

IMPACT OF COVID-19 AND **DIGITAL TRANSFORMATION** ON EMPLOYEE ENGAGEMENT

*A Singapore Workforce
Engagement Study 2021*

FOREWORD BY EDITOR

The Covid-19 pandemic has been a major disruption to businesses and the lives of individuals, globally. Jobs are affected and economic recovery is uneven across sectors. Locally, some individuals were impacted by retrenchments and salary reductions, whilst opportunities in jobs related to technology and data analytics were in high demand and the war for talent more intense. Front-line service personnel providing essential services, retail and food & beverage also had to adjust to the safe management measures adapt to new tasks, processes and where necessary new skillsets. Some organisations also pivoted successfully and transformed their business models to leverage on digital platforms to survive or thrive. These disruptions inevitably impact employees as they navigate through the changes imposed by regulations and their organisation's practices.

Prior to the Covid-19 pandemic, many organisations were also embarking on their digitalisation and digital transformation journeys; adopting technology to transform their business models as well as to improve efficiencies and be manpower lean. The pandemic accelerated the adoption rates and changed mindsets on the possibilities of operating in a contactless, virtual world. Hence, in this year's study we included questions to measure if helping employees cope with changes and digitalisation had any impact on the employee experience.

Undoubtedly, Covid-19 also accelerated the adoption of technology to facilitate contactless & virtual transactions and communications. Many can easily relate to connecting to their colleagues and customers via Zoom or Teams or other common virtual communications platforms. Working from home became the default for most of us in corporate administrative roles. Many organisations were able to adapt to the work from home requirements and one of the

key topics of discussions this year is the implementation of Hybrid Work moving forward. Anecdotally, we know that Work from Home or working Off-site is in demand especially for those in corporate administrative roles (non operational front-line roles).

A positive mindset change of leaders and employees was observed as many organisations were still able to achieve business outcomes when non-essential services staff were required to work remotely. How this work arrangement will impact work-life harmony will evolve as there have been mixed reactions; from those who enjoy it and continue to want it to those who feel that it results in an "always on" work culture and hence negatively impact their work-life. At the individual level, work-life harmony has been an important key driver for employee engagement and retention as evidenced from our past employee engagement and culture studies and we continue to track whether employees experience work-life harmony in this year's results.

The period of data collection is between August 2020 to April 2021. Hence in this year's survey, we are eager to observe the extent of how these disruptions in 2020/2021 impact employee engagement and retention. As with our previous studies, we seek to understand whether the employee experience differs for employees who work in the local SMEs as compared to those in non-SMEs (i.e. those who work in large enterprises including multi-national organisations or the public sector).

We hope you find the results insightful and contribute to the development of your organisation's human capital strategies.



Jacqueline Gwee
Director
aAdvantage Consulting Group Pte Ltd

CONTENT

- 4 Methodology
- 5 How Engaged is the Singapore Workforce?
- 7 Key Drivers of Employee Engagement: What matters to our people?
- 13 Key Drivers of Retention: How can we encourage our people to stay?
- 15 Key Drivers of Engagement & Retention Overall
- 17 About aAdvantage Consulting
- 17 Notes and References
- 18 How can aAdvantage Partner You in Your Journey?
- 19 Other Research and Insights Studies by aAdvantage Consulting
- 20 Leveraging the Enterprise Development Grant (EDG)
- 21 aAdvantage's Human Resource Transformation Solutions

Methodology

aAdvantage Consulting tracks two indicators of Employee Engagement and Loyalty in its annual Singapore Workforce Engagement Study:



Employee Engagement Index (EEI)

aAdvantage Consulting defines an engaged employee as one who:

Feels proud and happy working for his / her organisation

Experiences a sense of accomplishment in the course of work

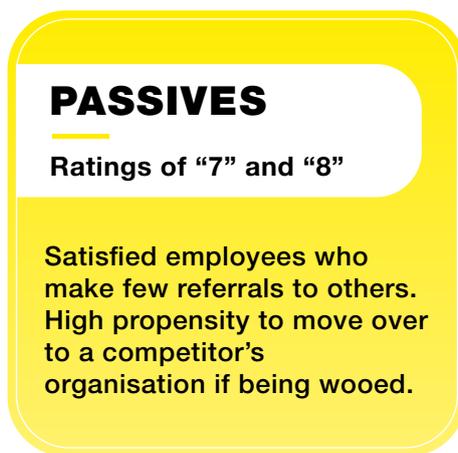
Would recommend the organisation as a good place to work

These outcomes form our Employee Engagement Index.

Employee Net Promoter Score® (eNPS®)

Since 2011, aAdvantage Consulting has been measuring the Employee Net Promoter Score® in its annual Singapore Workforce Engagement Study. The eNPS® measures the likelihood of employees to recommend their organisations as a good place to work.

Respondents were asked “On a scale of 0 to 10, with 0 being not at all and 10 being very likely, how likely would you recommend your company as a good place to work?”



Net Promoter®, Net Promoter Score® and NPS® are trademarks of Satmetrix Systems, Inc., Bain & Company, Inc., and Fred Reichheld.

We hope that measuring and tracking the employee engagement and Employee Net Promoter Score® indices would provide meaningful insights on the efforts and effectiveness of organisations’ policies and practices to attract and retain talent.

