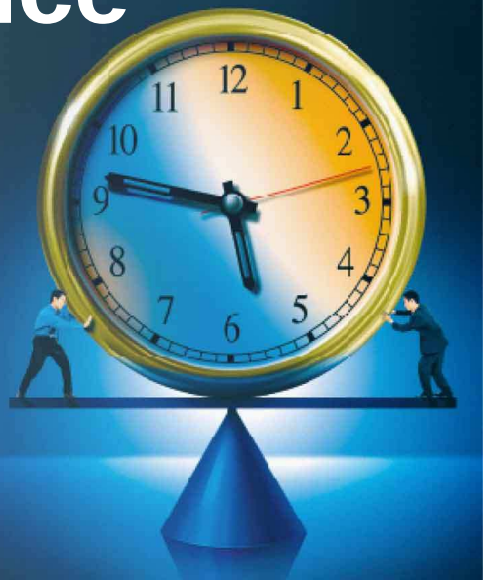
COMMUNITY BUSINESS

The State of Work-Life Balance in Hong Kong 2010 Survey

Research Findings Launch Event



Sponsored by

BAYER

CLP 中電

HSBC 滙豐 The world's local bank

KPMG

Mallesons Stephen Jaques

MARKS & SPENCER

MTR

PRUDENTIAL 英國保誠

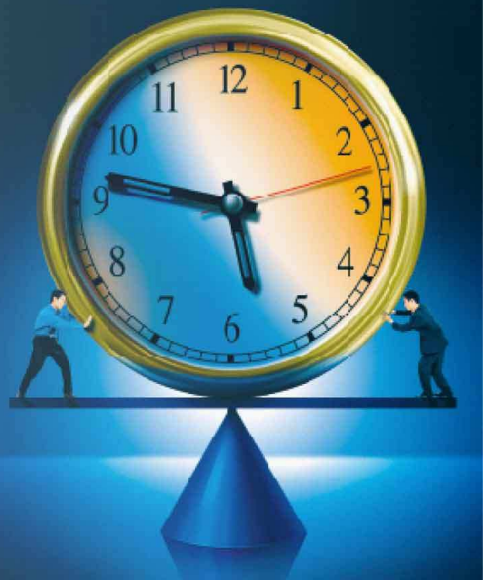
Standard Chartered 渣打银行

COMMUNITY BUSINESS

Introduction

Robin Bishop

Chief Operating Officer
Community Business



Today's Agenda

Time	Agenda
8:40am	Introduction by Robin Bishop, Community Business
8:45am	Welcome by Catherine Husted, Deputy Chair, Community Business Leadership Team
8:50am	Research Methodology and Observations by Dr Robert Chung, HKUPOP
9:05am	Key Findings by Winnie Ng, Community Business
9:25am	Q&A
9:35am	Panel Discussion: The Need for Flexible Work Arrangements
10:10am	Panel Discussion Q&A
10:25am	Closing Remarks
10:30am	Event Ends

Introduction to Community Business

- A unique non-profit organisation, working with member companies in Corporate Social Responsibility (CSR)

> **Lead, inspire and support businesses**
> to improve their positive impact on people and communities

- Key focus areas:

CSR Strategy

Diversity & Inclusion

Corporate Community Investment

Work-Life Balance

Some of Our Member Companies

adidas
ALLEN & OVERY
at&t
BAKER & MCKENZIE 貝克·麥堅時律師事務所
Bank of America Merrill Lynch
BARCLAYS CAPITAL
BAYER
BRITISH COUNCIL
cisco
CLP 中電
Coca-Cola
CROWN WORLDWIDE GROUP
FLEISHMAN HILLARD INTERNATIONAL COMMUNICATIONS
FRESHFIELDS BRUCKHAUS DERINGER
HONG KONG DISNEYLAND
HSBC 滙豐 The world's local bank 環球金融 地方智慧
ICS TRUST ICS TRUST (ASIA) LIMITED
MAYER·BROWN JSM
KPMG
LEO PAPER GROUP
MALLESONS STEPHEN JAQUES
MARKS & SPENCER
MTR
National Australia Bank 澳洲銀行
PEPSICO
Pinsent Masons
PRUDENTIAL 英國保誠
Red Flag Group
RBS The Royal Bank of Scotland
Standard Chartered 渣打银行
stryker
global public relations TEXT100
THOMSON REUTERS
Time Technology Productivity through Technology
The Walt Disney Company (Asia Pacific) Limited

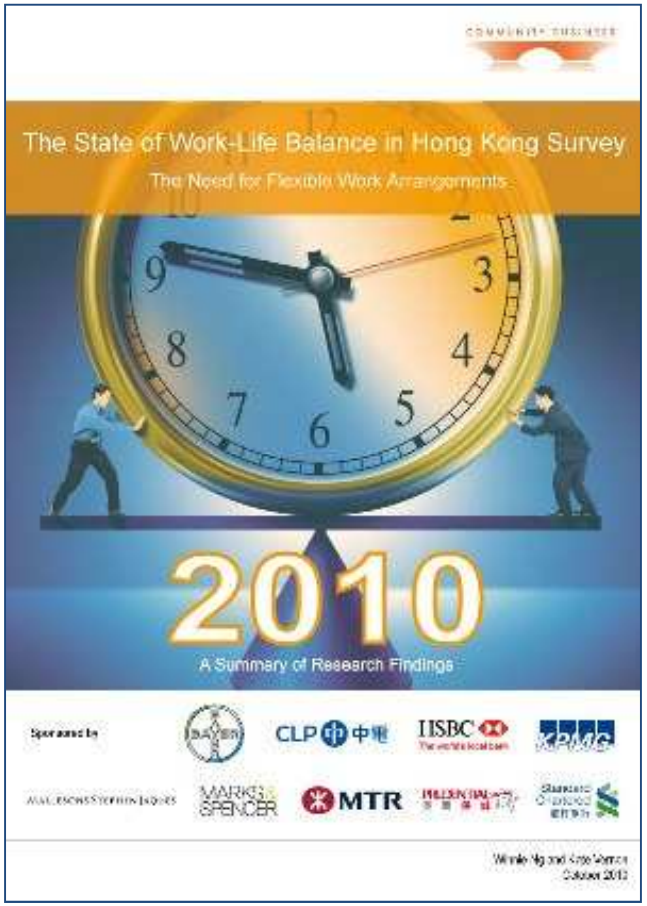
Expertise in Work-Life Balance

- Championed issue of work-life balance since 2005
- Commissioned research into the state of work-life balance in Hong Kong for 5 years running
- Launched Hong Kong's first ever Work-Life Balance Day in October in 2008
- Produced Work-Life Balance Case Studies and Work-Life Balance Guide publication
- Extended our work-life balance work to beyond Hong Kong and published the State of Work-Life Balance in Seoul in June this year

- WLB Day participating companies

The State of WLB in Hong Kong Survey 2010

- Commissioned by the Community Business Leadership Team and conducted by POP of HKU in July 2010
- Representative survey of the Hong Kong working population
- Objectives are to determine:
  - Employees' work and living patterns
  - Employees' satisfaction with work and life
  - Problems employees face in achieving work-life balance and the solutions



Thank You to the Survey Sponsors

BAYER

CLP 中電

HSBC 滙豐
The world's local bank
環球金融 地方智慧

KPMG

MALLESONS STEPHEN JAQUES

MARKS & SPENCER

MTR

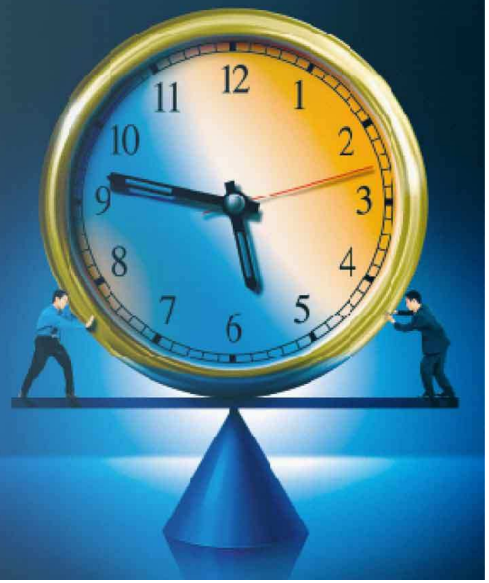
PRUDENTIAL
英國保誠

Standard Chartered
渣打银行

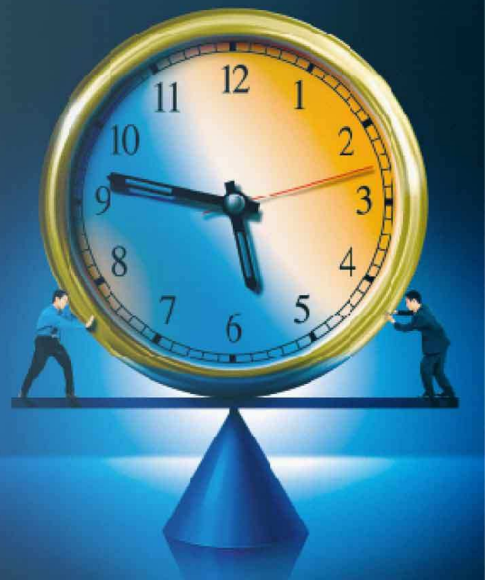
COMMUNITY BUSINESS

Welcome

Catherine Husted
Partner
Allen & Overy



Research Methodology and Observations



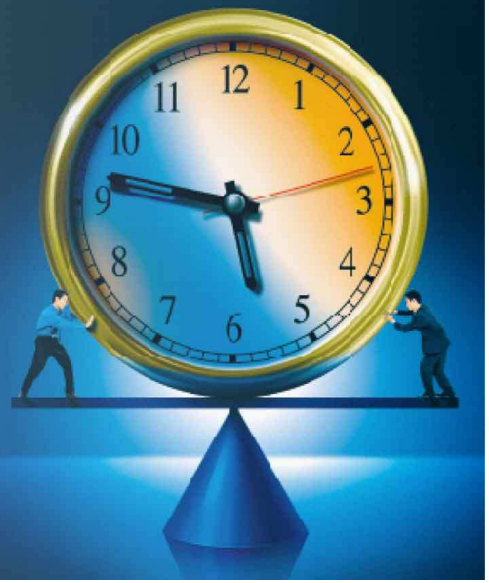
Dr Robert Chung
Director, Public Opinion Programme
The University of Hong Kong

