INTEGRATED PEOPLE STRATEGY

DECEMBER, 2021

DNDi
Drugs for Neglected Diseases *initiative*

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1. EXECUTIVE SUMMARY

What and why?

The Integrated People Strategy is a vision document that **guides DND*i* on how to value its most important resources: its people.** DND*i*'s recently refreshed **No. 1 value is to be 'People-Centric',** indicating the organization needs to focus on its people. The three other values also highlight how DND*i* should refocus on its people: by innovating, applying strong ethical standards, and not being afraid to change the status quo. **Deliberate approaches to enhance staff experience, motivation, retention, education, and development is a strategic lever that will enable delivery of DND*i*'s strategic plan, mission, and vision.**

Our Values

People-centred   **Integrity**   **Innovation**   **Courage**

What does it need to do?

The Integrated People Strategy needs to respond to: DND*i*'s approach in adapting to its **external environment, to organization needs, and to employee needs.** It covers the **period 2020-2026,** however it could be extended to 2028 if it is still relevant and responding to our needs, overlapping much of the 2021-2028 Strategic Plan.

More on the Strategic plan: **dndi.org/strategy**
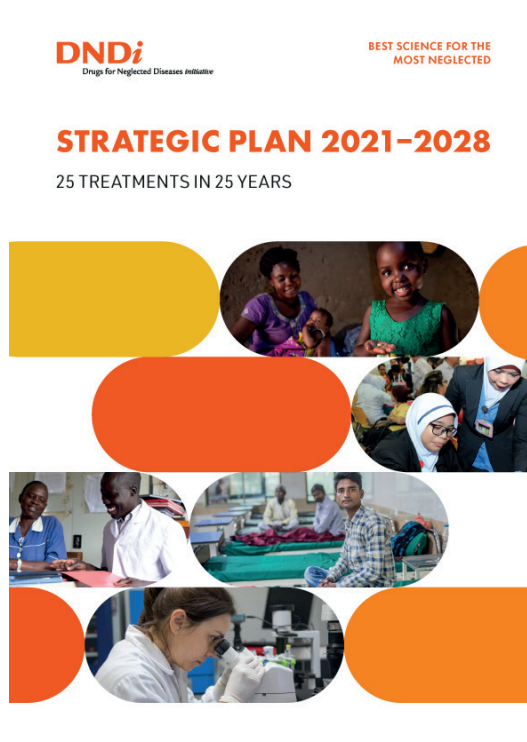
Who are the stakeholders?

The success of the strategy depends on many internal and external stakeholders, notably DND*i*'s managers, the Global Personnel Commission, Internal Communication function, ITS Services, and the Ombudspersons, and will require the strong support of DND*i*'s Extended Executive team. The Human Resources (HR) function itself can in some instances be a driver, a partner, or a catalyst, and offer support, however **the whole organization must embrace the strategy to achieve the desired impact.**

What are the desired impacts and outcomes?

The desired impact of the Integrated People Strategy is to ensure that **DND*i* employees are engaged, skilled, and resourced** so they have **full satisfaction at work.** In turn, this will ensure that DND*i* retains its unique position as employer. This strategy will contribute to **DND*i* being seen as a great place to work** (both for scientific and non-scientific employees) and as an **ethical employer that delivers on its core values.** Moreover, through implementing this strategy, DND*i* will be able to **retain and attract new talent** and, most importantly, **improve its overall productivity and strengthen its reputation.**

2. DND*i*'s PHILOSOPHY AND MODEL UNDERPINNING THE PEOPLE STRATEGY

DND*i* has been a stronghold of ethics and values. It was created to address a primary injustice in this world, whereby millions of people die around the world every year from lack of treatment, in great part because profit-driven research and development (R&D) does little for diseases of the poor and the marginalized. In brief, treatments, vaccines, and diagnostics are usually developed in – and for – the Global North and remain inaccessible in low resource settings or, at best, only trickle-down decades later, failing to prevent decades of excess morbidity and mortality as well as deep cycles of poverty.