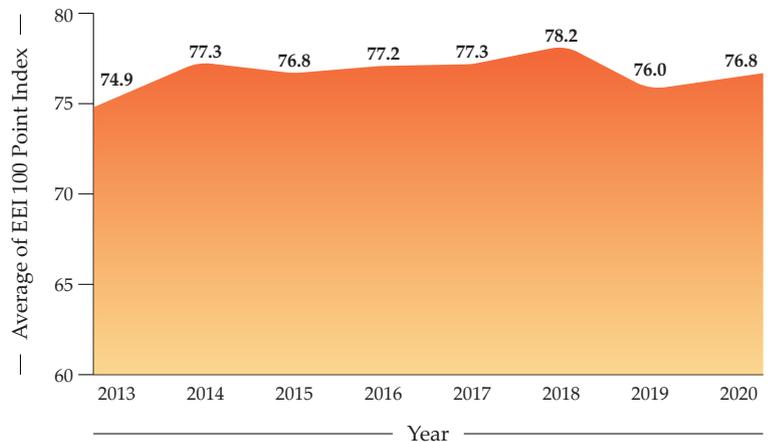
How engaged is the Singapore Workforce?

aAdvantage Singapore Workforce Study 2021 was conducted from August 2020 to April 2021, where 2,016 responses were collected from employees across various industries and demographic groups.

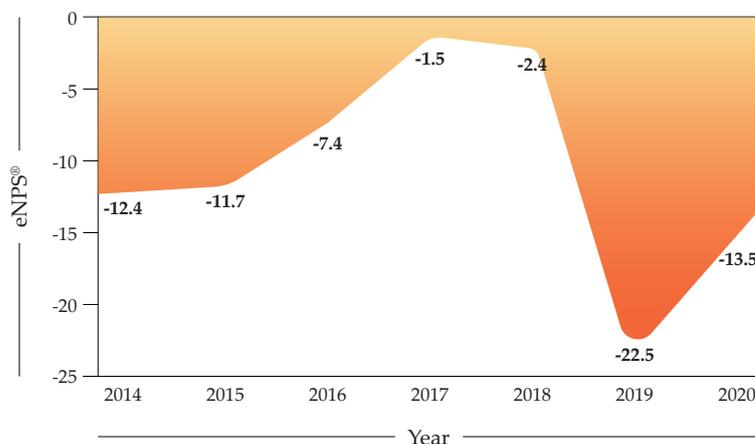
In the past year, the COVID-19 pandemic has greatly affected employees and organisations in Singapore. 66.7% of employees interviewed reported that they experienced incremental to extensive organisational changes in the last year. Changes in the organisation include the introduction of new technology or IT systems, creation of new roles, responsibilities and strategies, as well as adoption of flexible working arrangements.

Employee engagement levels in the Singapore Workforce decreased for the first time in 2019 since 2013. However, employee engagement levels in 2020 inched to 76.8.

Employee Engagement Level Across Years



eNPS® Across Years



eNPS® increased to -13.5 from -22.2 in the previous year. As we examined the data by employees working in SMEs vs non-SMEs, this increase in eNPS® is more evident in non-SMEs. Perhaps during the Covid-19 pandemic period, employers from non-SMEs may have done more for their employees than SMEs to cope with staff well-being issues during the uncertain times.

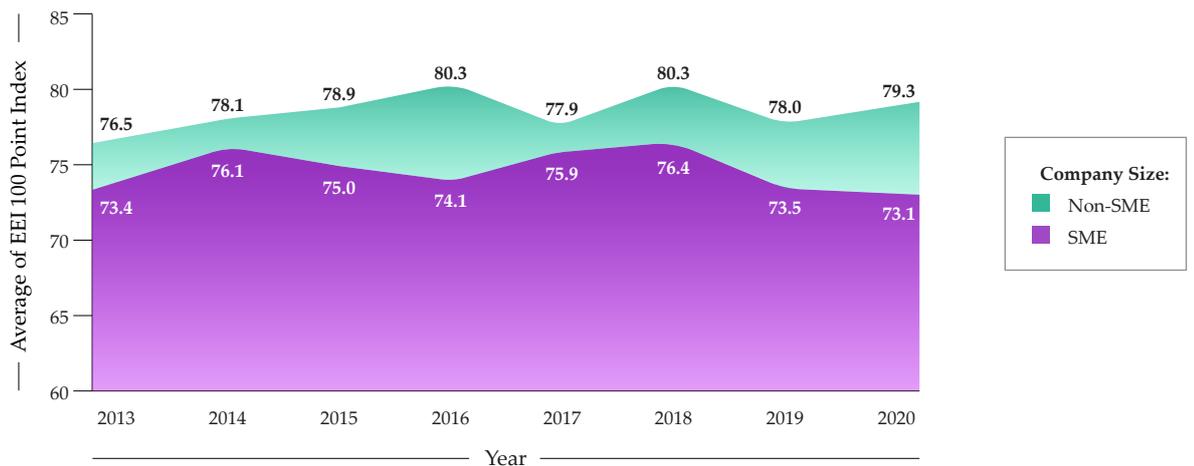
The data presented subsequently may provide some insights on how employers are helping staff cope well during the pandemic. Many SMEs which were directly affected by the pandemic were grappling with bread and butter survival issues.

