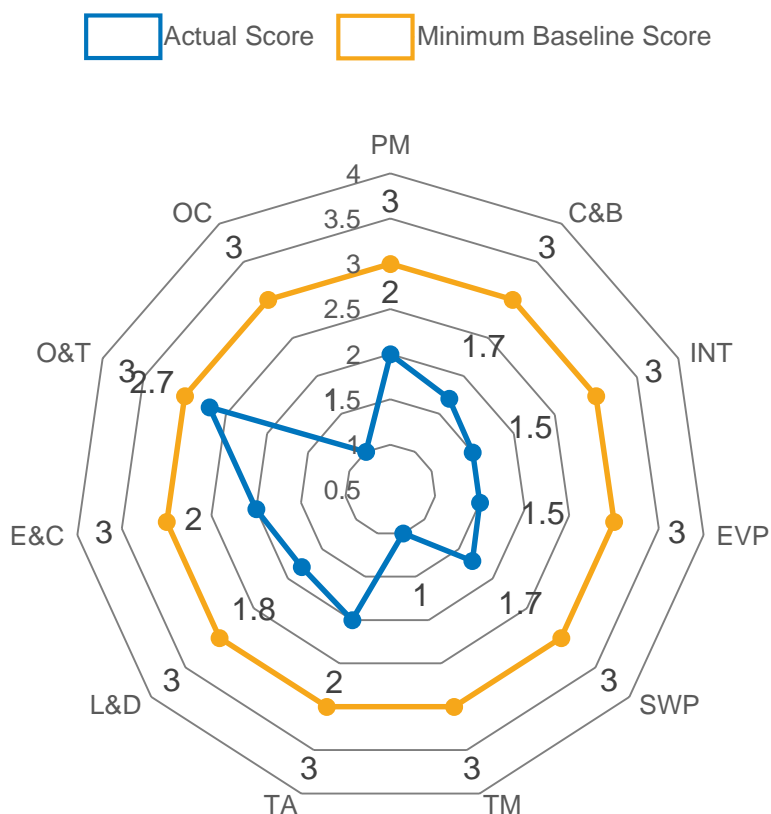
GROWTH STAGE

This describes the growth stage the organisation most identifies with.

Process Maturity

This is a visual representation of HC maturity scores for all the 11 main process areas with their corresponding minimum baseline score recommended for your organisation's growth stage.

Process Maturity Radar Graph



EXPANDING GROWTH STAGE

The company is currently expanding rapidly. It is investing and trying to balance control and the desire to grow. It is concerned with managing the cash and operations prudently to avoid expanding too fast with emphasis on improving its systems.

Key Questions

What process areas if done well will support your organisation's broader strategic goals? Prioritise your listing.

What are some interventions that can raise the level of our processes or to close obvious gaps? Do I need external help?

What types and amount of resources do I need to secure in order to carry out these interventions? Do I have a sponsor?

Who or what capabilities would I need to form a project team? What is a reasonable time frame to demonstrate results?

Process Maturity – Detailed Results

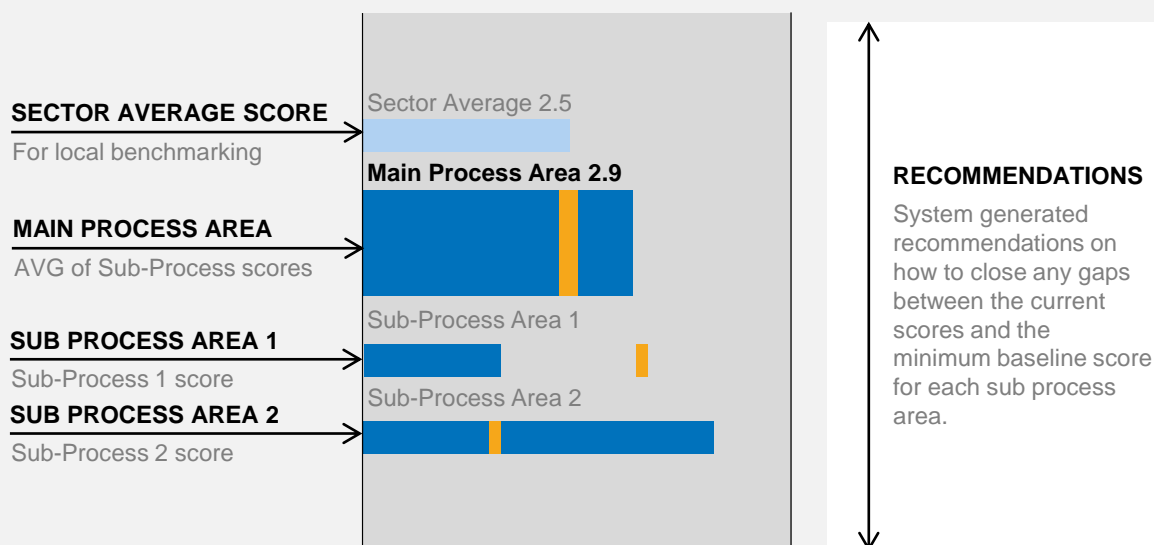
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Based on evidence collected, each sub process will be assigned a maturity level. A minimum baseline score will be provided by the system as a target score based on the organisation's declared Growth Stage. You may target a future score above this minimum baseline as driven by your organisation's needs.

These are the 11 main process areas measured:

1. Talent Attraction
2. HR Operations & Technology
3. Strategic Workforce Planning
4. Learning & Development
5. Performance Management
6. Compensation & Benefits
7. Talent Management & Succession Planning
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HOW TO READ THIS SECTION



MINIMUM BASELINE SCORE

The minimum baseline score is based on the declared Growth Stage of the organisation and is a system generated minimum sub process target score.

About Sector Average Scores:

Sector Average Scores are made up of at least 5 companies' averages. For a company to be included in the Sector Average Score, it must have at least 20 valid responses.

TA – Talent Attraction

Are there fair, inclusive and effective sourcing, screening and hiring processes in place to attract the right candidates?



What can I do to close the gaps?

Job Requirements

- (-) Consider clearly defining the requirements in job descriptions, e.g. key accountabilities, qualifications, experience, skills, knowledge and personal attributes, etc., and match these with actual job responsibilities.