In **putting patients in low-resource settings at the centre of innovation,** in challenging the status quo and tapping expertise among endemic countries' scientists and clinicians alongside industry and academic partners worldwide, and in supporting a progressive agenda for a more effective and equitable pharmaceutical research and development system, **DND*i* has been a pioneer,** and its non-profit model one of the first of its kind at the time.

A doctor's dream: A pill for sleeping sickness

View the film

This ambition was shaped by **DND*i*'s founding partners** on four continents including DND*i*'s founding Executive Director, Bernard Pécoul, accompanied by committed and diverse staff members. Their collective effort, humility, integrity, passion, and commitment made DND*i* what it is today: a **global organization with 300 staff in nine locations, a track record of achievements** with eight new treatments developed for five neglected diseases as of 2020, and a rich pipeline to sustain this performance in the future.

DNDi: 15 years of putting patients before profits

View the film

DND*i* remains committed to act as one organization while nurturing and enrolling leading experts and champions around the world. We operate **with a unique common culture,** grounded in our common aspiration, and enriched by the **diversity** of our staff. Indeed, our teams gather an exceptional **mix of expertise** and embrace our cultural, racial, gender, and other differences. Our culture is also rich and complex as it cuts across science and advocacy worlds, yet neither science nor advocacy alone define us. All contributors to DND*i* are invited to **learn from each other** and to **nurture each other's perspectives**, to preserve and enhance this rich cultural balance.

OUR AIM: TO DEVELOP 25 NEW TREATMENTS IN OUR FIRST 25 YEARS

We innovate to save lives

We develop urgently needed treatments for neglected patients and work to ensure they're affordable, available, and adapted to the communities who need them.

We foster sustainable solutions

We work hand-in-hand with partners in low- and middle-income countries to power our progress and strengthen innovation ecosystems that put people's needs first

We advocate for change

We speak out for policy change to enable more effective and equitable R&D and access to the fruits of science for all people in need, no matter their income or where they live.

3. THE CHANGING HUMAN RESOURCES MANAGEMENT LANDSCAPE

The nature of work and the workforce is changing rapidly, and DND*i* must be prepared to adapt to this new reality. According to the 2019 Deloitte Human Capital Trends report, organizations will need to adjust to a multitude of **different working arrangements that allow more flexibility** in employment. Artificial Intelligence (AI) and new technologies will impact jobs and new skill requirements, with increased **digitalization in the workplace.** For example, digital team collaboration tools, online appraisal tools, or, in the future, online portals where employees can access all their information, will in time replace paper processes with digital workflows.

Digitalization requires management if it is to be adapted to organizational needs; it may have adverse effects if it is not implemented carefully (the 'dehumanization of work' or 'intrusive surveillance systems' are examples of negative impacts). The Mercer 2020 Global Talent Trends report acknowledges the **COVID-19 pandemic as bringing more uncertainty** and acting as a disruptor. The report shares an interesting fact about the impact on **employee health and wellbeing** due to a **high-paced and volatile work environment:** of the population surveyed, 2 out of 3 employees felt the risk of burnout, even before the pandemic. The report mentioned that the pace of work is increasing with excessive work pressure and busy work schedules becoming more frequent.

The **globalization of the talent market and increased competition** will provide opportunities but also challenges for DND*i*. The **arrival of new generations** – such as the GenZs – in the working environment, while millennials move into middle management, will require variable or customized engagement strategies to respond to the different stages of career and mindsets of each generation. The over-55 population will be well represented in the workforce, leading to work environments in which four generations will need to work together, and organizations will therefore need to accommodate very different needs. These trends demand that organizations be agents of change in the human resources space. But how? According to the Mercer 2020 Global Talent Trends report: **'empathy sits at the heart of the new mandate ...** organizations will succeed by taking a holistic view of employees' health, wealth, and careers and by energizing the employee experience.'

4. ORGANIZATIONAL NEEDS

DND*i* is entering a stage of steady consolidation, and growth and leadership should start to concentrate in the regions. This maturation should not hinder the organization's natural flexibility to take on new opportunities, increase its virtual footprint and flexible working patterns, and accommodate a wide range of contractual arrangements. However, these changes will be in a context of continuous alignment as DND*i*'s future continues to be as one organization with one strategy, one portfolio, and one team.

