

ANNEX E – BEYOND 2020: DNA OF PROGRESSIVE EMPLOYERS

The research aims to decode the DNA of progressive employers — the keys to managing the future of work, the workforce, and the workplace. The DNA comprises five building blocks - Collaborative Networks, Employee Voice, Continuous Evolution, Talent Optimisation, and Holistic Care.

The report findings were based on employee survey responses, focus group discussions, interviews with CEOs and senior management, Tripartite Alliance Award submission forms as part of the award assessment, and supplemented by practitioner and academic articles.

Definition of the five building blocks

Collaborative Networks

- Cultivate mutual trust (between the organisation and employees, as well as between employees) and social capital¹ within the organisation.
- Encourage open and transparent communication and facilitate relationships between diverse employee groups, to achieve business goals.

Employee Voice

- Value employees' feedback and leverage multiple platforms for employees to share their views and to surface concerns to top management.
- Provide a safe and secure environment for all employees to express themselves without fear of negative repercussions and take appropriate action on feedback given.

Continuous Evolution

- Embrace change and continually improve their processes, programmes, and practices to achieve superior business outcomes.
- Experiment with new ways of working to improve the status quo and leverage data to track and measure effectiveness.

Talent Optimisation

- Look beyond employees' current capabilities by considering their future potential.
- Leverage employees' strengths and capabilities by investing resources and providing fair opportunities to facilitate skills development to enable employees to reach their full potential and safeguard their employability.

Holistic Care

- Adopt a holistic approach to caring for their employees' well-being.
- Provide adaptive workplace programmes and practices, different career pathways and work arrangements, to better meet employees' career/life stage needs and aspirations for professional/personal success.

¹ *Social Capital refers to the networks of relationships, together with the shared norms and values in the workplace, that enable the organisation to function effectively.*