Selection Criteria

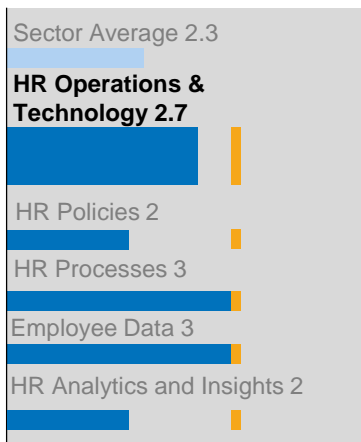
- (-) Consider identifying an objective selection criteria for jobs based on job requirements to guide recruitment process.

Recruitment Process

- (-) Different stakeholders could be involved in the recruitment process. Consider using selection tools and multiple candidate sources. Periodic reviews of sources could be conducted for effectiveness. Line managers could be trained to conduct interviews and assess candidates fairly.

O&T – HR Operations & Technology

Are HR operations integrated with the support of digital tools to increase effectiveness and enhance employee experience?



What can I do to close the gaps?

HR Policies

- (-) Consider implementing comprehensive HR policies, e.g. on employer and employee rights and responsibilities, acceptable/unacceptable behaviour, work hours and health and safety measures. These policies could be reviewed to ensure compliance with legal requirements when needed.

HR Processes

- (+) Well done! Most or all key HR processes have been documented, with some use of automation and tools.

Employee Data

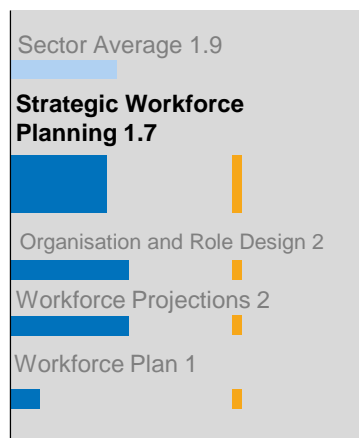
- (+) Well done! Employee data is managed using paper, spreadsheets and digital tools, e.g. HR Management System and payroll software. Employee data updates are generally done timely and accurate.

HR Analytics and Insights

- (-) HR analytics could be regularly performed, based on a structured methodology to measure the effectiveness of HR initiatives, e.g. on employee engagement, diversity and inclusion, productivity, etc. HR analytics processes could be reviewed for improvement over time.

SWP – Strategic Workforce Planning

Are processes in place to determine optimal manpower and capabilities required for future workplans?



What can I do to close the gaps?

Organisation and Role Design

- (-) Consider creating a detailed organisation chart which accurately reflects the current organisation structure and the roles and accountabilities of various functions within the organisation. Any changes or updates should be communicated to employees.

Workforce Projections

- (-) Conduct workforce planning and analysis exercises to broadly project future workforce requirements.

Workforce Plan

- (-) Regular workforce planning reviews could be conducted as part of business review or budgeting.

L&D – Learning & Development

Are there processes in place to build the organisation's workforce capability for current and future roles?



What can I do to close the gaps?

Learning Needs Analysis

- (-) Learning needs analysis could be conducted regularly for individual employees to identify current and future skills gaps. Employees could then be scheduled to attend relevant training programmes.

L&D Roadmap

- (-) Consider developing a learning and development roadmap for training key categories of employees in the technical skills required to do their job. This could include training courses and on-the-job training (OJT).

Training Participation and Effectiveness

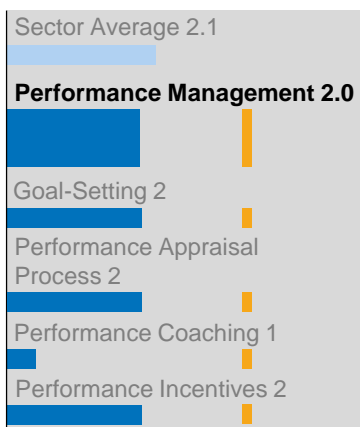
- (-) Employees could be required to undergo training under organisational policies, in line with relevant training roadmaps. Structured on-the-job training (OJT) programmes could be developed for employees. Continuous learning and skills upgrading in the organisation could be emphasised by management.

Employee Onboarding

- (-) A structured onboarding programme could be developed, which covers training, organisational familiarisation, culture and values induction, meeting with leaders and assigning buddies, etc.

PM – Performance Management

Is there a fair, objective and transparent performance management process?



What can I do to close the gaps?

Goal-Setting

- (-) Consider linking performance goals to the business strategy.

Performance Appraisal Process

- (-) Consider setting clear performance appraisal criteria, e.g. KPIs, competencies, that are differentiated across various employee categories. There could be a calibration process for rater scores across managers to ensure fair ratings are given to employees.

Performance Coaching

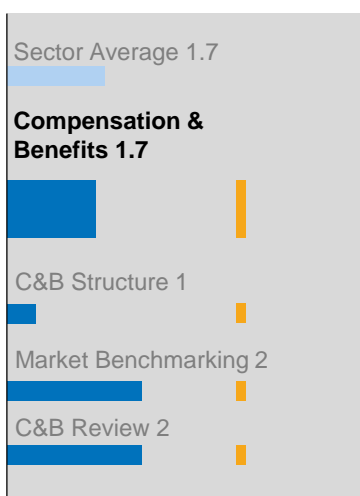
- (-) Supervisors could be trained on performance coaching. They could then perform coaching with their subordinates regularly through a formal processes, working with them to meet their goals.

Performance Incentives

- (-) Consider establishing a standardised and documented process, with clear criteria, for providing performance incentives to employees.

C&B – Compensation & Benefits

Are there processes to review, benchmark, update rewards system to motivate performance?



What can I do to close the gaps?

C&B Structure

- (-) Consider establishing a grading structure with corresponding salary ranges for each grade. They should reflect the job sizes across work levels.

Market Benchmarking

- (-) Consider benchmarking employee salaries and/or benefits against the market on a total compensation basis.

C&B Review

- (-) Consider reviewing the organisation's compensation and benefits regularly to ensure continuous competitiveness with the market.

TM – Talent Management & Succession Planning

Are there processes in place to identify, manage and develop talents to ensure a strong leadership pipeline?



What can I do to close the gaps?