In the coming years, DND*i* will **prioritize growth of staff and leadership in its regional offices**, and devise a **comprehensive approach to develop skills and competencies across the organization.** Meanwhile DND*i* will seek to **increase its efficiency and productivity,** maintain its innovative and agile edge, and **implement new ways of working** to achieve its goals while properly calibrating its headcount.

Our 'new ways of working' signify our ability to manage an agile project team organization in parallel to the matrixed hierarchical structures. This will require a different way to function as one team: an organizational culture that is inclusive, overcoming the boundaries of departments and geographies. Effective teams require group cohesion, collaboration, and actively engaged members. This change will require a digital solution for human resources management that is flexible and adaptable, that relies on employees, managers, and HR inputting information, and an HR team that is trained and skilled to manage these changes.

Talent and **leadership** will remain key to respond to the future needs of the organization; thus, effective approaches to **nurture diversity, equity and inclusion** as well as excellence in **talent management** will be essential building blocks. The focus will be on applying strategies customized to regions with different cultures and talent pools. A unique Integrated People Strategy and **coherent and integrated organizational matrix** will be needed to **treat employees across the organization equitably.**

5. EMPLOYEES' NEEDS

Recent employee surveys show that **DND*i* staff share a strong sense of purpose,** and that the majority are very committed to DND*i*, feeling **respected and recognized.** There have been a lot of improvements since 2014, representing a good foundation for further progress to meet the needs of DND*i* staff.

Periodic employee surveys as well as the support of the Global Personnel Commission and the Ombudspersons have informed the development of this initial People Strategy and will inform its evolution and further iterations. DND*i* will continue to be attentive to disaggregating data, and not only by geography, gender, and grading level but also by generation so we can respond to needs of all four generations.

In this first iteration, several areas have been identified as priorities: **employee health, workload, performance management** (particularly related to the system of reward for good, or management of poor performance), **career development opportunities,** and, to a lesser extent but still importantly, **compensation and benefits.** The **COVID 19 Employee Survey (2020)** provided additional input on the benefits of **flexible working arrangements** and the need to manage **workload** and be attentive to **staff wellbeing,** while any long-term effects of the pandemic on the workplace are yet to be identified.

The following other staff preoccupations were foremost in mind in developing this strategy: **preventing work overload and burnout in a highly committed workforce; preventing conflict** and coaching **leaders to make effective decisions; revising the decision-making process** to empower or motivate staff; addressing **perceptions of gender and power inequality;** and **enhancing talent retention.** Two recent developments have revealed further employee needs now integrated into this strategy:

First, since February 2020, **COVID-19** has created an unprecedented situation. The survey results have provided some strong input in the areas of work flexibility and wellbeing. It has also underlined the need to support staff in their general wellbeing and specifically address **stress and anxiety.**

Second, the Black Lives Matter movement has provoked strong and meaningful discussions on the importance of DND*i* supporting efforts to **address structural racism** as well as exploring ways to nurture these reflections and, where necessary, drive required action. This is supported by an internal **Diversity, Equity, and Inclusion staff working group** with active participation and guidance from the Extended Executive Team.

6. THE INTEGRATED PEOPLE STRATEGY ELEMENTS

EMPLOYEE
EXPERIENCE

TALENT, LEARNING, AND THE
FUTURE OF WORK SKILLS

TOTAL REWARDS &
FAIR COMPENSATION

DIVERSITY, EQUITY
AND INCLUSION

STAFF HEALTH &
WORK FLEXIBILITY

HR FUNCTION AND
DIGITALIZATION

The Integrated People Strategy Elements are interconnected – one element cannot be isolated from the others – to encourage establishment of synergies.

6.1 Staff Health and Work Flexibility

Staff health and wellbeing is of great importance to DND*i*'s workforce, given their current workload. Wellbeing at work is becoming a key driver for retaining staff, enabling DND*i* to leverage the workforce's collective expertise and skillsets. DND*i* will continue its commitment to make health, wellbeing, and work flexibility a priority given the feedback from the surveys and the Ombudsperson report.

