



To our BE Leaders & Partners

The Engagement Equation:
When People Thrive, Business Flourishes

Your employees don’t just show up to work – they drive the company’s mission and purpose with their actions and dedication. When leaders recognize and prioritize employee satisfaction and engagement with authenticity and care, they create a positive culture that could deliver better business outcomes.



Do you know the
cost of unhappy
employees?

- Reduced **14% to 18%**¹ in productivity at business/work unit level
- Estimated to cost an employer **12%**² of the annual salary of a disengaged employee, with the drop in productivity
- Estimated to cost an employer **96%**³ of the annual salary to replace the employee who have left the company

According to McKinsey’s article “Some employees are destroying value. Others are building it. Do you know the difference?”^[2], it looked into 12 factors that affect employees’ satisfaction and commitment levels. **It was found that companies can capture nearly two-thirds of the loss in value by prioritizing these 6 key factors.**

1

Total Compensation

2

Meaningful Work

3

Workplace Flexibility

4

Career Development and Advancement

5

Reliable and Support People at Work

6

Safe Workplace Environment



- To address this issue,
- Do you have structured HR frameworks and processes in place that’s aligned with your business needs?
 - Are your HR practices well-received by your employees to achieve the intended outcomes?

Kickstart your HR review with HCDT!



¹ Results from the employee engagement meta-analysis as extracted from Gallup’s [article](#), on 14 Jun 2022.

² Computed using the assumed annual cost, disengagement %, attrition rate, and median workforce size. As extracted from McKinsey’s [article](#), on 11 Sep 2023.

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What is Human Capital Diagnostic Tool (HCDT)?

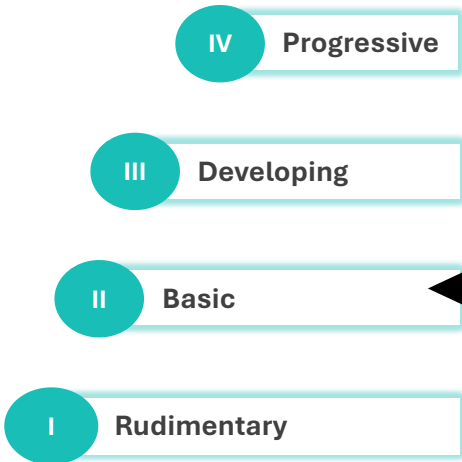
Firms can tap on HCDT to do a 'HR health check', i.e. assess readiness of their HR processes to support business growth. Through HCDT, firms can benchmark themselves against industry standards, develop targeted improvement plans, and track progress in human capital development.



11 HR process areas measured:

- Talent Attraction
- HR Operations & Technology
- Strategic Workforce Planning
- Learning & Development
- Performance Management
- Compensation & Benefits
- Talent Management & Succession Planning
- Employee Engagement & Communication
- Organization Culture
- Employee Value Proposition
- Internationalization

Based on 4-stage maturity model:



Do you know our sector's HR maturity level?

Best performing Builder: **3.60**
Best performing Consultant: **3.30**

As of Feb 2025, BE sector's average HCDT score is 2.10 ('Basic' HR maturity level). With ~25% of the firms moving towards or achieving Stage 3 and 4 HR maturity level.

Hear more from your peers who are positively recommended by their Employees!

The Straits Times Singapore's Best Employers recognizes employers which are positively recommended by employees based on an independent employee survey. More than 14,000 employees were surveyed on 2,000 employers in 27 industries. The 250 awarded employers are ranked above average and constitute the best 11% of firms in the list.



Kimly's Key Strategy: Employee-centric culture, innovative career development strategies, and culture of engagement and growth

- Over **95% new hires reported satisfaction** within first three months, crediting the onboarding experience, buddy system, and mentorship
- Positive feedback from clients on **staff skills, work quality and professionalism has increased from 81% to 88%** over past two years



KONE's Key Strategy: Strong emphasis on employee journey from onboarding to leadership development

- Employee engagement scores have **risen by over 20 percentage points** in the past decade
- **Average tenure at eight years**, with over **30% employees having been with the company for over a decade**

Resource and Feedback