Mission-Critical Roles and Succession Planning

- (-) Consider formally identifying mission-critical roles at the top management and middle management levels. Potential successors could be identified through a structured process to fill these roles.

Talent Identification Criteria

- (-) Consider developing and clearly documenting a talent identification criteria that could be based on operational and/or performance measures.

Career Pathway

- (-) Consider defining lateral or vertical career pathways for all job families in the organisation. Competencies should be clearly defined for each job level and job family.

OC – Organisational Culture

Are there processes in place to ensure that the mission, vision and values are clearly articulated, role-modelled and embedded within employees?



What can I do to close the gaps?

Culture Deployment

- (-) Consider clearly defining the organisation's culture, describing how it can be demonstrated by employees across various levels and explaining how it may appear in some HR practices, e.g. performance appraisal. These could be communicated and reinforced during regular employee communication sessions

Stewardship for Culture Development

- (-) Consider appointing specific stewards, e.g. business leaders, HR and supervisors, etc, to develop the organisation's culture and core values. They could emphasise continuous learning as a key part of culture. Leaders could establish processes to manage and communicate changes to employees in a positive way.

E&C – Employee Engagement & Communications

Are there processes in place to engage and communicate with employees to co-create a better workplace environment?



What can I do to close the gaps?

Employee Engagement

- (-) Consider seeking employee opinions regularly and in a structured manner, e.g. through employee engagement surveys and dialogue sessions. Feedback could be analysed to identify areas for improvement. Action plans could then be developed based on employee opinions, if needed.

Employee Communications

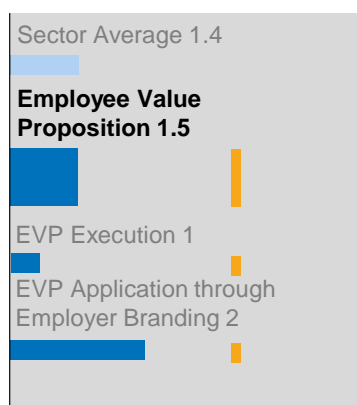
- (-) Consider conducting organisation-wide communications on a regular basis when required by senior management or the HR department. Communication strategies could be established in line with trends to inform on utilising various communication methods with employees.

Work Place Experience and Employee Well-being

- (-) Consider creating a positive work environment where employees are provided with the necessary equipment, productivity tools/applications, collaborative spaces, etc, to maximise productive output safely. The management could consider enforcing the code of conduct/ethics through initiatives, e.g. training programmes to enhance the safeness and conduciveness of the work environment.

EVP – Employee Value Proposition

Are there processes in place to define, execute and integrate the employee value proposition with external employer branding to better attract and retain employees?



What can I do to close the gaps?

EVP Execution

- (-) Consider aligning the organisation's employee value proposition (EVP) with various HR policies and practices through a structured process.

EVP Application through Employer Branding

- (-) Consider implementing employer branding initiatives that are in line with the organisation's employee value proposition to enhance talent attraction and retention.

INT – Internationalisation

Are there processes in place to support international mobility (from short term overseas assignments to long term deployment)?

**Not applicable for organisations that operate overseas through franchisees/distributors.*

Number of companies represented under Internationalisation = 8



What can I do to close the gaps?

International Organisation Capability

- (-) Consider developing a clear international growth strategy and establishing basic overseas functions. These functions could be led by managers who have primary roles in other markets and are based there.

International Mobility Policies and Processes

- (-) Consider clearly defining some key areas in international mobility policies and processes, e.g. expatriate/international assignment compensation and benefits entitlements, relocation, training, etc. These policies should support the organisation's international HR strategy. A resource could be accountable for the administration of processes and facilitation of international mobility.

Practices and Competencies Maturity

About the Survey. The Human Capital Perception Survey (HCPS) is an independently administered online questionnaire. It measures the perception of managerial and employee groups on HC competencies and practices.

Practices Section. There are 13 statements in this section. Employees are invited to provide their response on the perceived outcomes of each of the 11 HC process areas to help organisations determine if the intended outcomes of HC processes have been achieved and/or are well received.

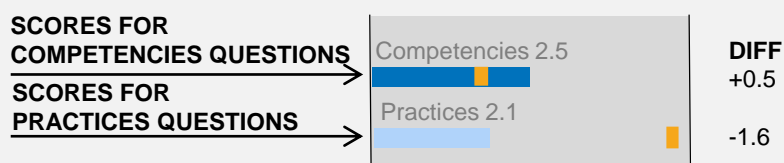
Competency Section. There are 16 statements in this section. Only managers and HR are invited to provide their assessment of HC competencies within the organization across the 11 main process areas. It also polls for perceptions of HC competency for the HR function and managers. Managers and HR are eligible to take both sections.

Scoring. The survey uses a 4-point Likert scale measuring the level of agreement or disagreement to a particular statement. In scoring, each choice represents a point score on this experience continuum i.e. Strongly Disagree = 1, Disagree = 2, Agree = 3, Strongly Agree = 4. The Average Rating for a statement is the sum of (number of respondents for the choice) x (points score) of all 4 options divided by the total number of respondents for the statement. If there is more than one statement for a particular process area, both scores are averaged.

DIFF scores are your Average Scores minus the Sector Average Scores. A positive DIFF score means you have performed better than the Sector Average for this process area.

Data Privacy and Security. All survey data is encrypted when stored and reporting confidential. No reporting on an individual and their specific responses is possible as it is not linked in the system. In addition, results for employee groups less than 5 responses are not shown in order to prevent triangulation of individuals. Viewing overall organisation level data is restricted only to the specific government agencies allowed by the organisation at survey set up.

HOW TO READ THIS SECTION



■ SECTOR AVERAGE SCORE

The sector average score is based on average of the findings of participating organisation in the same sector as your firm.