How engaged are employees in SMEs and Non-SMEs?

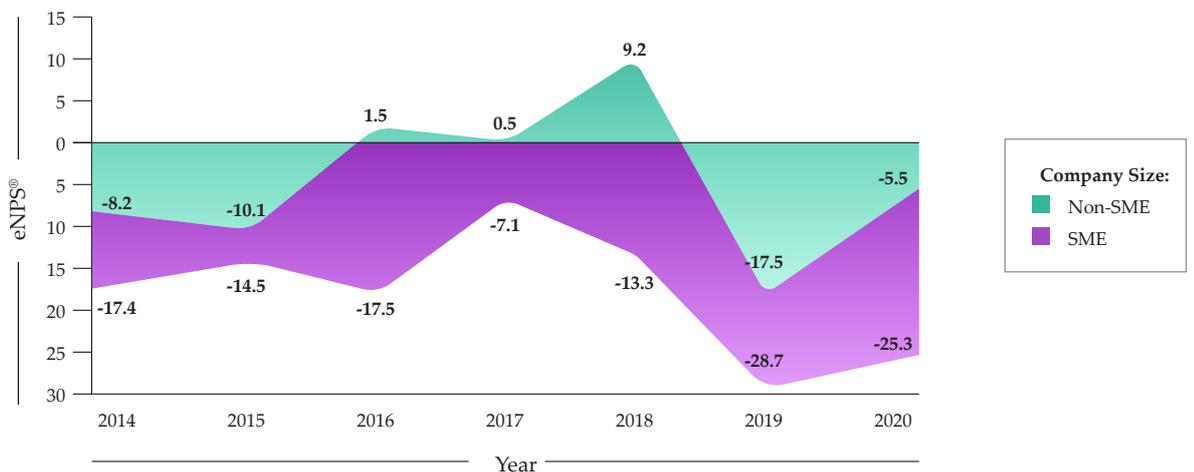
Employees in SMEs have always been significantly less engaged than employees in non-SMEs across the years. From 2020's data, we continue to see that the Employee Engagement Index in SMEs continue to trail behind non-SMEs (73.1 vs 79.3). The Employee Net Promoter Score (which reflects how positive our employees speak of the organisation) shows a similar trend. Between 2019 and 2020, the eNPS® for non-SMEs increased from -17.5 to -5.5 however there was little change in SMEs (-28.7 in 2019, -25.3 in 2020). It seems that non-SME employers may be doing things right to gain more Promoters in their organisations this past year.

The eNPS® for SMEs was -25.3 as compared to -5.5 in non-SMEs. To reverse this trend, there is a need to focus on human capital development and employee engagement to drive business results. However, many SMEs are unaware of where to start how to engage and retain their employees. In our analyses in this paper, we present some key findings that may be relevant for SMEs to address. However, we recognise that every organisation is unique with its unique culture and values system hence, SMEs should also identify and understand what impacts employee engagement and retention in their respective organisations so that they can take proactive steps as part of their human capital strategies.

Employee Engagement Index (EEI) by Year



eNPS® by Years



Key Drivers of Employee Engagement: What matters to our people?

A workforce's level of engagement directly impacts the organisation's performance.

Sustaining employee engagement levels begins with understanding the factors that drive employee engagement for the workforce. Understanding and identifying the success factors of existing employee engagement efforts enables organisations to prioritise and continue such practices. Conversely, being aware of the reasons for low employee engagement empowers organisations to take action and improve engagement levels.

Engaged employees lead to enhanced productivity, as employees are better able to resonate with organisational goals and become more willing to go the extra mile for the organisation.

“

Telecommuting, one of many forms of work-life flexibility, should no longer be viewed as a nice-to-have, optional perk mostly used by working moms. These common stereotypes don't match reality — allowing employees to work remotely is a core business strategy today... We need to de-parent, de-gender, and de-age the perception of the flexible worker.

CALI WILLIAMS YOST
CEO AND FOUNDER
FLEX+STRATEGY GROUP
AND **WORK+LIFE FIT**



Areas Done Well: What keeps our workforce engaged?

2020's results showed that there were a few areas that organisations of all sizes, across all key industries, continued to do relatively well in a few areas which more strongly impacts employee engagement.

● LEADERS

I feel inspired by my leaders.

62.9%

My leaders walk the talk when it comes to the organisation's desired culture and values.

67.2%

Staff are confident of leaders' ability to lead the organisation to success.

69.9%



Role of Leaders to Inspire and Lead the Organisation.

Employees are more engaged when they are inspired by Leaders and confident that they can trust that their Leaders are also to steer the organisation through challenges.

● SUPERVISORS

Staff are clear of their roles and goals to support organisational success.

72.6%

Immediate supervisors constantly motivate and guide staff at work.

68.1%



Role of Supervisors to Guide and Motivate Staff.

Employees relationships with their supervisors strongly impact employee engagement as they play an important role in guiding and motivating staff at work. This includes their role in creating clarity of how their roles contributes to the overall organisational success.

● FAIR & PROGRESSIVE PRACTICES

My organisation adopts fair and progressive Human Resource practices to meet the needs of the diverse workforce.

62.2%

My organisation's performance management system is clear and transparent.

65.9%



Progressive human capital practices to support achievement of the business.