To be successful in this endeavour, **DND*i* needs to create a culture of caring and to uphold our Code of Conduct.** This will require an enforcement of mindset to be sensitive to employees' need for wellbeing and, consequently, their health. Tangible objectives for management could include ensuring **adequate staffing of teams and allocation of sufficient resources,** and **ensuring proper planning** is in place to anticipate important upcoming milestones. For its part, HR could help by hiring new staff/consultants in peak periods of activity; introducing **resiliency, stress management, and conflict management training; launching motivational and employee assistance programmes** as well as team building events; and supporting the **Wellness DND*i* group** in its activities. From an analytics point of view, **regular surveys on wellbeing factors and predictive health assessment** would help us **better understand stress levels and prevent employee burnout.**

Work flexibility is defined as allowing staff to work from home (or other locations), on different schedules, or to have a part-time contract. Work flexibility is known to **increase productivity** and is particularly valued by employees who are planning or **close to retirement,** who have **parenting** or **caring responsibilities,** or who engage in other activities for their wellbeing. Work flexibility also allows **shielding of vulnerable persons** during a pandemic. HR would need to define such solutions for each office location. Managers would need training on how best to **redesign jobs** and enable productivity **under flexible working conditions, in particular for part-timers.** The ability to re-locate (or work mobility) contributes to an employee's development, illustrating the synergy between the People Strategy elements (in this case between Staff Health, Work Flexibility, Talent, Skills, Learning, and Employee Experience).

It is equally important that managers and staff are encouraged and trained to take proper breaks and disconnect, otherwise flexible working can easily intrude on private life.

6.2 Total Rewards and Fair Compensation

DND*i* has a well-defined methodology for benchmarking compensation and benefits against the current market. This includes a regular process (every three to four years) of revision for each office and salary grade. However, these measures are focused on the base salary, with little variability. Given that DND*i* will soon be employing four generations (baby boomers, GenX, GenY or millennials, and GenZ), all with very different needs when it comes to benefits and rewards, it will need to **monitor variable pay carefully, aiming, wherever legally possible, to offer a range of benefit options for employees (Total Rewards).** This will require a reliable digital employee benefit system to manage individual choices.

6.3 Employee Experience

A focus on employee experience means proactively designing and embedding a **positive and energizing experience throughout the employee life cycle.** This is achieved by identifying **key touchpoints along an employee's** career life cycle and improving them so that employees are satisfied and positive about DNDi as an organization. The experience would need to be **empathetic and efficient,** focused on delineating how employees think and feel during every touchpoint of their journey through the organization. As examples of key touchpoints, HR would need to review and **optimize recruitment, onboard experience, salary progression, promotion and changes in role,** secondments (internal or external) and mobility, and ensure they provide a positive experience for employees.

One touchpoint is the **management of performance**. Survey results and individual discussions emphasize the need for a full reform of how DND*i* manages performance. A second touchpoint is the need to **enhance recognition and reward for good performance,** which has synergies with both the Total Reward, and diversity, equity and inclusion elements.

HR will work with managers to help them design motivating and energizing roles. It will also offer an employee portal that is user-friendly, enables rapid and efficient administrative processing of all their needs, and gives employees access to relevant information concerning them and their teams.
Aside from improving employee life-cycle practices and offering the best tools to work with, DNDi as a matrixed organization needs to do even more to leverage the employee experience. **Reinforcing a culture of collaboration** and maintaining a work environment with **leaders who are transparent** and who value teamwork – where employees can have meaningful connections and **communicate openly and honestly** –are equally important factors in improving employee experience.