Your Survey Statistics and Demographics

| | |
|------------------------|----------|
| Start of Survey | 01/10/18 |
| End of Survey | 17/10/18 |

| Participation | Total Number of Surveys Sent | Completed Responses | Response Rate | Excluded Responses | Valid Responses (N) |
|-----------------|------------------------------|---------------------|---------------|--------------------|---------------------|
| Management / HR | 16 | 16 | 100% | 0 | 16 |
| Employees | 84 | 84 | 100% | 0 | 84 |

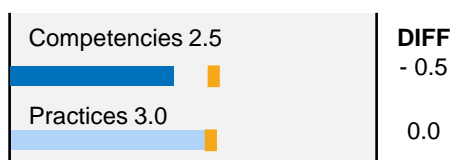
| Respondent Details | Demographic Details | Valid Responses (N) |
|-------------------------------|--|--|
| Department | <ul style="list-style-type: none"> ▪ Corporate ▪ Sales ▪ Operations ▪ R&D ▪ Supply Chain ▪ Marketing ▪ Customer Service | 15 16 10 10 15 20 14 |
| Job Level | <ul style="list-style-type: none"> ▪ Directors ▪ Senior Managers ▪ Managers/Supervisors ▪ Executives ▪ Non-executives ▪ General workers | 8 12 22 36 14 8 |
| Participants by Tenure | <ul style="list-style-type: none"> ▪ More than 6 months to less than 1 year ▪ 1 year to less than 2 years ▪ 2 years to less than 5 years ▪ 5 years to less than 10 years ▪ 10 years to less than 15 years ▪ 15 years or more | 7 26 33 16 14 4 |
| Participants by Gender | <ul style="list-style-type: none"> ▪ Female ▪ Male | 68 32 |
| Participants by Age | <ul style="list-style-type: none"> ▪ Under 20 years old ▪ 20 – 29 years old ▪ 30 – 39 years old ▪ 40 – 49 years old ▪ 50 – 59 years old ▪ 60 – 65 years old ▪ Over 65 years old | 7 29 31 20 6 7 0 |

Practices and Competencies – Average Ratings

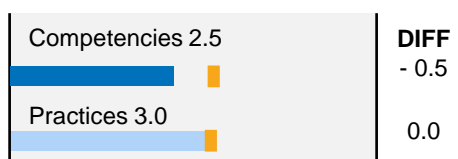
OVERALL SCORES (1/2)

These are the Average Rating Scores for Practices and Competencies for each main HC process Area. Positive DIFF scores mean your organisation's rating is higher than the Sector Average Score. Negative DIFF scores mean your organisation's rating is lower than the Sector Average Score.

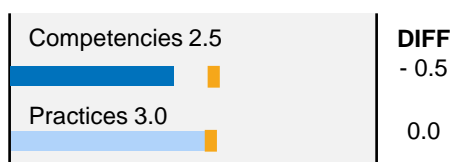
1. TALENT ATTRACTION



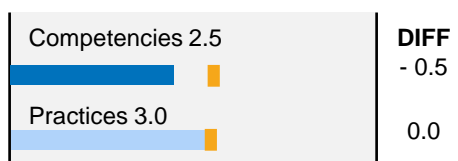
2. HR OPERATIONS & TECHNOLOGY



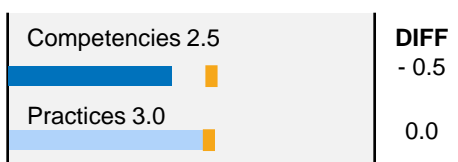
3. STRATEGIC WORKFORCE PLANNING



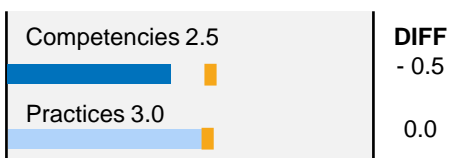
4. LEARNING & DEVELOPMENT



5. PERFORMANCE MANAGEMENT



6. COMPENSATION & BENEFITS

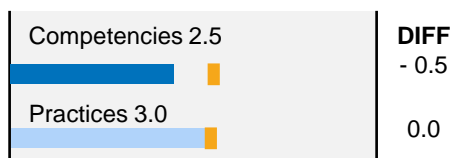


Practices and Competencies – Average Ratings

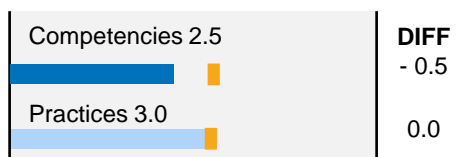
OVERALL SCORES (2/2)

These are the Average Rating Scores for Practices and Competencies for each main HC process Area. Positive DIFF scores mean your organisation's rating is higher than the Sector Average Score. Negative DIFF scores mean your organisation's rating is lower than the Sector Average Score.

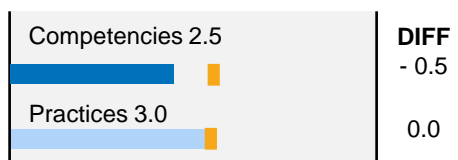
7. TALENT MANAGEMENT & SUCCESSION PLANNING



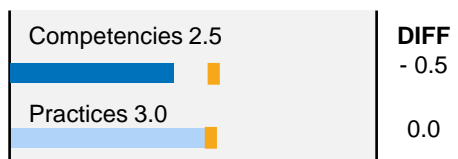
8. ORGANISATION CULTURE



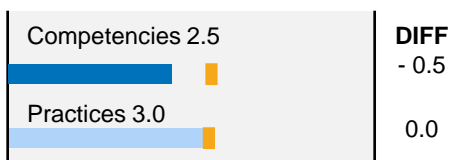
9. EMPLOYEE ENGAGEMENT & COMMUNICATIONS



10. EMPLOYEE VALUE PROPOSITION



11. INTERNATIONALISATION



Practices and Competencies – by Statement

SURVEY RESPONSES FOR EACH STATEMENT

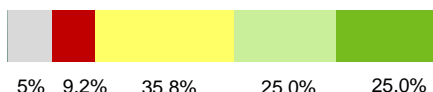
The following section provides the survey responses for each statement in the HCPS survey.

Scoring. The survey uses a 4-point Likert scale measuring the level of agreement or disagreement to a particular statement. A Stack Bar Chart is used to visualise the distribution of responses in the four categories.

In scoring, each choice represents a point score on this experience continuum i.e. Strongly Disagree = 1, Disagree = 2, Agree = 3, Strongly Agree = 4. %FAV is the summation of “Strongly Agree” and “Agree” % responses. A sector %FAV score is provided. The Sector %FAV is provided as an external comparison.