COMMUNITY BUSINESS

Key Findings

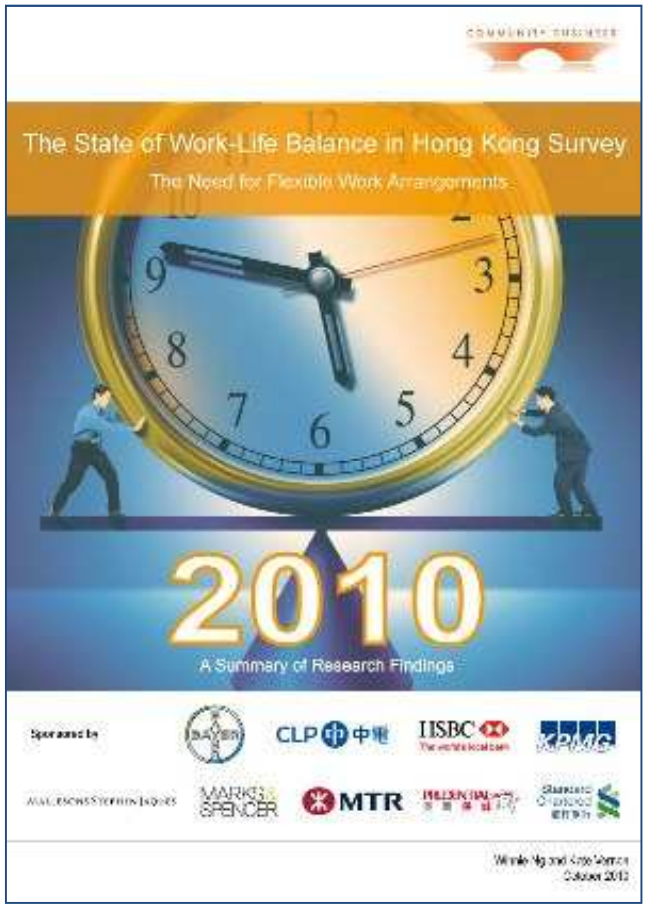
Winnie Ng

Diversity & Inclusion Manager
Community Business



Executive Summary Report

- Identify key findings deemed to be of interest to business
- Findings are presented in the following sections:
  1. Finding at a Glance
  2. A Five Year Overview
  3. The Need for Flexible Work Arrangements
  4. A Post 80s' Perspective
- For further details, please refer to the full report by HKUPOP at Community Business website



Key Findings

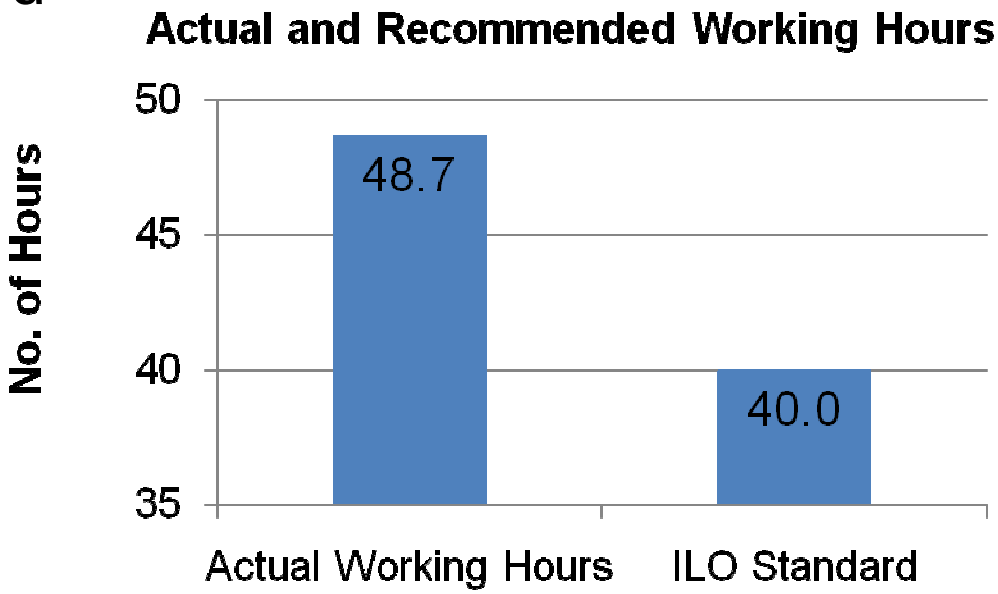
1. Employees work long hours and their work-life balance is still far from ideal
2. Business case: poor work-life balance poses challenges to employees and companies are at risk of losing talent
3. Employees' work-life balance has improved slightly since 2006 – however, employees' satisfaction with work and life has remained unchanged
4. Employees think flexible work arrangements are important as they consider joining or staying with an organisation
5. Post 80s Employees have a higher expectation towards work-life balance

Key Findings

1. Employees work long hours and their work-life balance is still far from ideal
2. Business case: poor work-life balance poses challenges to employees and companies are at risk of losing talent
3. Employees' work-life balance has improved slightly since 2006 – however, employees' satisfaction with work and life has remained unchanged
4. Employees think flexible work arrangements are important as they consider joining or staying with an organisation
5. Post 80s Employees have a higher expectation towards work-life balance

Actual Working Hours and Personal Time

- Actual working hours
  - 48.7 hours per week in 2010
  - 21.8% higher than the International Labor Organisation standard

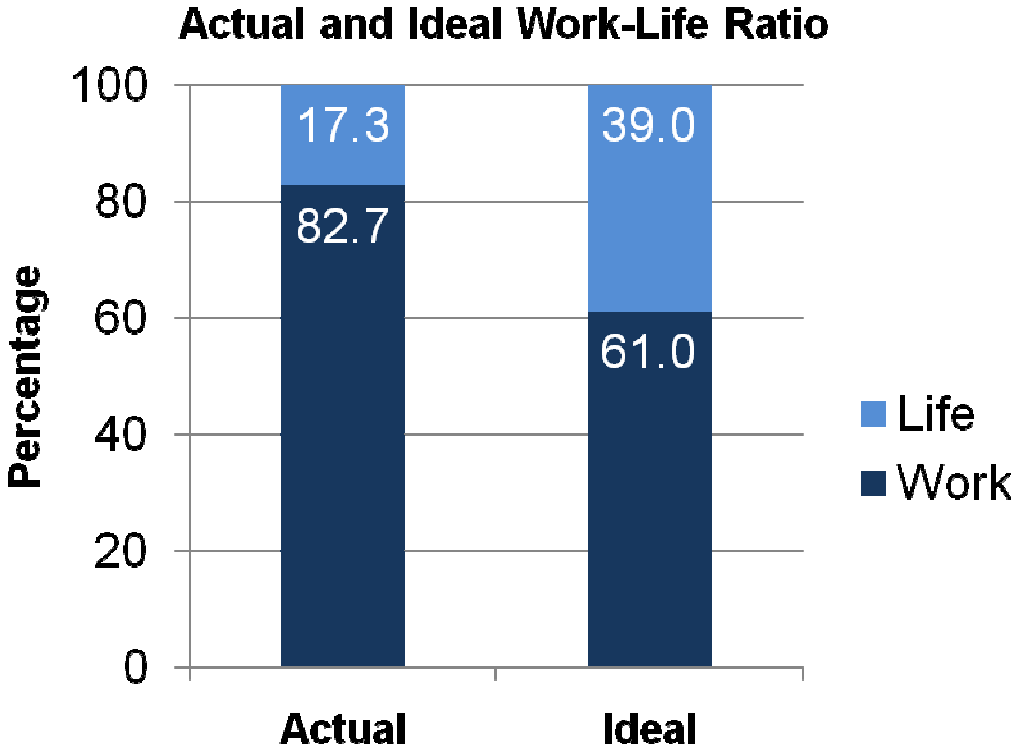


- Personal time
  - 11.4 hours per week in 2010

    (11.2 hours in 2009)