6.4 Talent, Learning, and the Future of Work Skills

DND*i* needs to enhance the **connection between talent management, learning, and skills development to promote a culture of learning and growth.**

Skills development: Identifying **DND*i*'s future skills needs, and assessing the level of these skills,** in an organized and systematic manner has not yet been done at DND*i*, despite its many benefits. The process will start with the India Office Pilot, followed by a review of how to conduct a full organizational exercise. This will help DND*i* understand what skills should be enhanced or developed for employees, while employees will have the benefit of the organization supporting them in their development. Skills are defined as either 'technical' or 'soft' (and, importantly, leadership skills). From interviews with senior leaders in the organization, many technical and soft skills were cited, including: pharmaco-economics and market analysis to support access strategies; statistics; epidemiology; project management; artificial intelligence and new digital technologies; pharmacokinetic/pharmacodynamic modelling (PKPD); chemistry, manufacturing and controls (CMC); medical affairs; political skills and influencing; representation with external stakeholders; partnership management; and leadership. There is much focus on technical skills, however soft skills are equally important. DND*i*'s 2021-2028 Strategic Plan outlines that the organization's needs in terms of soft skills include **matrix organization collaboration, working in a multicultural organization, constructive and collaborative decision-making**, and the basics such as **global team management.**

Digital solutions and analytics managed by HR play a key role in ensuring the success of this trio of talent management, learning, and skills development. First, starting from the basics – knowing the talent ecosystem, who we have and where – is important and requires a digital solution that maps talent and registers the competencies and skills of employees together with their development plans. A digital job and assignment platform would encourage teams and individuals to match needs and offers and encourage internal mobility. Such data could prove useful for generating mobility and turnover analytics and, eventually, predict turnover of highly qualified staff. Furthermore, such data could be crossed with other demographic information, such as gender and duration of tenure, which would allow DND*i* to better manage and harness its talent.

Talent management: People are at the heart of DND*i*'s success and business model and are its greatest asset. The health of DND*i*'s talent pipeline is dependent not only on recruiting external talent but also having a **robust talent management** system that accompanies motivated and qualified employees. The existence of a strong talent management system relies on both leadership and management being drivers and committing to managing and developing people as their priority.

As a core requirement, a talent management system will contribute to smoother succession planning for key roles while identifying potential gaps or competencies at risk. The scope of a talent management system is the management of internal careers by preparing **development plans, adapting job descriptions,** and **understanding employees' potentials and motivations while engaging in regular feedback.** A talent management system also entails a broader organizational approach, with HR supporting employees to prepare for **re-skilling, plan for retirement, and proposing new roles if job specifications change significantly.** Having a **robust internal virtual mobility approach** is a third element that not only removes barriers to employees participating effectively in locations where structures are traditionally hierarchical (subject to national labour law parameters), but also supports staff in mid-career moves.

For talent management to be effective, employees need to be **encouraged to learn, to develop their skillset, and envisage internal progression.** Offering courses alone, although important, will not be enough; employees need **challenging work assignments and time to learn.** Some employees have commented that, much as they would like to learn, they do not have the time. Managers need to take responsibility for this as a core objective and encourage employees in this domain. The **70/20/10 framework** will continue to be used by managers and employees and will become mandatory. Individuals with skills will be encouraged to train others internally and share their knowledge.

6.5 Diversity, Equity and Inclusion

As a global organization with offices and partners in many countries and seeking talent from a variety of areas of expertise and settings, DND*i* recognizes that a **diverse workforce makes an essential contribution to the success of its programmes and its mission, vision, and values.**

Following on from the introductory chapter on DND*i*'s model, history, culture, and philosophy, it is clear that Diversity, Equity and Inclusion is at the core of DND*i*'s ethos. Employees identify themselves as champions of **Diversity, Equity and Inclusion**, while the organization is encouraged to further broaden its efforts in actively promoting a diverse and inclusive spirit. This element of the People Strategy addresses the aspects of **Diversity, Equity and Inclusion** that concern DND*i*'s employees as individuals, within our working environment, and does not attempt to describe the full **Diversity, Equity and Inclusion** approach for DND*i*, which has important additional political, programmatic, and reputational elements.

As a start, in **2017, DND*i* staff adopted an equal opportunity statement,** which takes all reasonable steps to ensure that individuals are treated equally and fairly and that decisions on recruitment, selection, training, conditions of work, promotion, career management, termination, and every other aspect of employment are based solely on objective and job-related criteria.