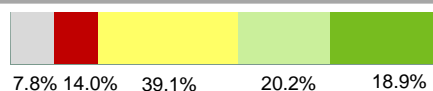
HOW TO READ THIS SECTION

9. The organisation's mission, vision and values are clearly communicated and demonstrated by business leaders to its employees



Organisational Culture | 50% FAV | Sector %FAV = 51.0% | DK = 4

10. The organisation is committed to improve our physical, mental and emotional well-being and safety employees



Employee Engagement & Communications | 39.1 %FAV | Sector %FAV = 49.3% | DK = 9

MAIN PROCESS AREA

Statement is designed to measure a component of a practice or competency perception in this specific process area

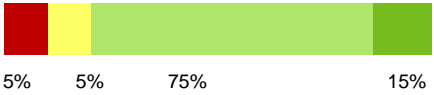





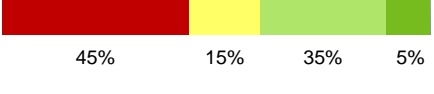
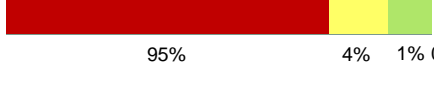
STATEMENT RESPONSES



Practices and Competencies – by Statement



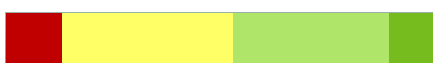


PRACTICES SECTION (1/2)

These are the statement by statement response results for the HCPS administered to employees.

| | |
|--|--|
| <p>1. Qualified applicants have been hired for the assigned roles</p> <p>Talent Attraction 90.0 %FAV Sector %FAV = 52.5 DK = 0</p> |  <p>5% 5% 75% 15%</p> |
| <p>2. Our organisation's HR processes and policies support a continually effective workforce</p> <p>HR Operations & Technology 83.0 %FAV Sector %FAV = 49.9 DK = 0</p> |  <p>8% 9% 9% 74%</p> |
| <p>3. The HR processes in our organisation are digitalised and/or automated, e.g. HR Information System, collaborative apps, clock time, etc</p> <p>HR Operations & Technology 82.0 %FAV Sector %FAV = 48.7 DK = 0</p> |  <p>7% 11% 11% 71%</p> |
| <p>4. Our organisation has a realistic workforce plan that takes into account staffing capacity and role design for both current and future skills.</p> <p>Strategic Workforce Planning 80.0 %FAV Sector %FAV = 50.3 DK = 0</p> |  <p>12% 8% 15% 65%</p> |
| <p>5. We have been given sufficient and relevant learning opportunities and exposure to do our jobs well</p> <p>Learning & Development 5.0 %FAV Sector %FAV = 50.8 DK = 0</p> |  <p>95% 0% 5% 0%</p> |
| <p>6. We are clear on our team and individual performance objectives and our performances are measured against these objectives</p> <p>Performance Management 11.0 %FAV Sector %FAV = 49.4 DK = 0</p> |  <p>85% 0% 10% 1%</p> |
| <p>7. Overall, we are fairly and equitably compensated for our contributions to the organisation</p> <p>Compensation & Benefits 40.0 %FAV Sector %FAV = 53.7 DK = 0</p> |  <p>45% 15% 35% 5%</p> |
| <p>8. The organisation conscientiously identifies talent and offers career opportunities to advance them</p> <p>Talent Management & Succession Planning 1.0 %FAV Sector %FAV = 54.3 DK = 0</p> |  <p>95% 4% 1% 0%</p> |

Practices and Competencies – by Statement

PRACTICES SECTION (2/2)

| | |
|---|---|
| <p>9. The organisation's mission, vision and values are clearly communicated and demonstrated by business leaders to its employees</p> <p>Organisation Culture 2.0 %FAV Sector %FAV = 55.8 DK = 0</p> |  <p>90% 8% 2% 0%</p> |
| <p>10. The organisation is committed to improve our physical, mental and emotional well-being and safety</p> <p>Employee Engagement & Communications 48.0 %FAV Sector %FAV = 47.8 DK = 0</p> |  <p>12% 40% 40% 8%</p> |
| <p>11. The organisation has clear communications channels, and engages and motivates employees at work</p> <p>Employee Engagement & Communications 48.0 %FAV Sector %FAV = 52.5 DK = 0</p> |  <p>12% 40% 40% 8%</p> |
| <p>12. This organisation is considered an employer of choice for current and potential employees</p> <p>Employee Value Proposition 22.0 %FAV Sector %FAV = 47.2 DK = 0</p> |  <p>64% 14% 20% 2%</p> |
| <p>13. There is sufficient support for employees when it comes to international assignments or postings</p> <p>Internationalisation 11.0 %FAV Sector %FAV = 48.9 DK = 0</p> |  <p>85% 0% 10% 1%</p> |

Key Questions

How are your %FAV responses compared to the Norm?

Are there any surprises and why? Is there a need to recalibrate the level of resources and approach to implementing initiatives?









Could the response rate for the survey be improved? Were employees properly briefed and assured about confidentiality?

How can we involve and support employee committees to address the areas they have provided feedback for?

Practices and Competencies – by Statement

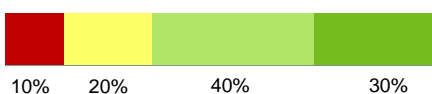
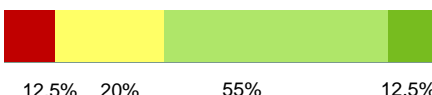
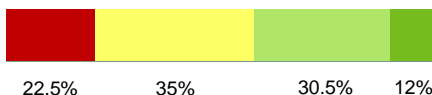
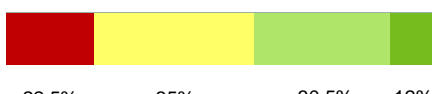
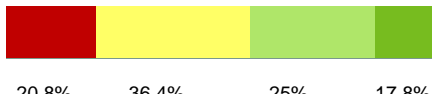
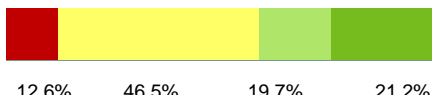
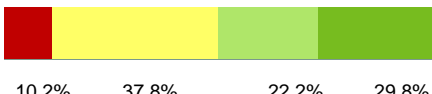