Actual and Ideal Work-Life Ratio

- Actual work-life ratio is far from what employees consider as ideal



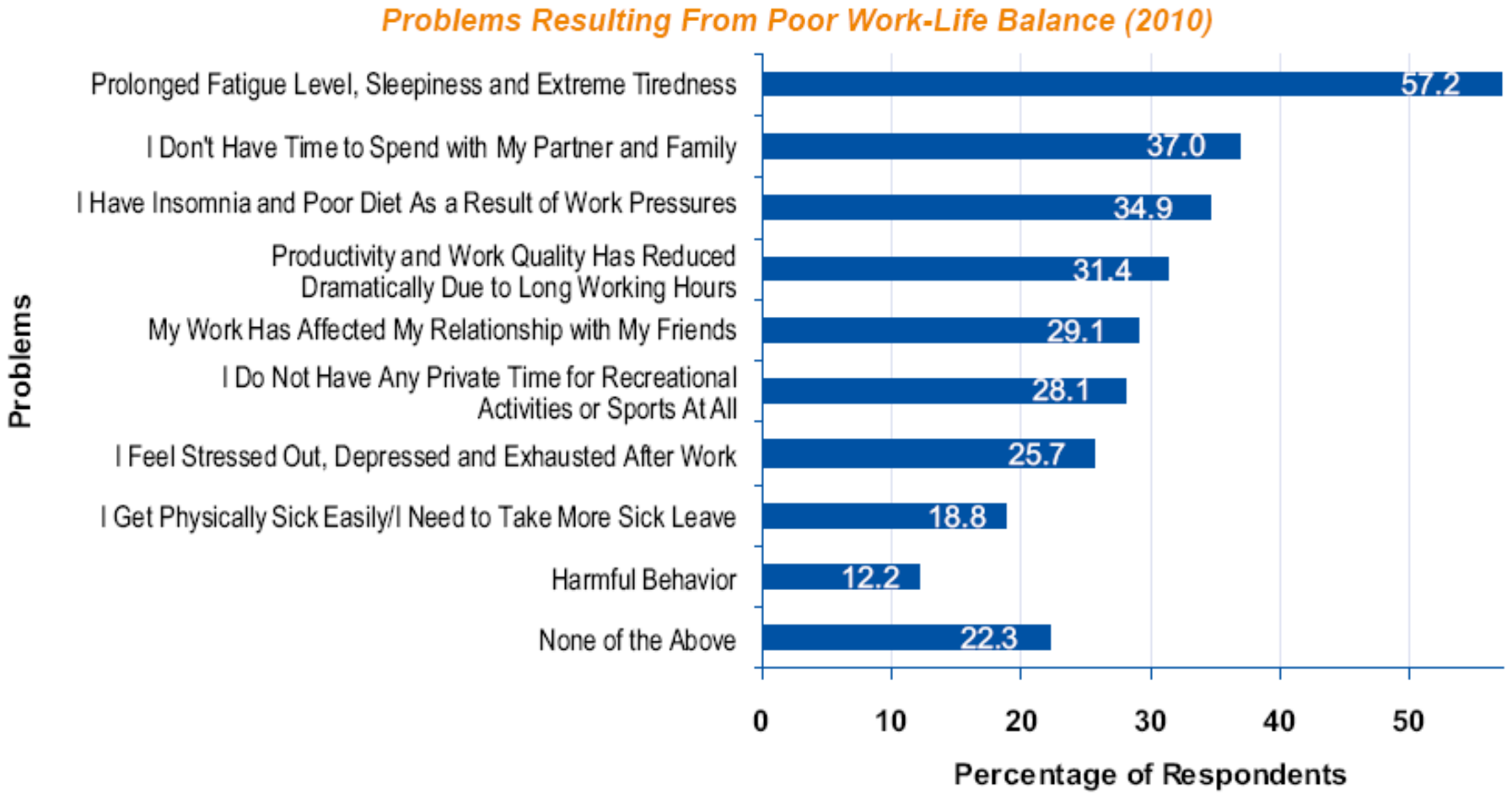
- Employees give a score of 5.7 out of 10 for their achieved WLB

Key Findings

1. Employees work long hours and their work-life balance is still far from ideal
2. Business case: poor work-life balance poses challenges to employees and companies are at risk of losing talent
3. Employees' work-life balance has improved slightly since 2006 – however, employees' satisfaction with work and life has remained unchanged
4. Employees think flexible work arrangements are important as they consider joining or staying with an organisation
5. Post 80s Employees have a higher expectation towards work-life balance

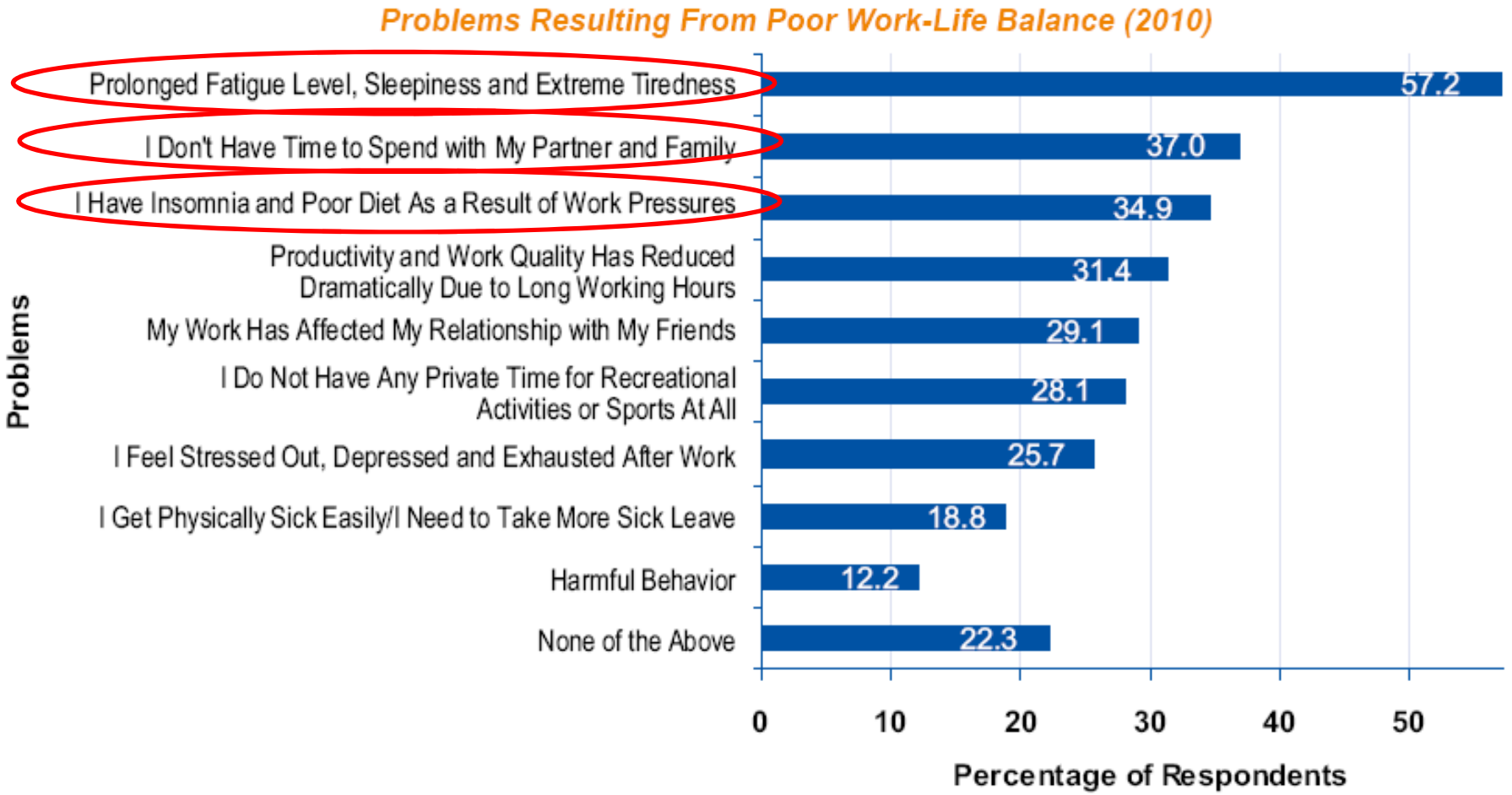
Negative Impact Due to Poor WLB

- Over three quarters of employees (77.7%) encountered problems related to health, family and productivity due to poor work-life balance



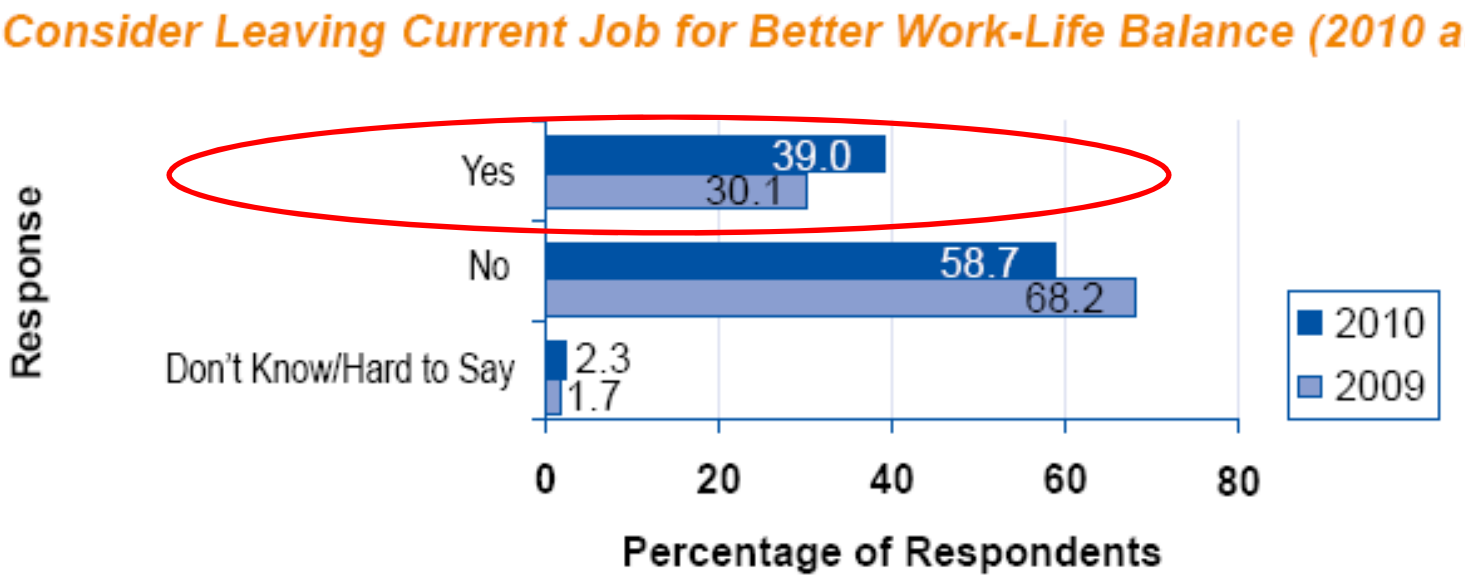
Negative Impact Due to Poor WLB

- Over three quarters of employees (77.7%) encountered problems related to health, family and productivity due to poor work-life balance



Leaving Current Job for Better WLB

- Almost four out of ten employees (39.0%) would consider leaving their current job for better work-life balance (compared to 30.1% in 2009)