Fair and progressive human capital practices reflects the organisations commitment to people development. A significant aspect of this is perceived fairness in the performance management system.

● CULTURE

Staff's behaviours reflect the organisation's desired culture and values.

70.9%



Culture.

Alignment of the employees' personal values to the organisation's values is an important driver in employee engagement.

Note: All questions on engagement attributes used a 6-point rating scale from strongly disagree to strongly agree.

Percentage of Respondents who Agree & Strongly Agree.

Key Drivers of Engagement for SMEs: What other practices can we adopt to keep our workforce engaged?

As presented earlier, the Employee Engagement Index and Employee Net Promoter Score in SMEs has trailed behind non-SMEs. We analysed the data to understand what are the priority areas that SMEs could focus on to enhance the employee experience and two key themes surfaced:

WORK-LIFE HARMONY



REWARD & RECOGNITION



You can't delegate digital transformation for your company... You and your executives have to own it! Executives need to engage, embrace, and adopt new ways of working with the latest and emerging technologies.

BARRY ROSS
CEO AND CO-FOUNDER
ROSS & ROSS INTERNATIONAL

WORK-LIFE HARMONY

Singapore faces an aging workforce and employers will need to increasingly address the needs of a multi-generational workforce with differing needs; e.g., those with increased care-giving responsibility from young or elderly or ill children, parents or siblings have very different needs of Millennials and Gen Zs who value time for personal interests or development.

In SWES 2020, only 2 in 5 employees in SMEs indicated that they experience work-life harmony in their organisation. Across all organisation sizes, the percentage those who strongly disagreed that they are able to achieve work-life harmony increased from 18.7% to 23.1%. However, the percentage of those who strongly agreed increased from 6.1% to 8.8%, indicating a mixed experience. This could be due to the pandemic situation whereby employees across sectors implemented the mandatory Work from Home for non-essential service staff in a variety of ways. Anecdotally, we observe comments related to increased stress due to the “always on” work culture to those who feel they are more productive at the individual level working from home.



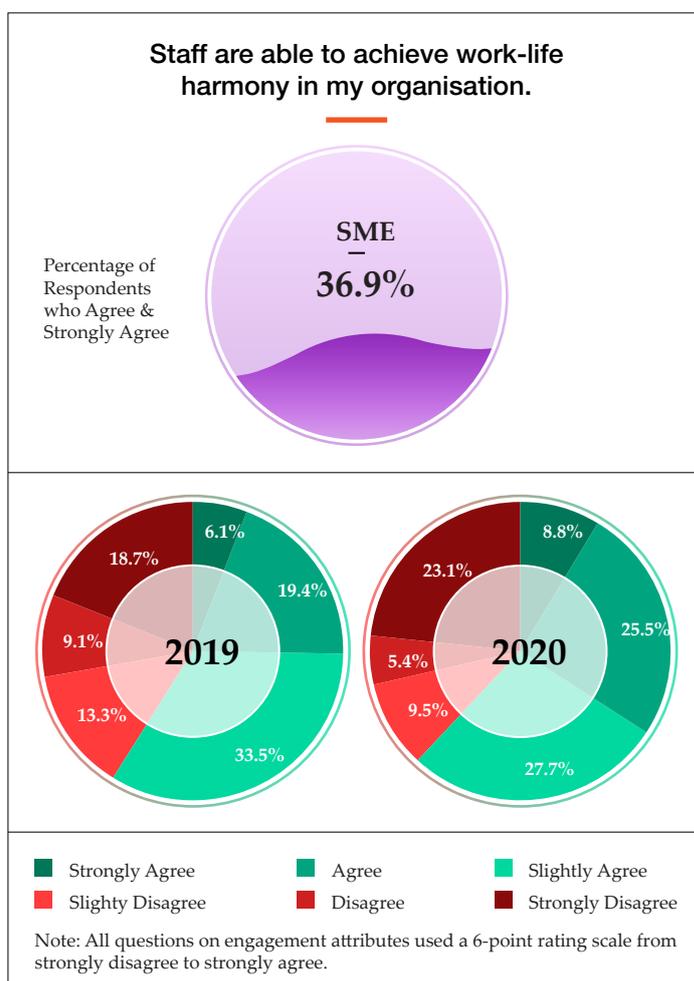
Implementation of Hybrid Work to Support Work-Life Harmony

The Covid-19 pandemic has changed the mindsets of Leaders and employees on how work from home and other flexible work arrangements such as staggered work hours, flexible shift patterns can be implemented effectively. However, clarity of norms and performance expectations had to be addressed with the enablement of technology and enhanced processes.

From interviews we conducted, organisations which have greater success in implementing flexible work arrangements (FWAs), a key success factor is defining clear policies and effectively communicating them to employees across all job levels within organisations and aligning their expectations.

For sustainable implementation of a hybrid work, and as a first step, organisations should craft policies or to create guidelines to create clarity and transparency to ensure inclusiveness of accessibility to hybrid work. The policies should define:

- i) what is the intended purpose of the policy
- ii) types of work arrangements and initiatives to support
- iii) rules of engagement or workplace norms to enable employees and leaders to implement the hybrid work successfully
- iv) usage of tools and enablers to support staff to work in a hybrid mode



REWARD & RECOGNITION

Reward & Recognition Continues to be an Important Key Driver for Employees in SMEs

Only 3 in 10 employees from SMEs indicated that their organisation rewarded and recognised staff for excellence. Similar to previous years, rewards and recognition continues to be a key driver of employee engagement.



