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# Human Capability Exchange 2025

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April 23 – 24, 2025



# HR's Value Proposition in a Tech-Enabled World

with Peck Kem Low, CHRO & Advisor of  
Singapore Public Service Division

# Session Speakers



**Peck Kem Low**

CHRO & Advisor

Singapore Public Service Division



**Darryl Wee**

Managing Director

RBL Asia

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# Human Capability Exchange 2025:

## HR's Value Proposition in a Tech-Enabled World

**Ms Low Peck Kem**

President

SHRI Singapore Human Resources Institute

Vice President

World Federation of People Management Association

CHRO & Advisor (Workforce Development) Singapore Public Service



PEOPLE • PURPOSE • POSSIBILITIES



# About me

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Sectors

Across Public,  
Private and  
NGO Sectors

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Organisations



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Roles

From Engineering to  
HR Leadership Roles



**PUBLIC  
SERVICE  
DIVISION**

**PRIME  
MINISTER'S  
OFFICE**

Advances the standing  
of the HR and People  
Management  
profession within the  
region

Provides leadership  
and professionalises  
HR in the Singapore  
Public Service



# Myth, Fear, Reality, Opportunity?

**“AI will replace and make human workers obsolete. Low-skilled jobs will be disrupted.”**

*While 85 million jobs are expected to be displaced, the Technology and AI revolution will create 97 million new jobs. (World Economic Forum). Gen AI will impact all jobs across all levels, even professional and knowledge workers.*

**“AI decisions are always better than Human ones.”**

*AI can perpetuate existing biases. Human judgment remains crucial. Best results come from human-AI collaboration.*

# Evolution of HR in the Digital Era



## The Next Lap: Future Direction

Hyper-personalised  
employee experience

Predictive HR

AI-augmented decision  
making

Human-centered  
design

Real-time workforce  
analytics and insights

## Today's Transformation

Shift from personnel to people and  
culture, people experience

HR as strategic  
partner

Normalise data-driven  
decision making

Integration of AI and  
analytics in HR Processes

High Tech, yet High Touch

## Yesterday

60-70% of time on  
administrative tasks

Limited strategic inputs  
into business

Focus on personnel  
management and  
compliance

One-size-fits all policies  
and processes

Basic Technology

# Technology and AI as enabler for HR

Shift in HR roles and WoW (ways of working)

**SHIFT: HR focuses on business workforce challenges, hiring needs and building relationships with potential candidates**

e.g. AI helps in job posting optimization, screening, market intelligence, candidate engagement.

**SHIFT: HR focuses on understanding business, strategic problem solving and building relationships.**

e.g. Personalised virtual HR/digital bots, automated/streamlined HR processes

**SHIFT: HR anticipates business and workforce challenges, supports the business leaders in enhanced decision-making and workforce transformation**

e.g. AI enhanced demand workforce forecasting/predictive modelling



**SHIFT: L&D practitioners shift from designing content and programmes to designing learning ecosystems that are responsive and ever-changing.**

e.g. AI provides personalized learning recommendations. Virtual reality and Augmented reality (VR/AR) for learning



# ...so that HR creates more value for our stakeholders



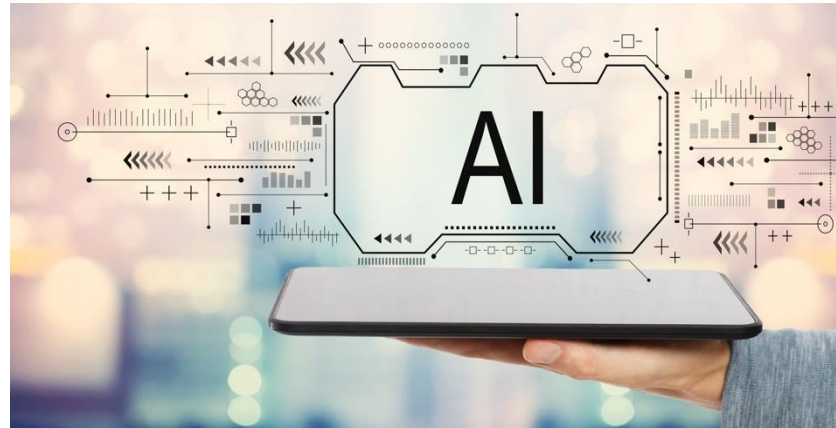
## Empowered Leaders

E.g. Data-driven HR insights for enhanced decision-making



## Happy & Engaged Employees

E.g. Enhanced employee experience, personalised development pathways, seamless HR services



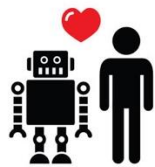
## Thriving Organisations

E.g. Improved productivity, better talent outcomes, stronger and more enduring organisation culture

# Building Tomorrow's HR Today

“Success Formula”

**Human Wisdom + Digital Power + Innovation Culture + Ethical Practice**  
= Technology and AI Enabled, Future-Ready HR



**Human-AI  
Integration  
Strategy**



**Digital &  
Innovation  
Culture  
Transformation**



**Upskilling &  
Reskilling**



**Ethical use of  
AI & Data**

# The Ultimate Questions We Ask Ourselves

As HR practitioners, how have we value added to

- 
- 1. Our businesses and organisations**
  - 2. Our employees, customers and stakeholders**
  - 3. The HR Profession and the community we operate in**



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# Get in Touch

Questions about the presentation?  
Reach out and we'll get your questions answered.

 [www.rbl.net](http://www.rbl.net)

 [rblmail@rbl.net](mailto:rblmail@rbl.net)