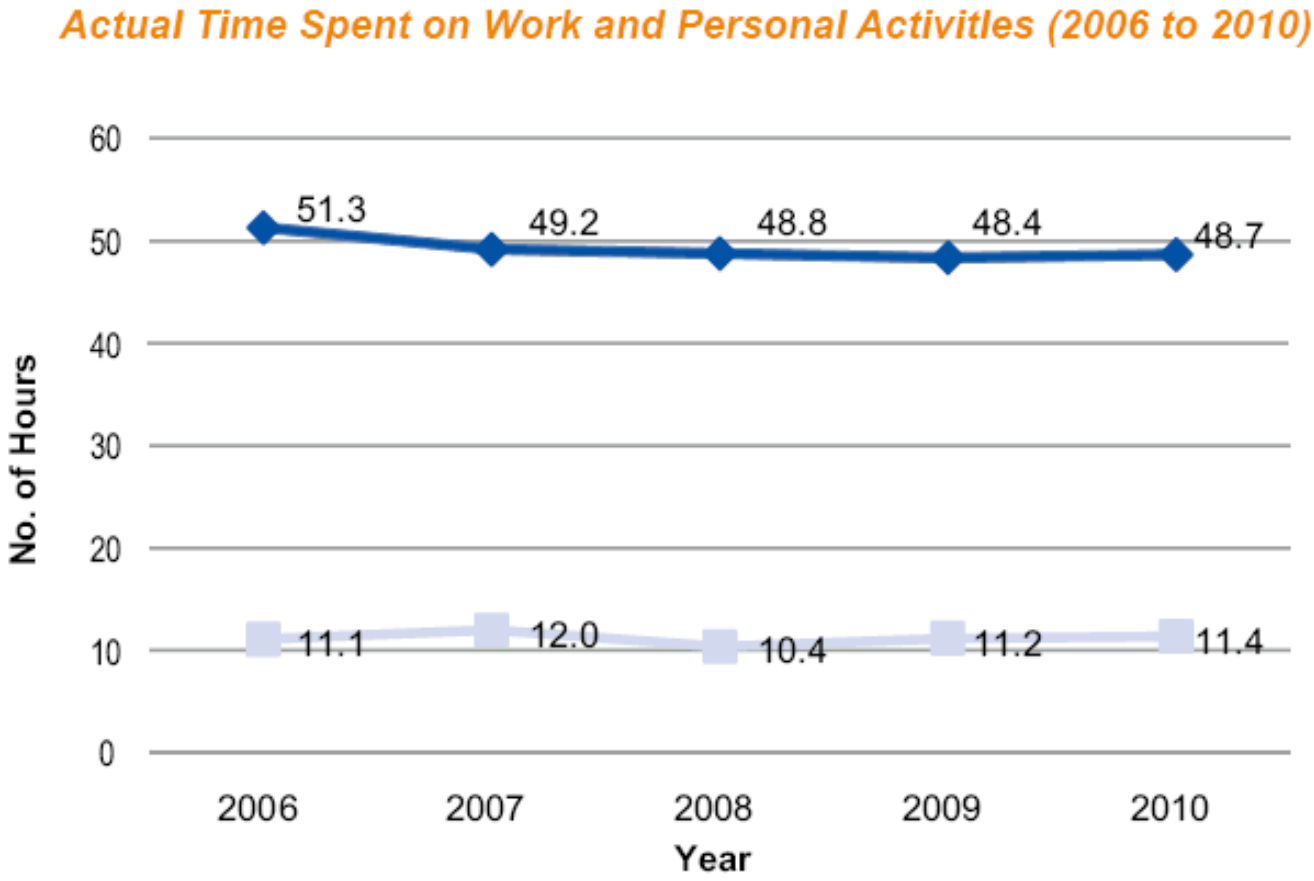
- Statistic is even more alarming when we look at Post 80s generation (61.5%)

Key Findings

1. Employees work long hours and their work-life balance is still far from ideal
2. Business case: poor work-life balance poses challenges to employees and companies are at risk of losing talent
3. Employees' work-life balance has improved slightly since 2006 – however, employees' satisfaction with work and life has remained unchanged
4. Employees think flexible work arrangements are important as they consider joining or staying with an organisation
5. Post 80s Employees have a higher expectation towards work-life balance