In 2018 the foundations were laid for adoption of DND*i*'s 'protected characteristics', which ensure that employees are not harassed or discriminated against at work because of age, civil partnership, disability, ethnicity, gender, gender reassignment, health condition (physical/mental), maternity/ paternity, mental capacity, mother tongue, nationality, origin, physical appearance, political affiliation, pregnancy, religion, sexual orientation, or social class **(Protected Characteristics)**.

DND*i* appointed in 2018 two independent, neutral, impartial, and external persons as Ombudspersons. Their role is to contribute to the creation of a respectful and harmonious workplace environment by facilitating good communications, understanding, and trust both within the organization and with third parties.

In 2019 DND*i* put in place a Safeguarding Framework with a mechanism for addressing complaints and an online whistleblowing platform – **DND*i* Integrity Line** – to receive complaints anonymously. We have been encouraging employees to voice their concerns with our assurance that they will be addressed in a timely manner.

In 2019, DND*i* has formed a Diversity, equity and inclusion Working Group, which has been defining DND*i*'s position and proposing policy changes and measures.

Furthermore, in **2018 and 2019, to increase awareness on topics such as discrimination and power abuse,** mandatory workshops were held in all locations. In 2020 we started designing workshops on unconscious bias; these will be scheduled once pandemic restrictions have relaxed. We have also done much work on gender equity to ensure equal opportunities for women and men, in terms of aligning compensation, ensuring equitable access to training and to promotion, and removing biases in recruitment practices, etc. **An annual Diversity, Equity and Inclusion report is now published with statistics shared with all staff and the Board.** In its 2019 report, **Global Health 50/50** was 'pleased to **recognise DND*i*** as one of the organizations that made significant improvements across a range of domains'.

Nevertheless, there is much more work to be done. More recently, DND*i* leadership engaged in a healthy discussion on **systemic racism.** We also received requests from staff to be more active on this topic by **raising awareness, promoting discussion,** and reviewing how DND*i* might **contribute more to a worldwide effort to address this type of complex and deeply rooted discrimination.** Managers, employees, leadership, and HR need to recognize that not taking any action will negatively affect employee motivation and productivity. Indeed, inaction will not only present DND*i* in a bad light but may also undo the positive results the People Strategy aims to make as well as gains made elsewhere.

The DND*i* **Diversity, Equity, and Inclusion** working group, and the Extended Executive Team have committed to continue work in this area and adopt best practices from best-in-class institutions. Examples of actions DND*i* could take include: **raising awareness; leaders championing** the subject; developing **awareness of unconscious bias;** making sure our **policies, guidelines, and digitalized framework (HRIS) ensure zero discrimination;** while ensuring compliance with GDPR (General Data Protection Regulation 2016/679) regarding employee information data.

In the coming years, DND*i* will continue the journey started in previous years and build upon the steps mentioned above to sensitize and reinforce the culture of responsibility on these topics at each level. It will do so by focusing, strengthening, and making reporting more comprehensive, while maintaining the fragile equilibrium of diversity and equity that defines our culture.

Focus

With specific investments, we will continue to address five areas of specific focus: **i) native language discrimination, ii) structural racism, iii) gender equity, iv) disability, v) sexual orientation and vi) recognizing that intersectionality identifies the advantages and disadvantages felt by people due to a of factors.** Through the Integrated People Strategy, DND*i* will introduce a policy to encourage the integration of individuals living with physical and mental challenges and provide guidance to regional teams on the subject. DND*i* will also help to raise awareness while staff will be trained how to deal with unconscious bias. HR polices, guidelines, and systems – recruitment in particular – will be reviewed and adapted to a high standard with the appropriate training provided for managers. We will champion equal opportunities for career progression, learning opportunities, and external representation. DNDi should offers a safe space as an employer, ensuring protection and equal treatment in all of DNDi's offices, differing legal situations not with standing. Plans range to inviting LGBTQ+ from different regions to talk to DNDi staff, review possibilities through data collections on inclusivity gaps and strengths, and review of regional / country specific context, in addition to the overall DEI review of HR policies and guidelines. Finally, DND*i* will provide language training for its employees, opportunities to speak and publish, and have access to career development, even if their native language is not English (the primary language in science).