COMPETENCIES SECTION (1/2)

These are the statement by statement response results for the HCPS administered to business managers and HR.

| | |
|--|---|
| 1. Our organisation has the capabilities to source, select and attract the right candidates through fair, inclusive and effective screening and hiring processes |  7.5% 30% 50% 12.5% |
| Talent Attraction 62.5 %FAV Sector %FAV = 56.7 DK = 0 | |
| 2. Our organisation has the capabilities to design and implement HR processes and policies to bring out the full potential of our employees |  17% 8% 60% 15% |
| HR Operations & Technology 75.0 %FAV Sector %FAV = 58.3 DK = 0 | |
| 3. Our organisation has the capabilities to utilise appropriate digital or automation tools to optimise HR processes that aptly supports business needs |  17% 8% 60% 15% |
| HR Operations & Technology 75.0 %FAV Sector %FAV = 45.0 DK = 0 | |
| 4. Our organisation has the capabilities to optimise planning and allocation of current and future employees |  7.5% 40% 30.5% 22% |
| Strategic Workforce Planning 52.5 %FAV Sector %FAV = 44.8 DK = 0 | |
| 5. Our organisation has the capabilities to identify learning needs, organise relevant interventions and measure the effectiveness of these interventions |  62% 12.5% 12.5% 15% |
| Learning & Development 27.5 %FAV Sector %FAV = 50.3 DK = 0 | |
| 6. Our organisation has a fair and transparent system to differentiate and improve the performance of teams and individuals |  20% 30% 25% 25% |
| Performance Management 50.0 %FAV Sector %FAV = 46.0 DK = 0 | |
| 7. Our organisation has the capabilities to maintain fair and equitable compensation and benefits practices to motivate performance and drive desired behaviours |  20% 40% 10% 30% |
| Compensation & Benefits 40.0 %FAV Sector %FAV = 50.3 DK = 0 | |
| 8. Our organisation has the capabilities to identify and develop individuals who possess potential to take up mission-critical roles |  20% 55% 12.5% 12.5% |
| Talent Management & Succession Planning 25.0 %FAV Sector %FAV = 54.7 DK = 0 | |

Practices and Competencies – by Statement

COMPETENCIES SECTION (2/2)

| | |
|---|---|
| <p>9. Our organisation has the capabilities to articulate and cultivate the desired organisational culture</p> <p>Organisation Culture 70.0 %FAV Sector %FAV = 42.5 DK = 0</p> |  <p>10% 20% 40% 30%</p> |
| <p>10. Our organisation has the capabilities to communicate and engage employees effectively</p> <p>Employee Engagement & Communications 67.5 %FAV Sector %FAV = 49.9 DK = 0</p> |  <p>12.5% 20% 55% 12.5%</p> |
| <p>11. Our organisation has the capabilities to define and execute value proposition for its employees to position itself as an employer of choice</p> <p>Employee Value Proposition 42.5 %FAV Sector %FAV = 52.5 DK = 0</p> |  <p>22.5% 35% 30.5% 12%</p> |
| <p>12. Our organisation has the capabilities to utilise our diverse workforce and develop international mobility policies to support international growth strategies</p> <p>Internationalisation 42.5 %FAV Sector %FAV = 56.4 DK = 0</p> |  <p>22.5% 35% 30.5% 12%</p> |
| <p>13. The HR department has the business acumen and capabilities to formulate HR strategies and plans in support of business needs</p> <p>Business & Financial Acumen 42.8 %FAV Sector %FAV = 53.8 DK = 0</p> |  <p>20.8% 36.4% 25% 17.8%</p> |
| <p>14. The HR Department drives the development of human capital across business functions by advising and partnering key internal stakeholders</p> <p>Business & Financial Acumen 40.9 %FAV Sector %FAV = 37.4 DK = 0</p> |  <p>12.6% 46.5% 19.7% 21.2%</p> |
| <p>15. Our managers have the capabilities to translate HR strategies and put them into actionable initiatives</p> <p>Cascading HC Competencies to Managers 52.0 %FAV Sector %FAV = 49.3 DK = 0</p> |  <p>10.2% 37.8% 22.2% 29.8%</p> |
| <p>16. Our managers have the mindset and capabilities to create the right climate and provide the right support for team and individual workplace effectiveness</p> <p>Cascading HC Competencies to Managers 53.7 %FAV Sector %FAV = 57.2 DK = 0</p> |  <p>11.0% 35.3% 27% 26.7%</p> |

Practices – Survey Response Heat Maps

DEMOGRAPHICS COLLECTED

Practices Survey information is collected using up to 5 configurable demographics “cuts”. Survey data will be displayed using a visual representation called a heat map that uses colors to highlight parts of the organisation that are having significant differences ($\pm 15\%$) in opinion from the organisation’s overall %FAV scores. This will help in the design of more targeted interventions.

Heat maps are generated for the Practices Section of the survey only. For confidentiality, groups with less than 5 participants will be coded differently to mask value of responses.

HOW TO READ THIS SECTION

DEMOGRAPHIC DETAILS

Options



OVERALL % FAV

Overall score for
the organisation



STATEMENT RESPONSES



%FAV is significantly higher than
the overall %FAV score



%FAV is not significantly different
from the overall %FAV score



%FAV is significantly lower than
the overall %FAV score



Insufficient responses to display
results (less than 5)

| Process Area | Corporate | Sales | Marketing | Overall % FAV |
|--|-----------|-------|-----------|------------------|
| Number of People in Demographic (N) | 4 | 22 | 13 | |
| 1. Talent Attraction | | 33.0% | 42.4% | 90.0% |
| 2. HR Operations & Technology | | 63.4% | 65.8% | 82.5% |
| 3. Strategic Workforce Planning | | 72.3% | 79.4% | 80.0% |
| 4. Learning & Development | | 0.0% | 3.0% | 5.0% |
| 5. Performance Management | | 40.3% | 9.4% | 11.0% |
| 6. Compensation & Benefits | | 63.6% | 24.3% | 40.0% |
| ⋮ | | | | ⋮ |
| 11. Internationalisation | | 28.4% | 0.0% | 11.0% |