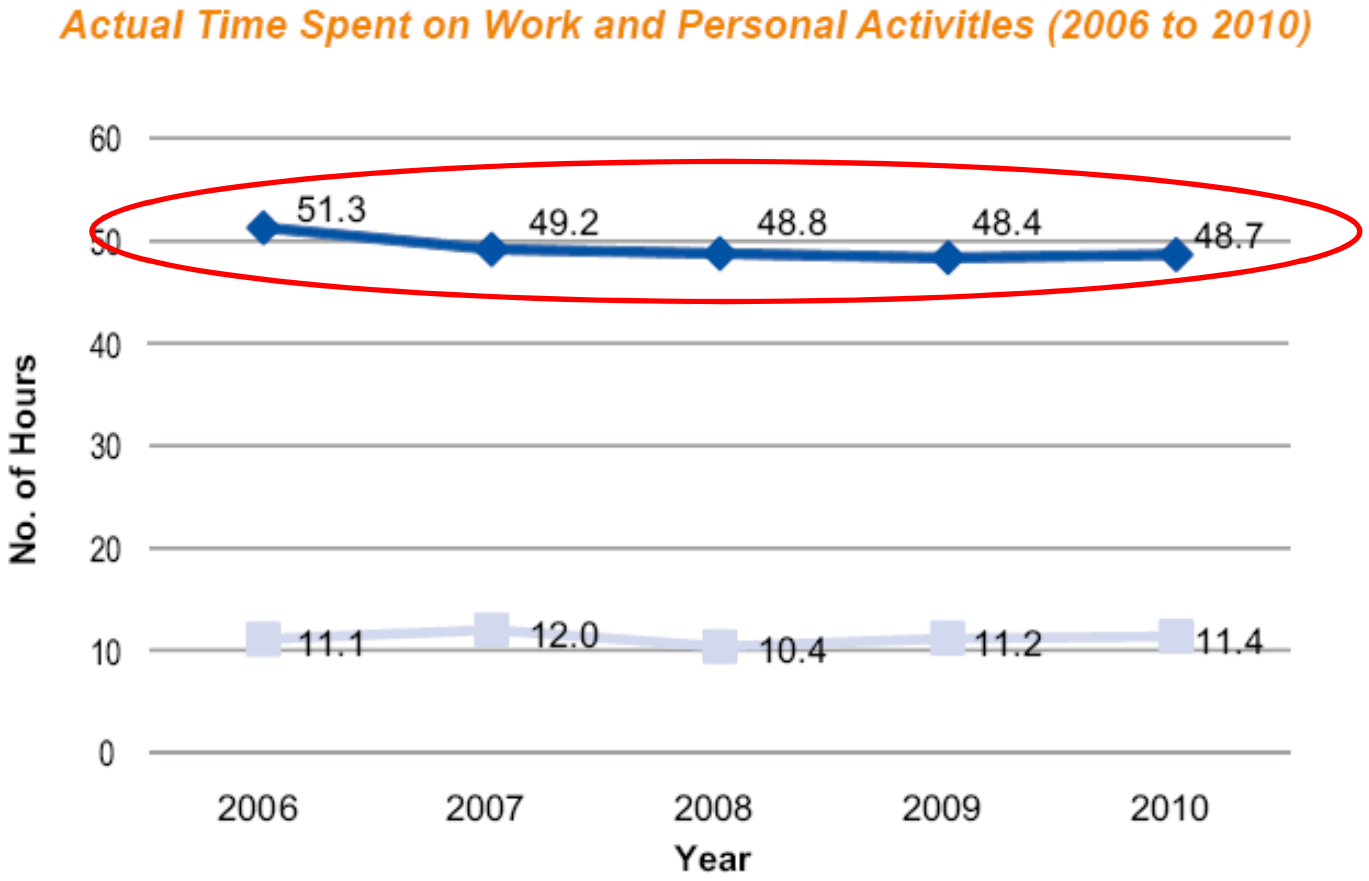
Work-Life Balance between 2006 and 2010

- WLB has slightly improved since 2006



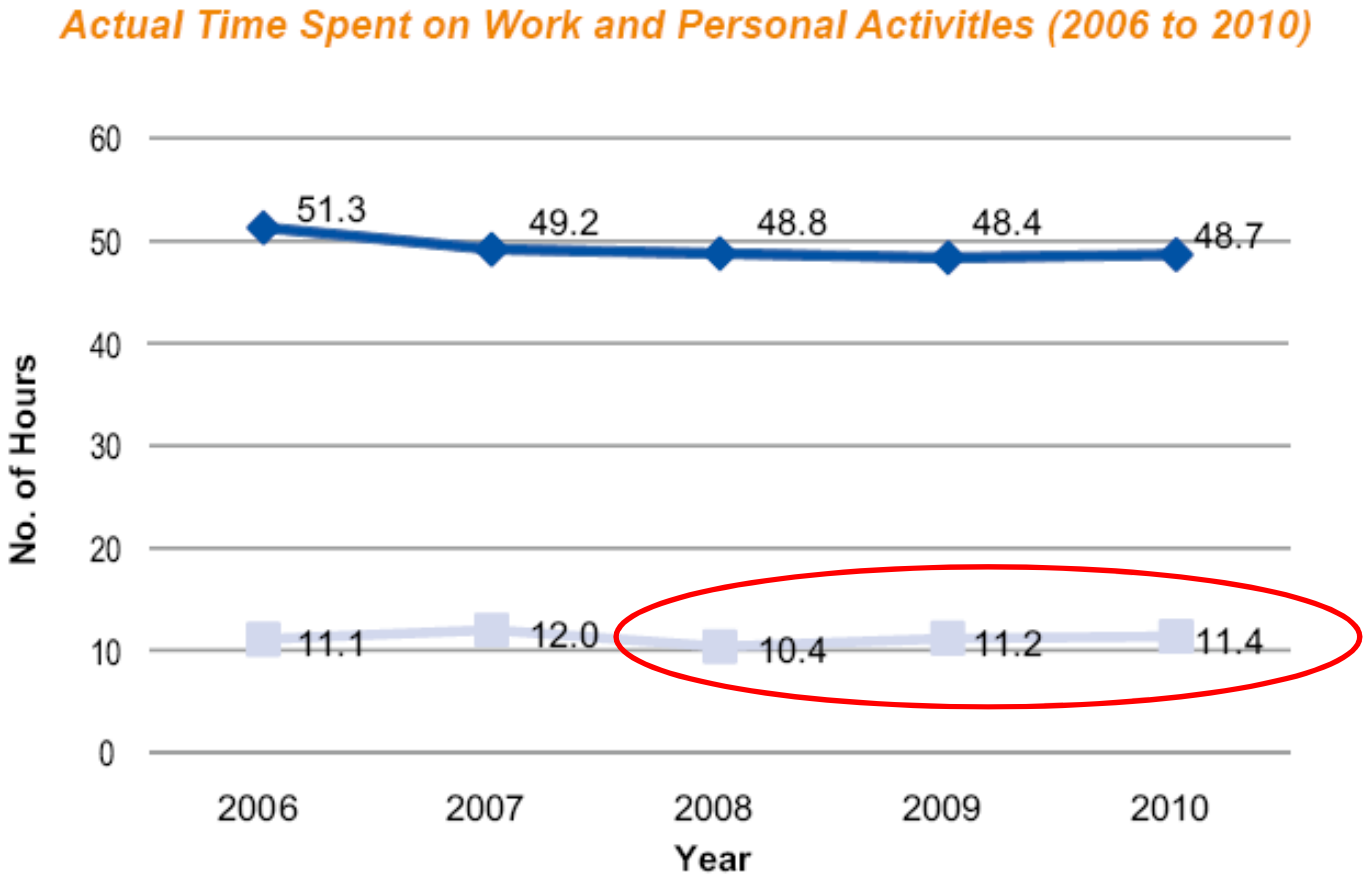
Work-Life Balance between 2006 and 2010

- WLB has slightly improved since 2006



Work-Life Balance between 2006 and 2010

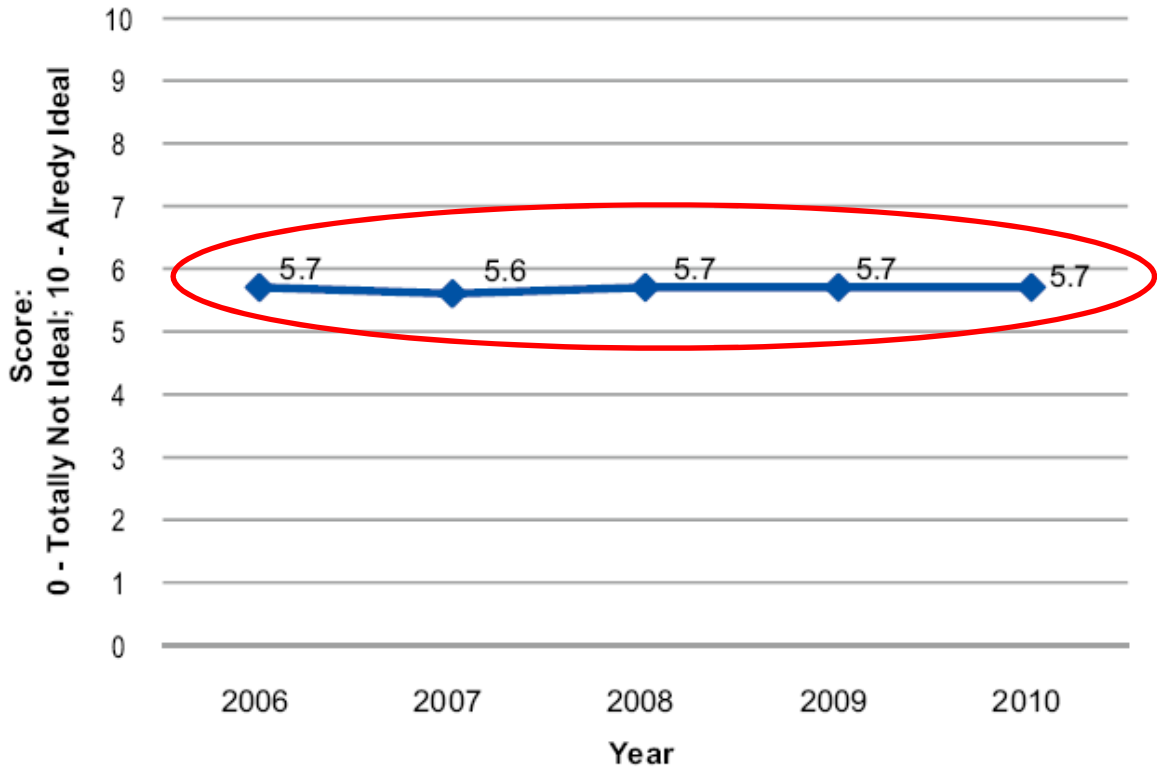
- WLB has slightly improved since 2006



Employees' satisfaction towards work and life

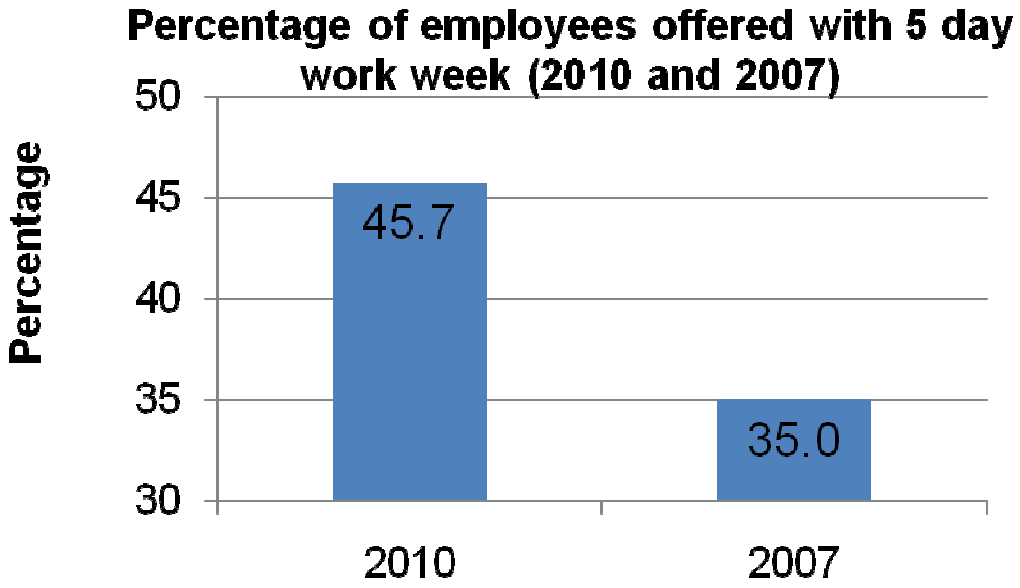
- Employees' satisfaction towards work and life remains unchanged

Degree to Which Employees Have Achieved Their Ideal Work-Life Balance (2006 to 2010)



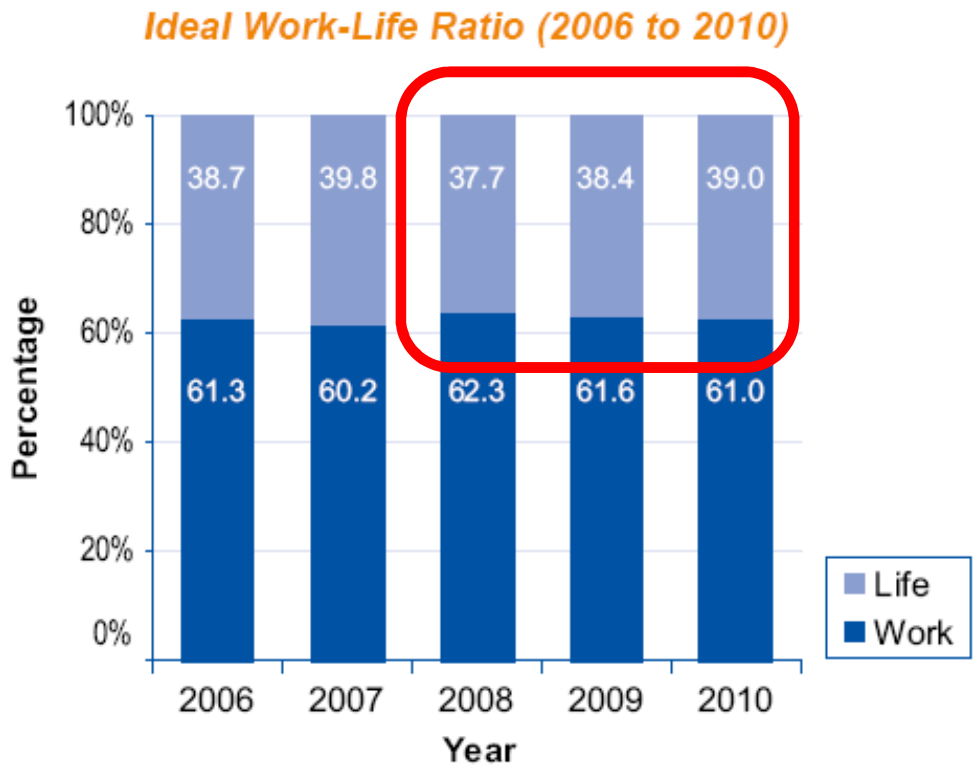
5 Day work week

- 45.7% of employees are offered a 5 day work week in 2010 (as compared to 35.0% in 2007)



Employees have higher expectation of WLB

- This is supported by the fact that:
  - Since 2008, employees desire for more personal time has increased



Key Findings

1. Employees work long hours and their work-life balance is still far from ideal
2. Business case: poor work-life balance poses challenges to employees and companies are at risk of losing talent
3. Employees' work-life balance has improved slightly since 2006 – however, employees' satisfaction with work and life has remained unchanged
4. Employees think flexible work arrangements are important as they consider joining or staying with an organisation
5. Post 80s Employees have a higher expectation towards work-life balance