What can Organisations Do to Promote a Culture of Recognition and Appreciate

A culture of recognition and appreciation within an organisation begins from its leaders. When it is not a norm in the culture to show appreciation and recognition, there is a need to create collective conscious awareness of these desired behaviours and the systems and processes to facilitate it. For example, having a clear and transparent performance management system and process facilitates positive reinforcement through dialogues and conversations between leaders and employees when goals are achieved. Various forms of employee recognition programmes could also be incorporated within the organisation's performance management framework. Another critical factor in Implementing this desired culture is the ability of leaders to provide feedback and appreciation effectively. Hence, equipping them with the capabilities and competencies to do so is what makes a big difference across organisations.

Dissatisfaction in performance management systems is often caused by the employee's perception that these systems are unfair. Hence, organisations need to review their current performance management processes and employee recognition schemes to ensure that employees feel and experience fairness in the system and they are recognised for their efforts. A common employee perception is that they feel that they should be recognised for the amount of work and effort they put in, i.e. the workload. However, as organisations move towards an outcome-based performance system, there is a need to reconcile this difference and align the rewards to achievement of outcomes.

Performance, Rewards and Recognition in a Hybrid Work Model

In the new norm of Hybrid Work, this shift towards outcome-based performance is certainly the way to go, but there is a need to equip leaders with the knowledge of identifying and setting appropriate outcomes and goals, as well as setting new norms on how to manage, motivate and engage their virtual teams. Skills that will be more crucial includes:

- i) communication and feedback skills
- ii) rapport building
- iii) results-focused
- iv) use of technology to facilitate collaboration across time and locations



Key Drivers of Retention: How can we encourage our people to stay?

Digitalisation is an Important Key Driver for Retention for Employees in SMEs

Due to the COVID-19 pandemic, nearly 75% of organisations in Singapore are accelerating their digitalisation efforts². As the world of work evolves, organisations and employees need to play their part in building capabilities that prepare them for the future.

In this year's results, we found that how employees perceive whether their skills and jobs are relevant to the fast changing environment, impacts retention. Anecdotally, we have observed that the younger employees are especially more concerned with their professional development and career opportunities. This penchant to learn and stay relevant to ensure that it contributes to their career growth has been a factor in driving employees to move from one job to the next quite quickly and driving

resignations. Hence it was not surprising to find that whilst most organisations in Singapore recognise the importance of embarking on digitalisation, our study has revealed that non-SMEs have been doing better in supporting employees to acquire new skills to ensure that their employees' skills and jobs continue to be relevant, as compared to SMEs.

A lower percentage of employees from SMEs than non-SMEs felt that their jobs and skills will remain relevant to meet the future needs of their organisation. Moreover, only 42.9% of employees from SMEs felt that their organisation helped them to adapt to change and acquire new skills as part of automation and digitisation.

Relevance of Individual Jobs & Skills

I feel that my job will still be relevant to meet the future needs of the company.

SME: 73.7%

Non-SME: 83.9%

I feel that my skills will still be relevant to meet the future needs of the company.

SME: 73.6%

Non-SME: 82.9%

Support from Organisation in Acquiring New Skills

My organisation helps staff adapt to changes and acquire new skills, as part of automation and digitisation, to increase productivity.

SME: 42.9%

Non-SME: 63.2%

Note: All questions on engagement attributes used a 6-point rating scale from strongly disagree to strongly agree.

Values above reflect the proportion of respondents who select 'Agree' and 'Strongly Agree' to the respective statements.

Supporting Digital Transformation

Based on the above, it was observed that employees from non-SMEs received more support in adapting to the digitalisation efforts of their organisations. As Singapore moves towards being a SMART nation, it is critical for SMEs to train their staff in fulfilling the SMART nation objectives. Organisations, especially SMEs, will need to define the new competencies and skills required to transform their businesses. Organisations can do so by providing employees with the necessary funding, tools and knowledge for them to adapt to new processes and technologies.

In addition, to stay ahead of the curve in the age of digitalisation and disruption, organisations need to cultivate an agile culture to drive innovation. This can be achieved by fostering a safe environment for employees to share lessons learnt from failure, allowing them to collaborate and brainstorm on ways to improve these cycles of innovation. With an agile culture, employees are more open to taking risks and trying new things, instead of sticking to traditional working methods.

When employees feel that they are supported and possess the necessary skills, they are more empowered to perform in their organisations. At the same time, organisations can reap the rewards from employees who stay long enough to make valuable contributions.

How Organisations Respond to COVID-19 is a Key Driver for Both Engagement & Retention

Another factor that impact employee retention is how employers respond to the Covid-19 pandemic and whether employees perceive that the organisations cares and trust them.

Employees in SMEs were less agreeable that they were able to cope well with changes during the pandemic. Moreover, employees in SMEs were also less agreeable that their organisation takes care of their well-being and that there was a high level of trust within the organisation.