Practices – Survey Response Heat Maps

HEAT MAP BY DEPARTMENT

| Process Area | Corporate | Sales | Operations | R&D | Supply Chain | Marketing | Customer Service | Overall % Fav |
|--|-----------|-------|------------|-------|--------------|-----------|------------------|---------------|
| Number of People in Demographic (N) | 15 | 16 | 10 | 10 | 15 | 20 | 14 | |
| 1. Talent Attraction | 79.2% | 33.0% | 79.2% | 83.0% | 82.3% | 42.4% | 52.1% | 90.0% |
| 2. HR Operations & Technology | 88.4% | 63.4% | 73.9% | 83.4% | 72.0% | 65.8% | 66.0% | 82.5% |
| 3. Strategic Workforce Planning | 84.3% | 72.3% | 60.3% | 58.9% | 82.3% | 79.4% | 83.4% | 80.0% |
| 4. Learning & Development | 2.5% | 0.0% | 0.0% | 0.0% | 0.0% | 3.0% | 6.8% | 5.0% |
| 5. Performance Management | 5.0% | 40.3% | 22.4% | 39.6% | 5.3% | 9.4% | 13.5% | 11.0% |
| 6. Compensation & Benefits | 59.3% | 63.6% | 39.4% | 19.3% | 23.8% | 24.3% | 30.4% | 40.0% |
| 7. Talent Management & Succession Planning | 1.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.0% |
| 8. Organisational Culture | 1.3% | 0.0% | 0.0% | 0.0% | 4.3% | 3.2% | 0.0% | 2.0% |
| 9. Employee Engagement & Communications | 73.4% | 38.0% | 43.5% | 62.1% | 30.4% | 66.7% | 40.8% | 48.0% |
| 10. Employee Value Proposition | 38.9% | 40.2% | 28.9% | 5.2% | 35.2% | 24.0% | 35.3% | 22.0% |
| 11. Internationalisation | 8.2% | 28.4% | 27.4% | 0.0% | 3.4% | 0.0% | 0.0% | 11.0% |

HEAT MAP BY JOB LEVELS

| Process Area | Directors | Senior Managers | Managers/ Supervisors | Executives | Non - executives | General Workers | Overall % Fav |
|--|-----------|-----------------|-----------------------|------------|------------------|-----------------|---------------|
| Number of People in Demographic (N) | 8 | 12 | 22 | 36 | 14 | 8 | |
| 1. Talent Attraction | 73.5% | 79.3% | 88.9% | 93.4% | 69.3% | 72.3% | 90.0% |
| 2. HR Operations & Technology | 84.8% | 93.0% | 74.3% | 73.8% | 84.3% | 64.5% | 82.5% |
| 3. Strategic Workforce Planning | 60.1% | 63.2% | 89.2% | 95.3% | 83.2% | 96.3% | 80.0% |
| 4. Learning & Development | 0.0% | 0.0% | 0.0% | 4.2% | 5.3% | 11.6% | 5.0% |
| 5. Performance Management | 8.5% | 9.2% | 28.3% | 6.3% | 3.4% | 27.4% | 11.0% |
| 6. Compensation & Benefits | 60.3% | 58.3% | 49.5% | 54.3% | 20.9% | 23.5% | 40.0% |
| 7. Talent Management & Succession Planning | 0.0% | 0.0% | 0.0% | 1.0% | 0.0% | 0.0% | 1.0% |
| 8. Organisational Culture | 0.0% | 0.0% | 0.0% | 0.0% | 1.0% | 2.0% | 2.0% |
| 9. Employee Engagement & Communications | 32.1% | 39.4% | 64.9% | 65.2% | 40.3% | 30.2% | 48.0% |
| 10. Employee Value Proposition | 17.4% | 37.5% | 38.2% | 19.4% | 14.3% | 28.3% | 22.0% |
| 11. Internationalisation | 29.5% | 28.3% | 9.2% | 4.5% | 0.0% | 0.0% | 11.0% |

Practices – Survey Response Heat Maps

HEAT MAP BY TENURE

| Process Area | More than 6 months to less than 1 year | 1 year to less than 2 years | 2 years to less than 5 years | 5 years to less than 10 years | 10 years to less than 15 years | 15 years or more | Overall % Fav |
|--|--|-----------------------------|------------------------------|-------------------------------|--------------------------------|------------------|---------------|
| Number of People in Demographic (N) | 7 | 26 | 33 | 16 | 14 | 4 | |
| 1. Talent Attraction | 35.3% | 78.2% | 94.3% | 85.4% | 84.5% | | 90.0% |
| 2. HR Operations & Technology | 42.5% | 57.3% | 83.9% | 90.4% | 73.4% | | 82.5% |
| 3. Strategic Workforce Planning | 69.3% | 72.4% | 85.3% | 62.3% | 53.4% | | 80.0% |
| 4. Learning & Development | 4.2% | 9.6% | 4.3% | 0.0% | 0.0% | | 5.0% |
| 5. Performance Management | 0.0% | 3.2% | 30.2% | 27.3% | 3.4% | | 11.0% |
| 6. Compensation & Benefits | 14.8% | 28.4% | 29.4% | 57.0% | 58.2% | | 40.0% |
| 7. Talent Management & Succession Planning | 0.0% | 0.0% | 1.0% | 5.3% | 0.0% | | 1.0% |
| 8. Organisational Culture | 0.0% | 0.0% | 5.4% | 3.2% | 0.0% | | 2.0% |
| 9. Employee Engagement & Communications | 20.2% | 39.4% | 64.5% | 69.2% | 33.5% | | 48.0% |
| 10. Employee Value Proposition | 28.4% | 13.2% | 19.3% | 5.6% | 3.5% | | 22.0% |
| 11. Internationalisation | 0.0% | 0.0% | 18.4% | 28.4% | 23.5% | | 11.0% |