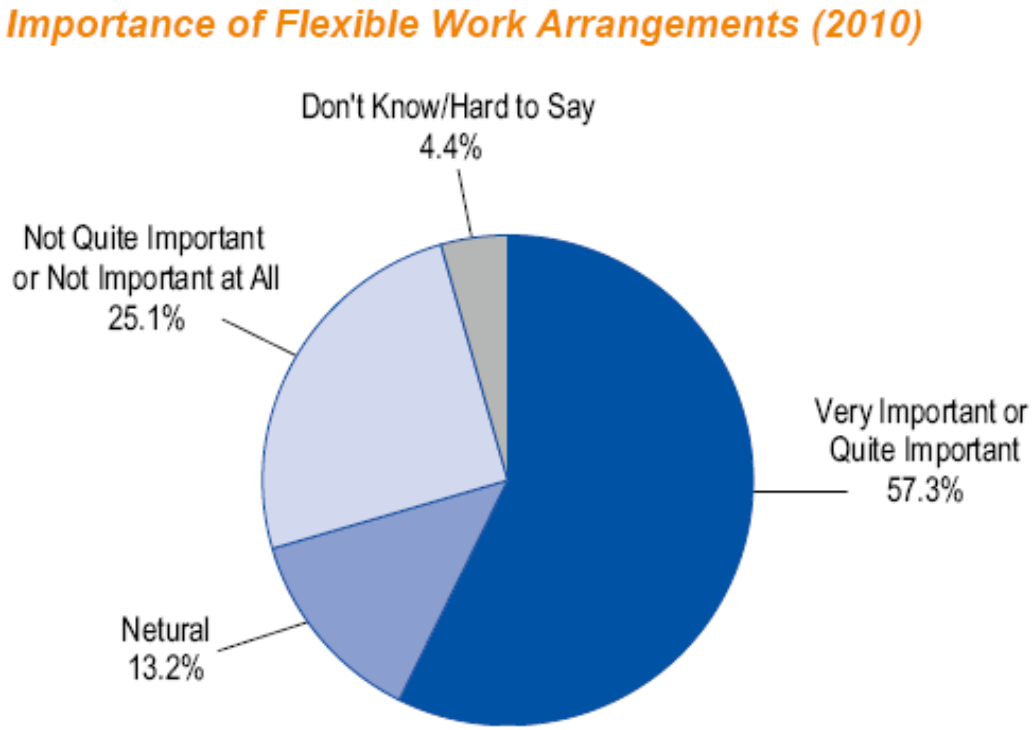
Flexible Work Arrangements

"Flexible Work Arrangements involve
an employee and an employer
making changes to
when, where and how a person works
to better meet individual and business needs."

- Examples include:
  - flexible working hours
  - part-time work
  - compressed hours
  - working remotely/from home
  - job sharing
  - etc.

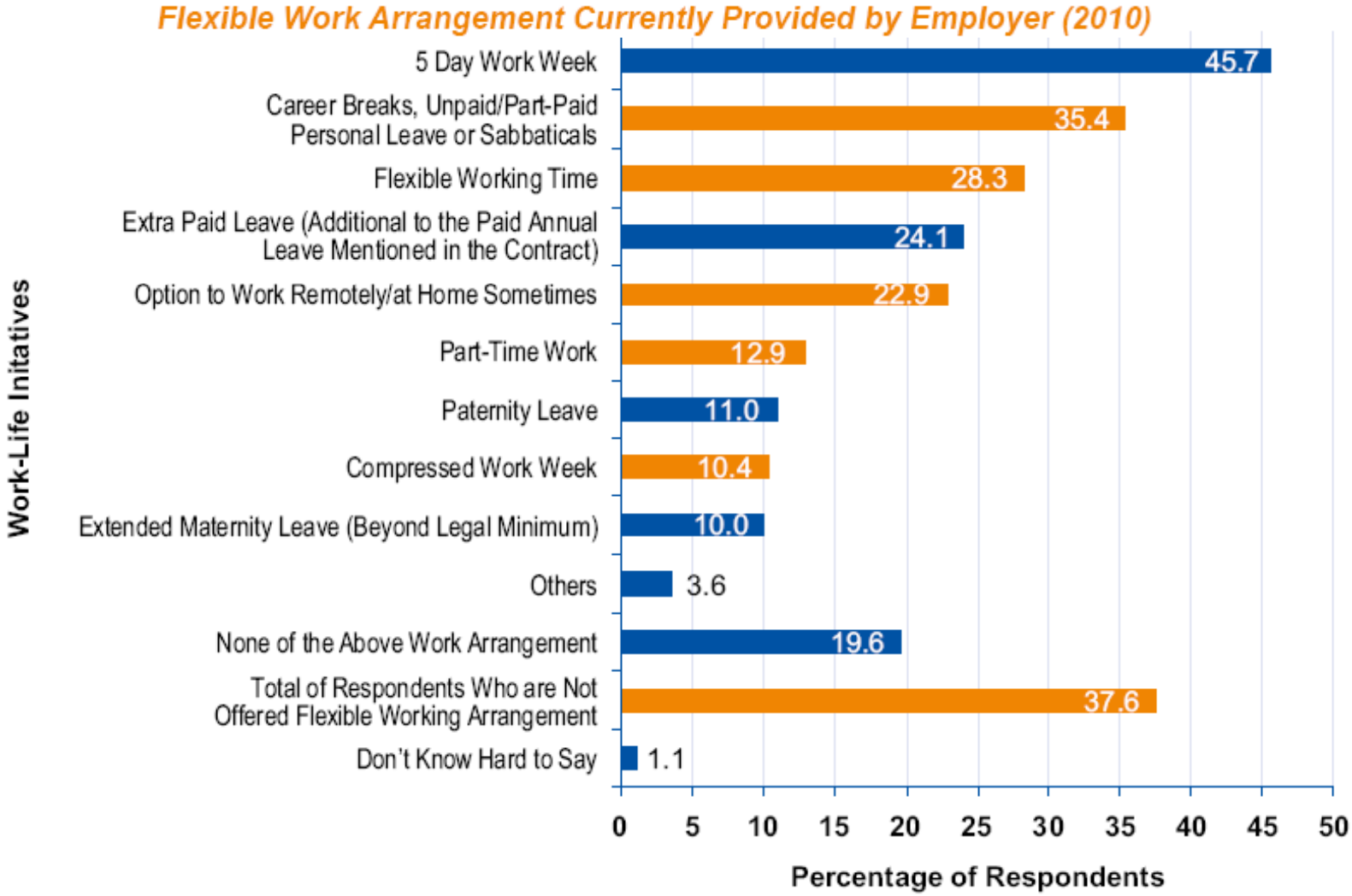
Importance of Flexible Work Arrangements

- Over half (57.3%) of employees think Flexible Work Arrangements are an important factor when considering joining or staying with an organisation