Creating a Positive Working Environment

Organisations may find it more challenging to engage their employees in the midst of the pandemic. This is particularly so for SMEs, where employees may be required to take on different roles and job tasks in response to the pandemic situation. There is a need for Leaders at all levels, to engage their employees to explain and communicate the changes required and at the same time take steps to show care and concern for their well-being. This can be implemented in a variety of ways and it will come down to checking in with them regularly, especially when employees are working remotely. With reduced visibility on employee morale, it is important to provide employees with a platform to share their thoughts on areas which the organisation can improve on. Organisations will then be able to develop plans to improve its engagement and retention strategies.

Creating an Environment of Trust

Working remotely has become the norm for many organisations in Singapore in the past year. With fewer face-to-face interactions between employees, it is imperative for organisations to build an environment of trust amongst all. A culture of trust can be built by leaders focusing on outcome, instead of monitoring employees' working hours. Doing so provides employees with the sense of empowerment and autonomy, resulting in increased productivity.

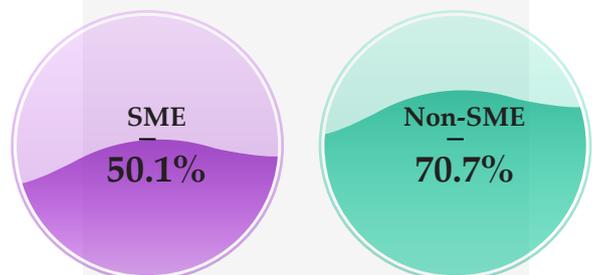
I am able to cope well with the changes in the organisation during the COVID-19 pandemic.



My organisation takes care of my well-being during the COVID-19 pandemic.



During the COVID-19 pandemic, there is a high level of trust in the organisation to achieve our work.



Note: All questions on engagement attributes used a 6-point rating scale from strongly disagree to strongly agree.

Values above reflect the proportion of respondents who select 'Agree' and 'Strongly Agree' to the respective statements.

Key Drivers of Engagement & Retention Overall

Setting a Clear and Strategic Direction is an Important Key Driver for both Engagement & Retention

Setting a clear and strategic direction to address changing business needs was also a key driver for both engagement and retention in general.

Leaders Setting A Clear and Strategic Direction

Although having leaders who are able to set a clear and strategic direction is important, it may be challenging to align the entire organisation with the new direction. To overcome this obstacle, leaders have to effectively communicate the organisation's strategic directions and plans.

However, effective communication not only involves informing employees of all levels within the organisation. Instead, leaders should communicate the purpose of these plans and their impact on various job roles in the organisation. Organisations should also strive to improve communication by establishing and reviewing communication channels or platforms. Furthermore, they should evaluate their effectiveness in promoting openness and transparency. This is especially important during these unprecedented times, where employees are required to work remotely most of the time.



Appreciate everything your associates do for the business. Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They're absolutely free and worth a fortune.

SAM WALTON
FOUNDER OF WAL-MART



“

When digital transformation is done right,
it's like a caterpillar turning into a butterfly,
but when done wrong,
all you have is a very fast caterpillar.

GEORGE WESTERMAN
MIT SLOAN INITIATIVE ON THE
DIGITAL ECONOMY

About aAdvantage Consulting

aAdvantage Consulting is a business consultancy firm that partners organisations in leading their business and organisational transformation from “Vision to Results”. Established in 2002, we are now in our 19th year of operations.

We help our clients turn strategies into business results through our People, Process and Performance solutions. As part of our organisation development and business transformation consulting services, we provide holistic and customised solutions to assist clients achieve lasting change.

We believe that a shared leadership, vision, clear standards, processes and roles, performance management and people development all come together to ensure sustainable change in organisations.

If you would like to discuss these findings, or would like to embark on similar studies for your organisation or industry, please contact:

Jacqueline Gwee

Director

t +65 6853 2658 ext 101 | **f** +65 6468 3686

jacqueline.gwee@advantage-consulting.com

Notes & References

- 1 Tan, S. (2020). Staff engagement in S'pore below global average: Report. Retrieved from The Straits Times: <https://www.straitstimes.com/singapore/manpower/staff-engagement-in-spore-below-global-average-report>
- 2 Yee, Y. W. (2020). Nearly 75% of Singapore firms accelerating digitalisation due to Covid-19. Retrieved from The Straits Times: <https://www.straitstimes.com/singapore/nearly-75-per-cent-of-singapore-firms-are-accelerating-digitalisation-due-to-covid-19>

How can aAdvantage Partner You in Your Journey?

Besides interventions in organisational culture, aAdvantage also offers other business solutions and interventions.

To find out more how aAdvantage can partner you in your organisational journey to success, please contact us at enquiries@advantage-consulting.com.

If you are looking for a knowledge sharing platform to facilitate virtual learning in your organisation, you may wish to consider Enabley.

Short Bite-Size Consulting Solutions

1 Leaders	Fuelling the Leadership Team's Desire to Navigate the Unknown	
2 Staff	Engaging and Motivating Staff to Navigate the Unknown	
3 Customers	Pulse-checking and Leading on Customer Experience	
4 Strategy	Repositioning Your Business to Thrive Tomorrow - Rapid Strategy Re-Alignment	
5 Process	Aligning and Creating Buy-in on Process Review and Documentation	
6 Work-Life	Aligning Work Expectations, Staying Connected, Staying Productive	

Other Research and Insights Studies by aAdvantage Consulting

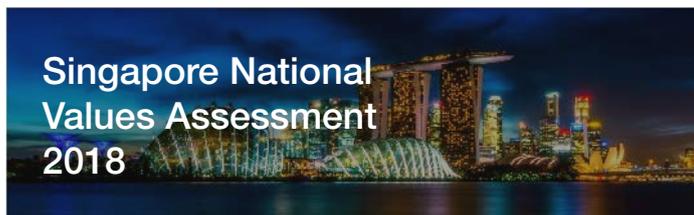
aAdvantage Consulting conducts several benchmarking studies across various areas, including desired workplace culture and employee engagement.