HEAT MAP BY GENDER

| Process Area | Female | Male | Overall % Fav |
|--|--------|-------|---------------|
| Number of People in Demographic (N) | 68 | 32 | |
| 1. Talent Attraction | 86.5% | 94.3% | 90.0% |
| 2. HR Operations & Technology | 84.3% | 73.5% | 82.5% |
| 3. Strategic Workforce Planning | 75.3% | 83.4% | 80.0% |
| 4. Learning & Development | 3.2% | 7.4% | 5.0% |
| 5. Performance Management | 9.3% | 5.2% | 11.0% |
| 6. Compensation & Benefits | 34.2% | 60.2% | 40.0% |
| 7. Talent Management & Succession Planning | 1.5% | 0.3% | 1.0% |
| 8. Organisational Culture | 3.4% | 1.3% | 2.0% |
| 9. Employee Engagement & Communications | 58.3% | 43.2% | 48.0% |
| 10. Employee Value Proposition | 18.3% | 28.3% | 22.0% |
| 11. Internationalisation | 7.4% | 9.2% | 11.0% |

Practices – Survey Response Heat Maps

HEAT MAP BY AGE RANGE

| Process Area | Under 20 years old | 20 – 29 years old | 30 – 39 years old | 40 – 49 years old | 50 – 59 years old | 60 – 65 years old | Over 65 years old | Overall % Fav |
|--|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|
| Number of People in Demographic (N) | 7 | 29 | 31 | 20 | 6 | 7 | 0 | |
| 1. Talent Attraction | 10.2% | 78.3% | 83.5% | 92.3% | 74.3% | 72.3% | | 90.0% |
| 2. HR Operations & Technology | 23.4% | 88.3% | 84.5% | 74.2% | 94.5% | 74.5% | | 82.5% |
| 3. Strategic Workforce Planning | 45.7% | 96.7% | 95.4% | 85.6% | 63.4% | 60.4% | | 80.0% |
| 4. Learning & Development | 0.0% | 9.0% | 8.3% | 3.4% | 0.0% | 0.0% | | 5.0% |
| 5. Performance Management | 0.0% | 18.4% | 25.4% | 22.4% | 3.4% | 6.5% | | 11.0% |
| 6. Compensation & Benefits | 10.3% | 39.4% | 78.5% | 69.3% | 54.3% | 50.9% | | 40.0% |
| 7. Talent Management & Succession Planning | 0.0% | 0.0% | 2.4% | 5.6% | 0.0% | 0.0% | | 1.0% |
| 8. Organisational Culture | 0.0% | 2.1% | 0.4% | 1.3% | 0.0% | 0.0% | | 2.0% |
| 9. Employee Engagement & Communications | 35.4% | 74.5% | 69.4% | 54.6% | 59.3% | 32.0% | | 48.0% |
| 10. Employee Value Proposition | 2.1% | 39.5% | 40.2% | 38.4% | 28.4% | 4.5% | | 22.0% |
| 11. Internationalisation | 0.0% | 8.4% | 15.5% | 20.3% | 4.5% | 0.0% | | 11.0% |

Appendix – Comparison Table of Results

This is a table of comparison of Process, Practice and Competency scores by Process Area.

| Main Process Area | Sub-Process Area | Sub-Process Score | Process Avg Score | Practice Score | Competency Score |
|---|--|-------------------|-------------------|----------------|------------------|
| Talent Attraction | Job Requirements | 2 | 2.0 | 3.0 | 2.5 |
| | Selection Criteria | 2 | | | |
| | Recruitment Process | 2 | | | |
| HR Operations & Technology | HR Policies | 2 | 2.5 | 3.5 | 3.0 |
| | HR Processes | 3 | | | |
| | Employee Data | 3 | | | |
| | HR Analytics and Insights | 2 | | | |
| Strategic Workforce Planning | Organisation and Role Design | 2 | 1.7 | 3.2 | 2.1 |
| | Workforce Projections | 2 | | | |
| | Workforce Plan | 1 | | | |
| Learning & Development | Learning Needs Analysis | 2 | 1.8 | 1.1 | 1.1 |
| | L&D Roadmap | 1 | | | |
| | Training Participation and Effectiveness | 2 | | | |
| | Employee Onboarding | 2 | | | |
| Performance Management | Goal-Setting | 2 | 1.8 | 1.2 | 2.0 |
| | Performance Appraisal Process | 2 | | | |
| | Performance Coaching | 1 | | | |
| | Performance Incentives | 2 | | | |
| Compensation & Benefits | C&B Structure | 1 | 1.7 | 2.0 | 1.6 |
| | Market Benchmarking | 2 | | | |
| | C&B Review | 2 | | | |
| Talent Management & Succession Planning | Mission-Critical Roles and Succession Planning | 1 | 1.0 | 1.0 | 1.0 |
| | Talent Identification Criteria | 1 | | | |
| | Career Pathway | 1 | | | |
| Organisation Culture | Culture Deployment | 1 | 1.0 | 1.1 | 2.8 |
| | Stewardship for Culture Development | 1 | | | |
| Employee Engagement & communications | Employee Engagement | 2 | 2.0 | 2.4 | 2.7 |
| | Employee Communications | 2 | | | |
| | Work Place Experience and Employee Well-Being | 2 | | | |
| Employee Value Proposition | EVP Execution | 1 | 1.5 | 1.6 | 1.7 |
| | EVP Application through Employer Branding | 2 | | | |
| Internationalisation | International Organisation Capability | 2 | 1.5 | 1.2 | 1.7 |
| | International Mobility Policies and Processes | 1 | | | |
| Overall Average Score | | | 1.6 | 1.9 | 2.0 |

About IHRP

The Institute for Human Resource Professionals (IHRP) is the HR professional body, set up by the tripartite partners: the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF).

IHRP has the goal of setting the HR standards of excellence and enabling human capital development in enterprises.

IHRP is the only HR professional body in Singapore authorised to implement the national HR credentials, which is known as the IHRP Certification. Through the IHRP Certification, IHRP aims to enhance the competencies of HR professionals, as well as create developmental and professional pathways for them. This will professionalise and strengthen the HR practice in Singapore, allowing HR professionals to be key enablers in their organisations.

IHRP is the appointed program manager for the national Human Capital Diagnostics Tool (HCDT), a simple-to-administer organisational “health check” that uses a combination of assessor-led evaluations and online surveys to measure human capital maturity. Through HCDT, IHRP supports multiple government agencies reaching out to help organisations in Singapore adopt progressive human capital practices. HCDT provides benchmarked data and insights to help leaders make informed human capital decisions to meet the marketplace and workforce challenges of Industrialisation 4.0.

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