Types of Flexible Work Arrangements

- Most common flexible work arrangements offered by employers

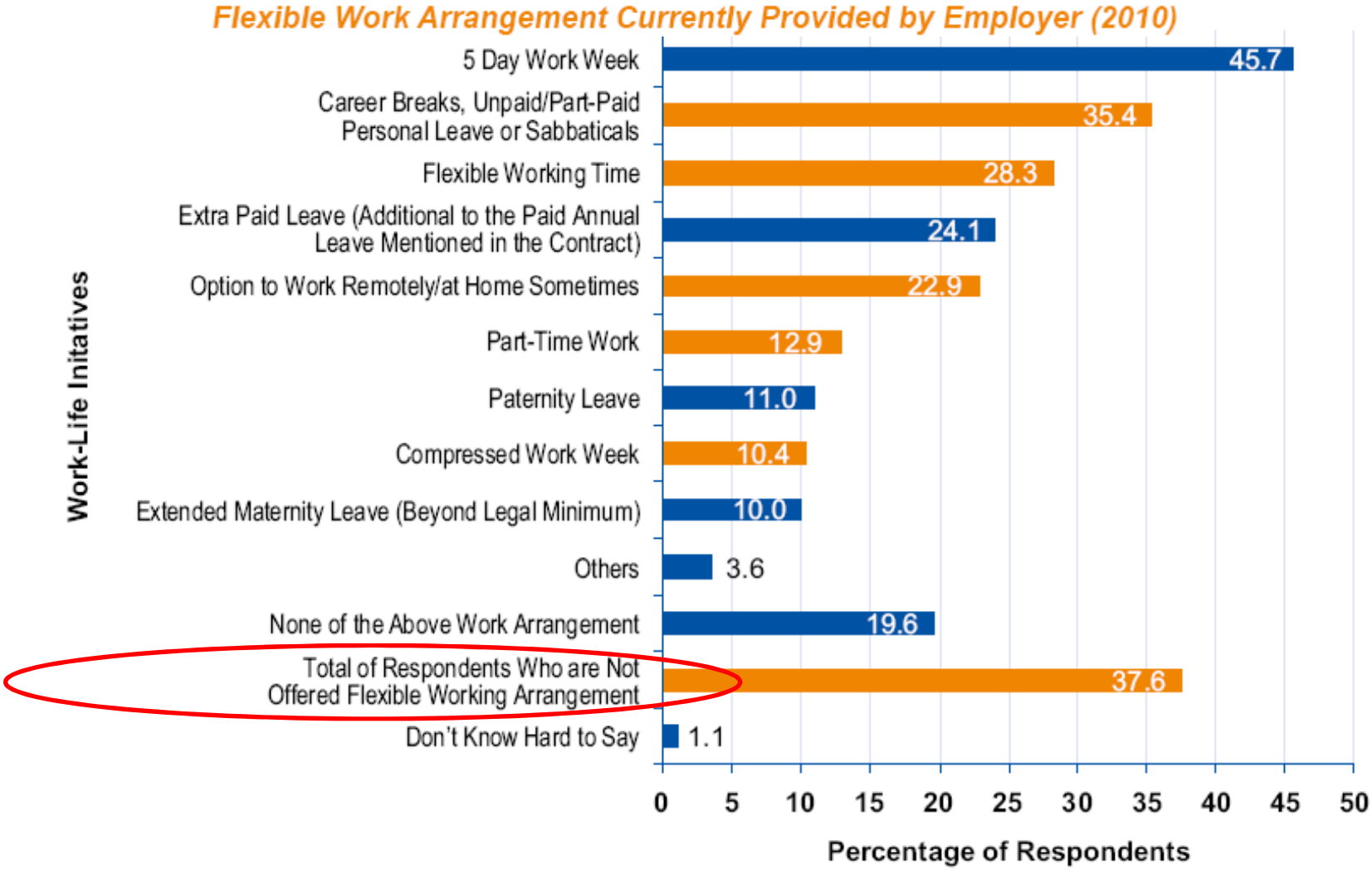


Types of Flexible Work Arrangements

- Most common flexible work arrangements offered by employers

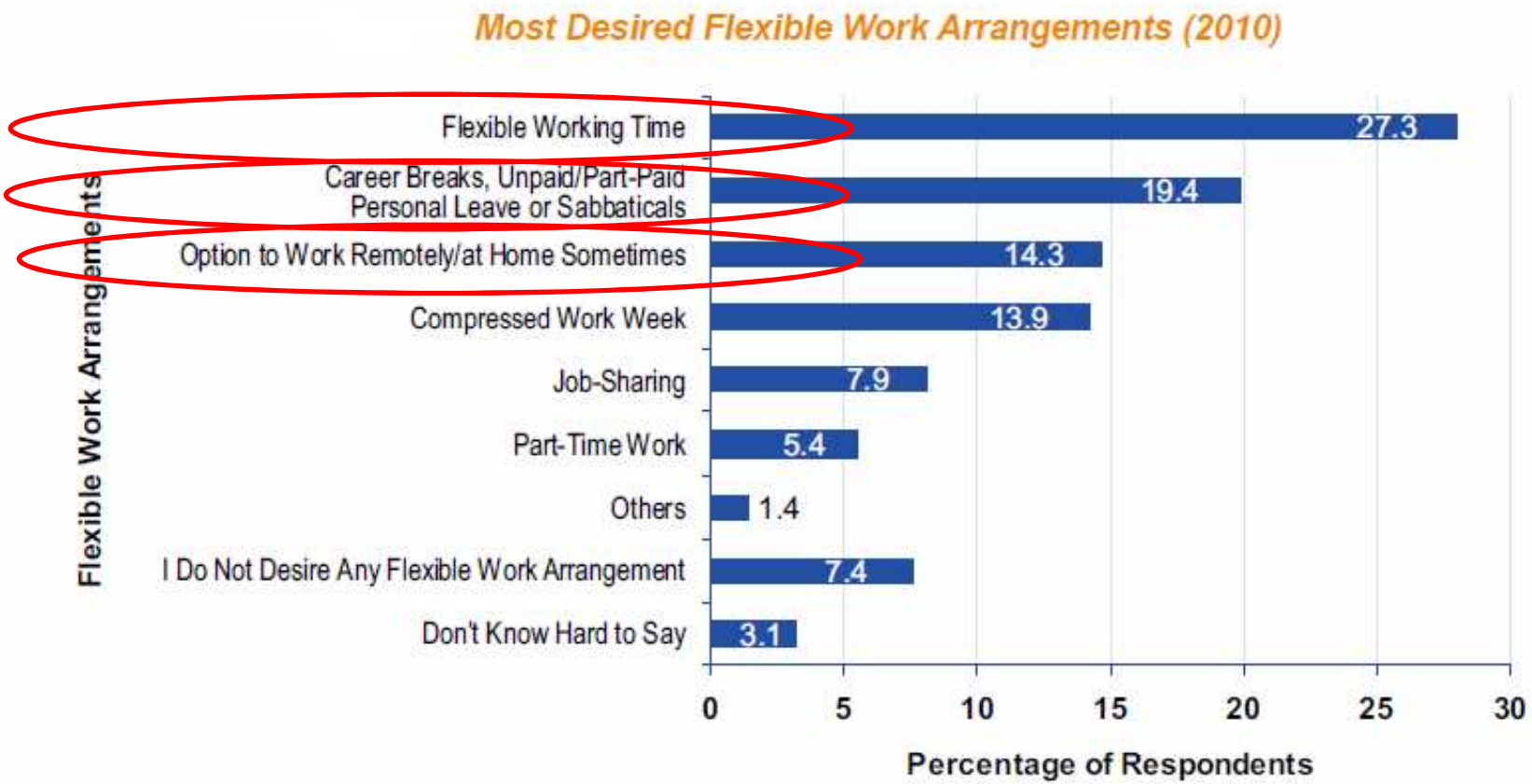
Types of Flexible Work Arrangements

- 37.6% of employees are not offered with any types of flexible work arrangement



Most Desired Flexible Work Arrangements

- Most desired flexible work arrangements



Key Findings

1. Employees work long hours and their work-life balance is still far from ideal
2. Business case: poor work-life balance poses challenges to employees and companies are at risk of losing talent
3. Employees' work-life balance has improved slightly since 2006 – however, employees' satisfaction with work and life has remained unchanged
4. Employees think flexible work arrangements is important as they decide joining or staying an organisation
5. Post 80s Employees have a higher expectation towards work-life balance

Perspectives: Post 80s and Non Post 80s

	Post 80s	Non-Post 80s
Time Spent on Personal Activities	13.3 hours per week	10.4 hours per week
Percentage of Respondents Who Experience Negative Impact of Poor Work-Life Balance	83.3%	75.9%
Percentage of Respondents Who Think Flexible Work Arrangement is Important	68.1%	53.2%
Top 3 Most Desired Flexible Work Arrangement	• Flexible working time (29.5%) • Career breaks, unpaid/part-paid personal leave or sabbaticals (23.3%) • Compressed work week (20.1%)	• Flexible working time (26.8%) • Career breaks, unpaid/part-paid personal leave or sabbaticals (17.8%) • Option to work remotely/at home sometimes (13.9%)
Percentage of Respondents Who Would Consider Leaving Current Job for Better Work-Life Balance	61.5%	30.3%

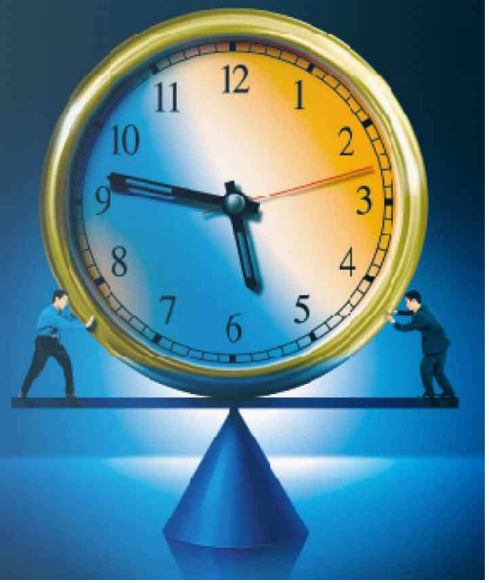
Concluding Remarks

- There has been some progress with WLB in HK
  - Working hours are gradually reducing
  - More employers are offering shorter work week
- However, much more can be done in terms of providing flexible work arrangements
  - Over half of employees think this is important
  - Over one-third of them do not enjoy any flexible work arrangements
- 4 out 10 employees would consider leaving current job for better quality of life, this is particularly true for Post 80s Employees (61.5%)
- Call for action to companies is to look at addressing – in particular introducing flexible work arrangements

Q&A Session

Winnie Ng
Community Business

Dr Robert Chung
The University of Hong Kong

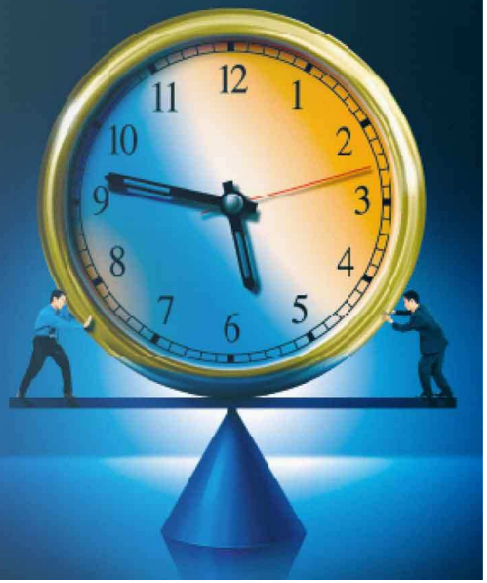


COMMUNITY BUSINESS

Panel Discussion: The Need for Flexible Work Arrangements

Moderator: Shalini Mahtani

Founder & Advisor to the Board
Community Business



Panel Discussion Speakers

Moderator:

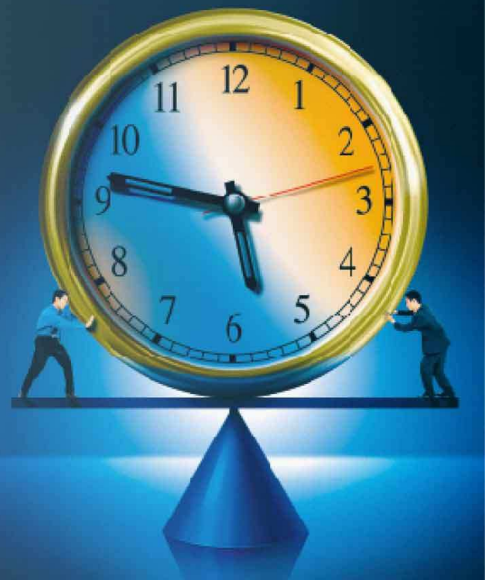
- Shalini Mahtani, Founder and Advisor to the Board, Community Business

Speakers:

- Judy Newgreen, Director, Priority One Training
- Elizabeth Carley, Director, Compensation and Benefits, PepsiCo
- Tamara Gurajena, Senior Talent, Resourcing and Organisational Development Manager, Hong Kong, HSBC Asia Pacific