Since 2011, aAdvantage has conducted its **annual workforce engagement survey**. Each year, more than 1,500 employees across industries are interviewed to understand their level of engagement. The study also analyses the key drivers of employee engagement and the importance of work life in the workplace.



This guidebook follows a recent survey on **Workplace Culture** co-sponsored by IHRP and aAdvantage conducted in early 2021. aAdvantage is pleased to share our Point of View on Leading and Managing Culture Development: The “Why, What and How” of Culture.



Every 3 years since 2012, aAdvantage conduct a **National Values Assessment**. Our findings were compared to similar global studies. The study also explored the type of workplace culture desired by employees. Results for 2012, 2015 and 2018 are available for download at the link below.



Periodically, aAdvantage conducts its **Net Promoter Score® (NPS®)** benchmarking study on selected industries. In 2018, we published our NPS® study on selected public sector agencies.



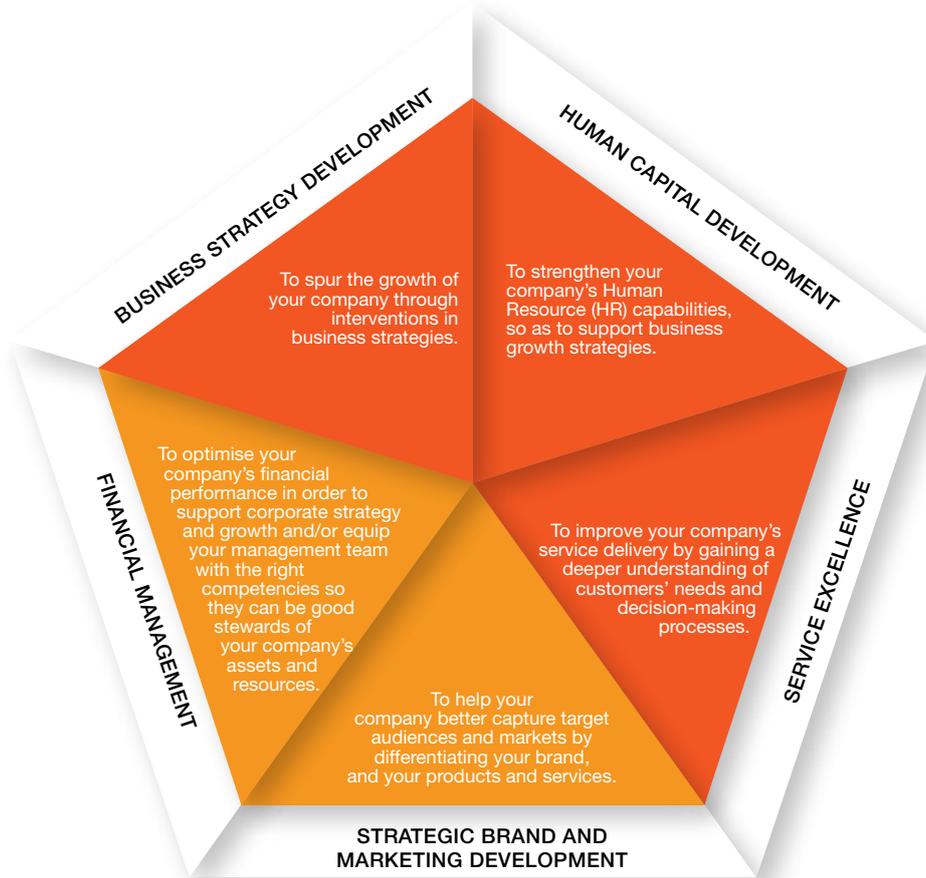
In 2014, aAdvantage partnered with the Institute of Singapore Chartered Accountants (ISCA) to conduct an **industry level employee engagement study**. The study aimed to identify the key drivers of employee engagement so as to address talent retention issues in the accounting sector, particularly in small and medium sized practices.

Resources from these studies are available for download at:
<https://www.aadvantage-consulting.sg/publications>

Leveraging the Enterprise Development Grant (EDG)

The Enterprise Development Grant (EDG) helps Singapore companies grow and transform. This grant supports projects that help you upgrade your business, innovate or venture overseas, under three pillars - 1. Core Capabilities, 2. Innovation and Productivity, 3. Market Access.

aAdvantage can assist in building its core capabilities. Projects under Core Capabilities help businesses prepare for growth and transformation by strengthening their business foundations. These should go beyond basic functions such as sales and accounting. Areas include:



aAdvantage Consulting has experience in working with organisations in these areas:

BUSINESS STRATEGY DEVELOPMENT

Project may address any of these areas:

- **Business Excellence** *
- Corporate growth strategy
- Free Trade Agreement (FTA)
- Intellectual Property (IP) strategy