Reporting

DND*i*'s diversity statistics will continue to be collected and reported by reviewing **gender, employees' nationality** (proxy for race, as keeping statistics on race contravenes data privacy laws), **years of service, and position (by grading)**. In addition, new elements such as staff turnover in each **category and generational reporting (baby boomers, GenX, millennials, GenZ)** will give critical insights. The reporting of annual statistics has been established and some basic rules in recruitment, promotions, and other HR practices exist but can be improved. Furthermore, as of 2021, a gender pay gap survey will be conducted by certified external third-party organizations.

Maintaining Equilibrium and Equity

Promoting a respectful and harmonious environment and cultural sensitivity will continue, as will the intention to ensure diverse professional backgrounds so that DND*i*'s cultural mix of pharma and activism will be preserved.

Through **regular interaction with employees,** HR will address the areas of perceived discrimination to ensure that DND*i*'s working environment is free from discrimination and abuse. Through a **common set of policies, guidelines, and mechanisms for enforcement** – such as **audits and benchmarking** – HR will continue its efforts to ensure that all staff are equitable and receive the same treatment and the same opportunities.

Supporting the Shift Towards Regional Leadership

It was recognized that actively working towards a **shift of power to regional leaders and positions** will enable and support Diversity, Equity and Inclusion, and this commitment of the organization made in the 2021-2028 Strategic Plan is an important diversity, equity and inclusion cornerstone for DND*i*.

6.6 HR FUNCTION AND DIGITALIZATION

The HR function needs the **ability to drive change, to continue engaging with the organization as a strong business partner**, and to continue contributing to making strategic choices. As noted earlier, the next 10 years will witness many changes in the working environment, a reflection of trends on the politico-socio-economic space. DND*i* will need to keep pace with these changes and ensure that it remains agile and entrepreneurial, despite reaching a certain level of organizational maturity. HR in all offices must acknowledge the effort required; progress will depend on the level of investment in HR and its tools.

Currently, the HR function is modelled on medium decentralization. The Global HR Team agrees on global policies and projects before they are implemented in each office, taking into consideration the context and the capacity of each HR focal point to implement them.". This model will be retained, however efforts will be made to **delegate more global projects to HR focal points.** With global connectivity, HR focal points can drive the thinking and the implementation in teams, regardless of their location. In this sense the HR function itself needs to be upskilled and trained with roles becoming more fluid and interchangeable in the future. In addition, the HR function needs to **digitalize its administrative processes and data analysis.** This will allow HR to offer teams, managers, and the Board the **best support – as their business partner** – by providing pertinent HR data to help them make good decisions, and generally provide DND*i* with greater value through their work.

Digitalization will determine the HR function's **ability to innovate and adapt,** with many projects underpinned by the availability of digital solutions, such as enabling mobility of staff across projects.

Digitalization will allow **employees to be more efficient, save time, and have access to their information quickly.** It will allow the HR function to support all employees through an individual portal designed to offer the best service and support in the employee life-cycle elements (recruitment, contracting and onboarding, performance management, leave management, training and development, etc.). It will enable HR to devote more time to engaging with employees on more valuable discussions – such as development – and to engage more with the teams on topics such as roles, team relations, and ways of working. It will help HR to optimize its daily operation.

If carefully implemented, AI can help to increase efficiency and enhance the domains of learning (e-learning), competencies and skillset job matching, and salary benchmarking, to name a few. Conducting workforce surveys and collecting feedback from staff will be critical for the success of its people-centric approach. For example, digital survey tools use algorithms that can pinpoint potential demotivation elements for certain categories of staff. A People Analytics system can leverage HR's capacity to **gather, analyse, manage,** and **protect employee data** to keep improving the employee experience, in an **ethical manner,** respecting data privacy laws. An example would be to ensure we are monitoring the consequences of COVID-19.

The development of data and analytics and the use of a new integrated HRIS will bring **added value to leadership with extended KPIs to better manage the organization.**

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