* **aAdvantage Consulting is able to assist in this area.**

SERVICE EXCELLENCE

Project may address any of these areas:

- Diagnosis and gap analysis of customer needs to improve service levels and drive customer-centric behaviour
- Service innovation, adoption of advanced customer research, analytics and service process redesign to enhance customer experience

HUMAN CAPITAL DEVELOPMENT

Project may address any of these areas:

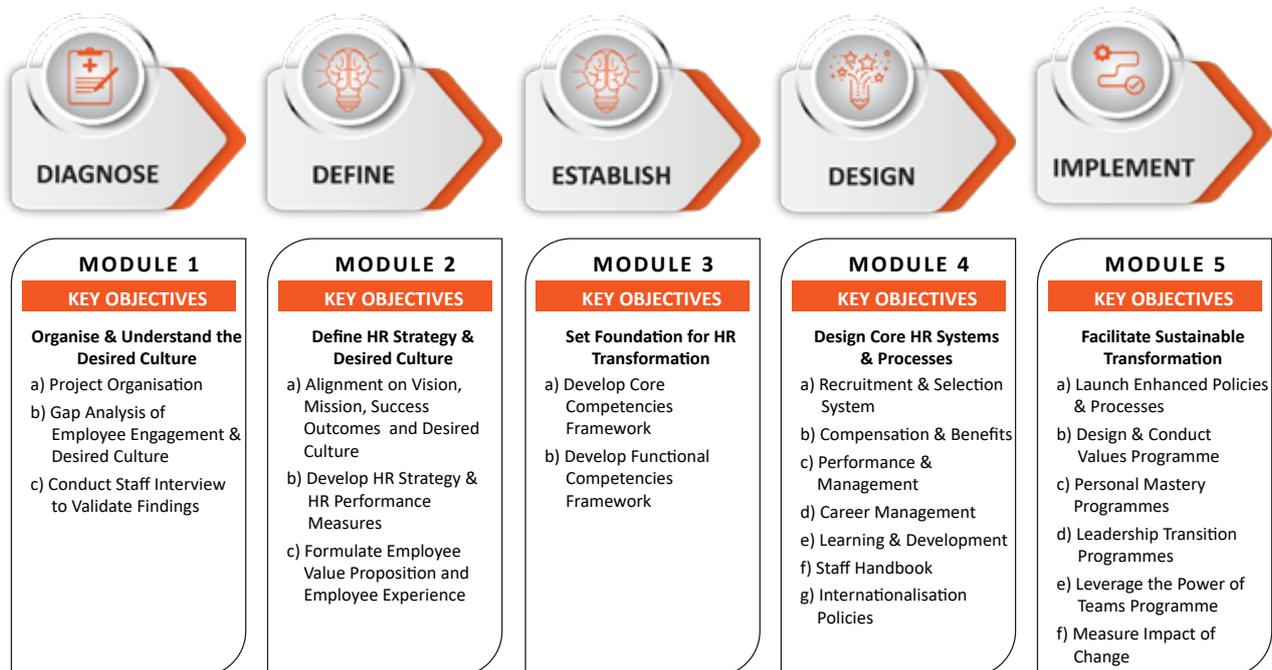
- Compensation & Benefits
- Employee Engagement & Communication
- Employee Value Proposition
- HR Management
- International Mobility
- Job Redesign
- Learning & Development
- Manpower Planning
- Organisation Culture
- Performance Management
- Recruitment & Selection
- Talent Management & Succession Planning

aAdvantage's Human Resource Transformation Solutions

aAdvantage's mission is to partner our clients to achieve impactful implementation & seamless transformation for sustainable growth. To achieve the desired transformation regardless of the context (i.e. business, human capital or service), we believe that attention to culture is critical to deliver sustainable change and transformation across all staff levels. Our consultants possess domain expertise to execute the desired vision to achieve the results.



Over the years, we are increasingly working with Leaders of local enterprises who recognise the importance the human capital and consciously building a culture to execute strategy. We believe that an organisation's Human Capital Strategy must support the Business Strategy. Our overall end-to-end approach to Human Capital Transformation begins with the end in mind to develop structured systems to attract, develop and retain the right talent for the organisation.



aAdvantage Consulting Group Pte Ltd

2 Bukit Merah Central,
#18-03,
Singapore 159835

Tel: +65 6853 2658
Fax: +65 6468 3686
Email: enquiries@advantage-consulting.com

www.advantage-consulting.sg

-  aAdvantage Consulting
-  aAdvantage Consulting Group Pte Ltd
-  [advantageconsulting.sg](https://www.instagram.com/advantageconsulting.sg)

This document contains general information only. aAdvantage Consulting are not, by means of this document, rendering any professional advice or services. This document is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a professional advisor. Whilst every care has been taken in compiling this document, aAdvantage Consulting makes no representations or warranty (expressed or implied) about the accuracy, suitability, reliability or completeness of the information for any purpose. aAdvantage Consulting or its employees accept no liability to any party for any loss, damage or costs howsoever arising, whether directly or indirectly from any action or decision taken (or not taken) as a result of any person relying on or otherwise using this document or arising from any omission from it.

Copyright © 2021 by aAdvantage Consulting. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise, without prior written permission from aAdvantage Consulting.