COMMUNITY BUSINESS

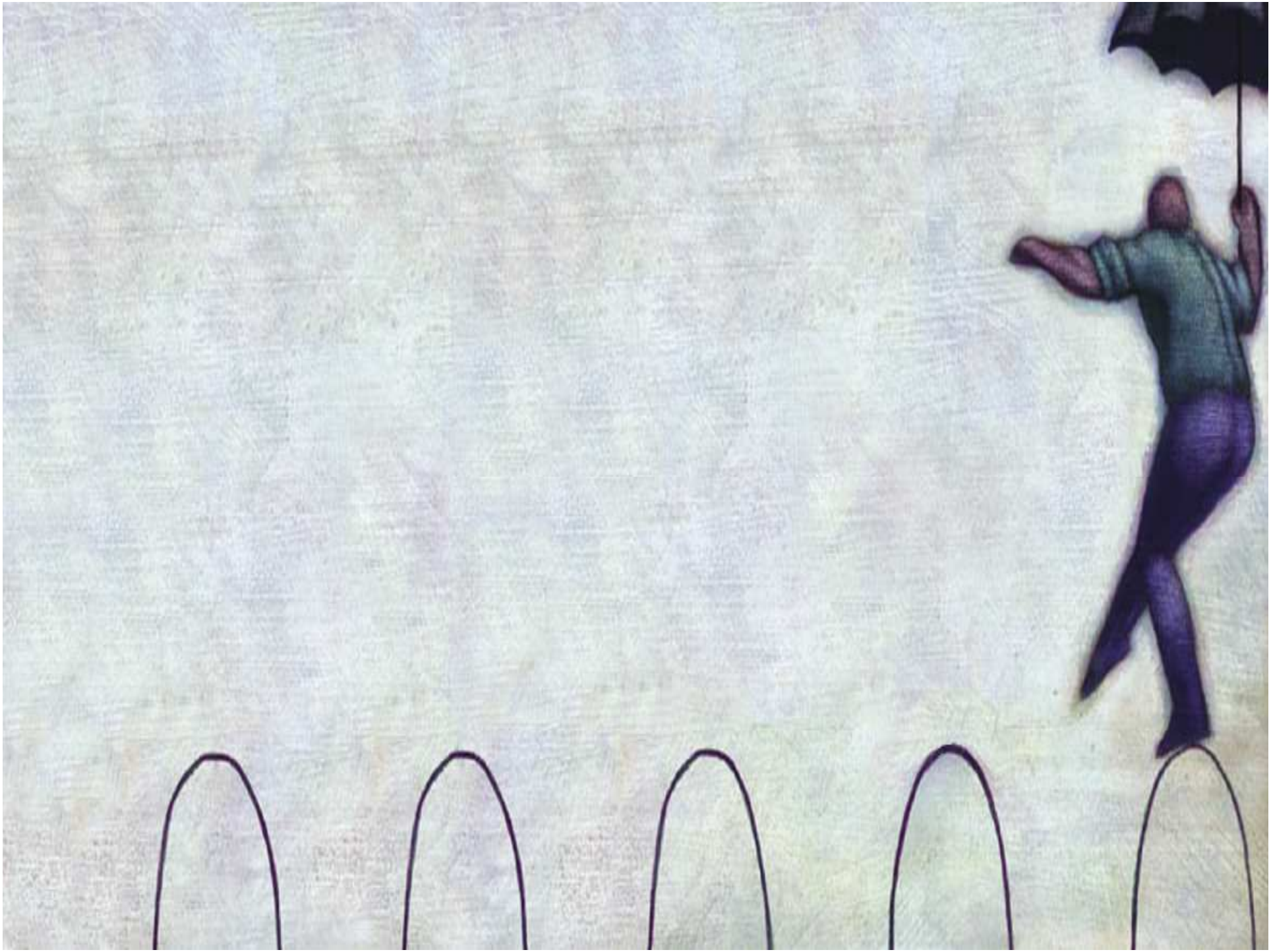
Panel Discussion: The Need for Flexible Work Arrangements

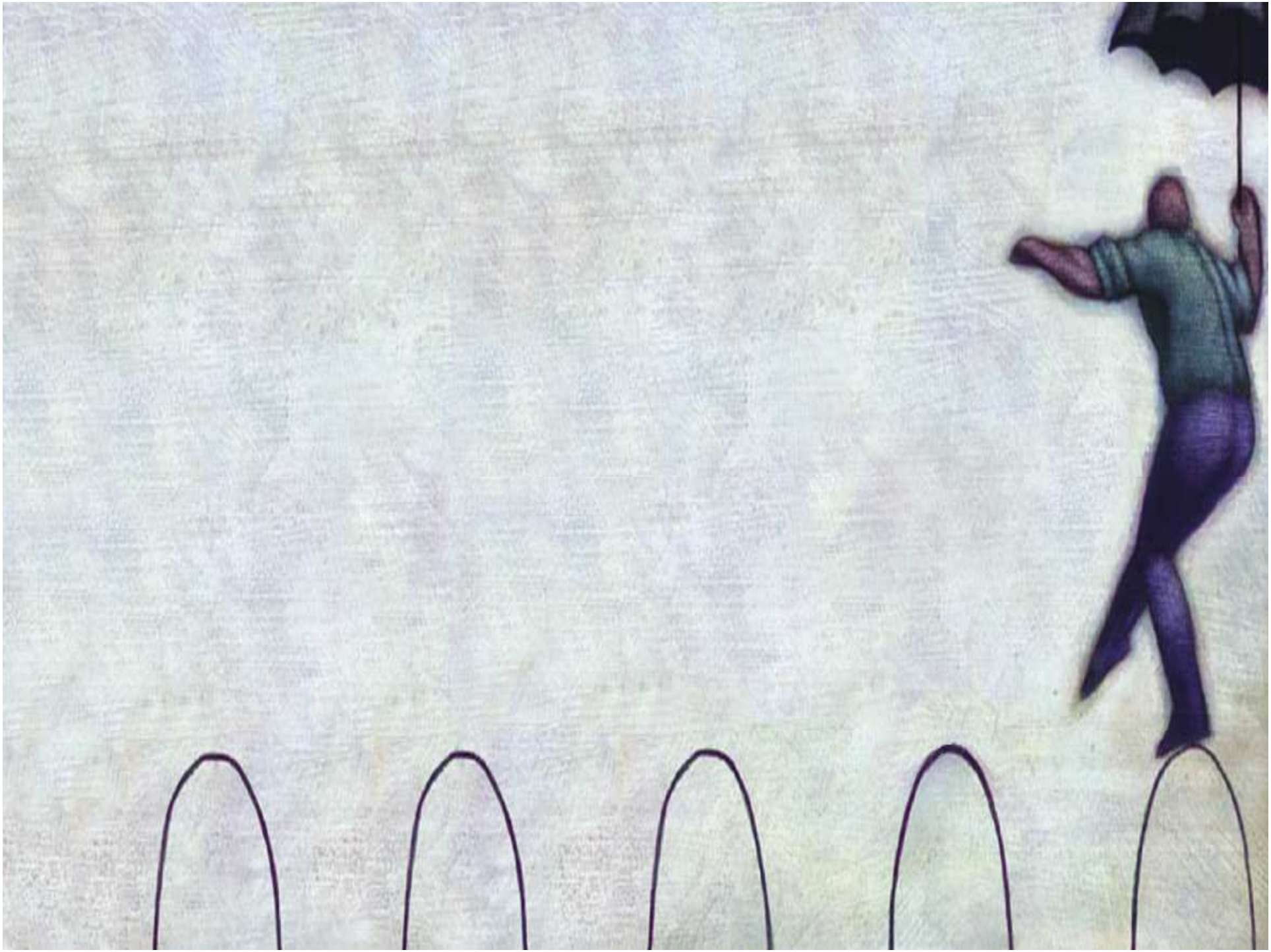


Judy Newgreen

Director

Priority One Training





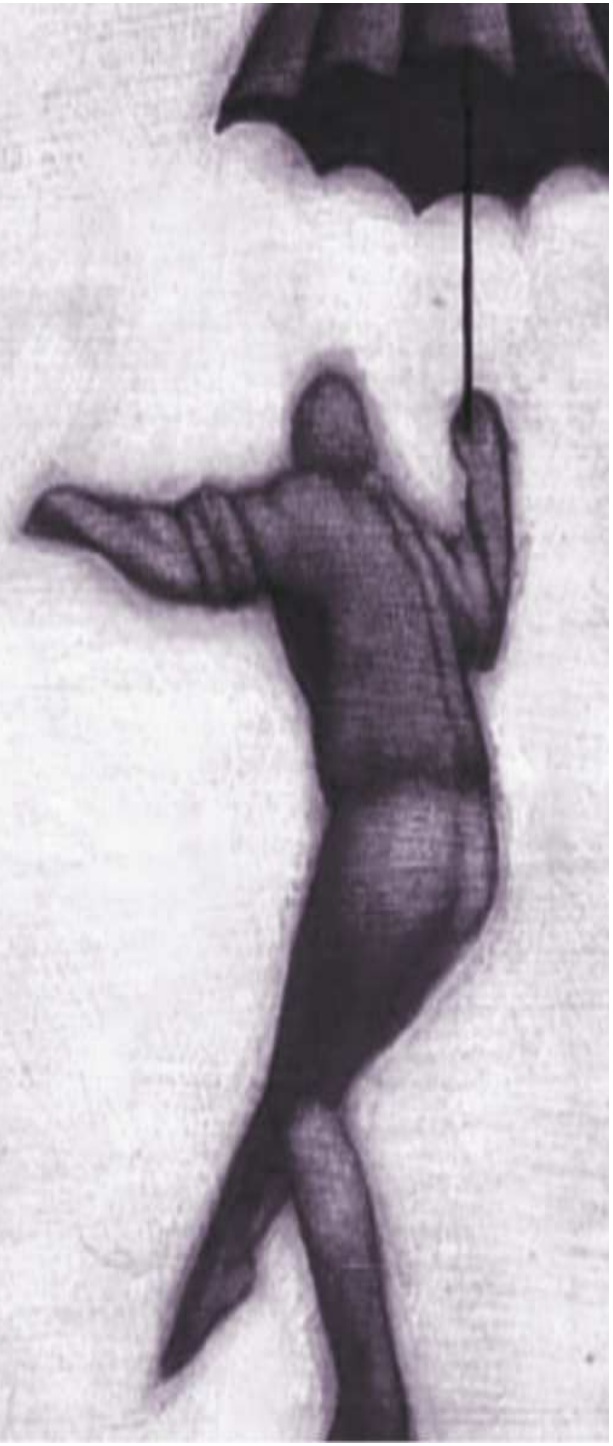
Flexible Work Arrangements

Essentials

- Leadership
- Values
- Flexibility
- Choices
- Me

Leadership
is powered by role modeling.

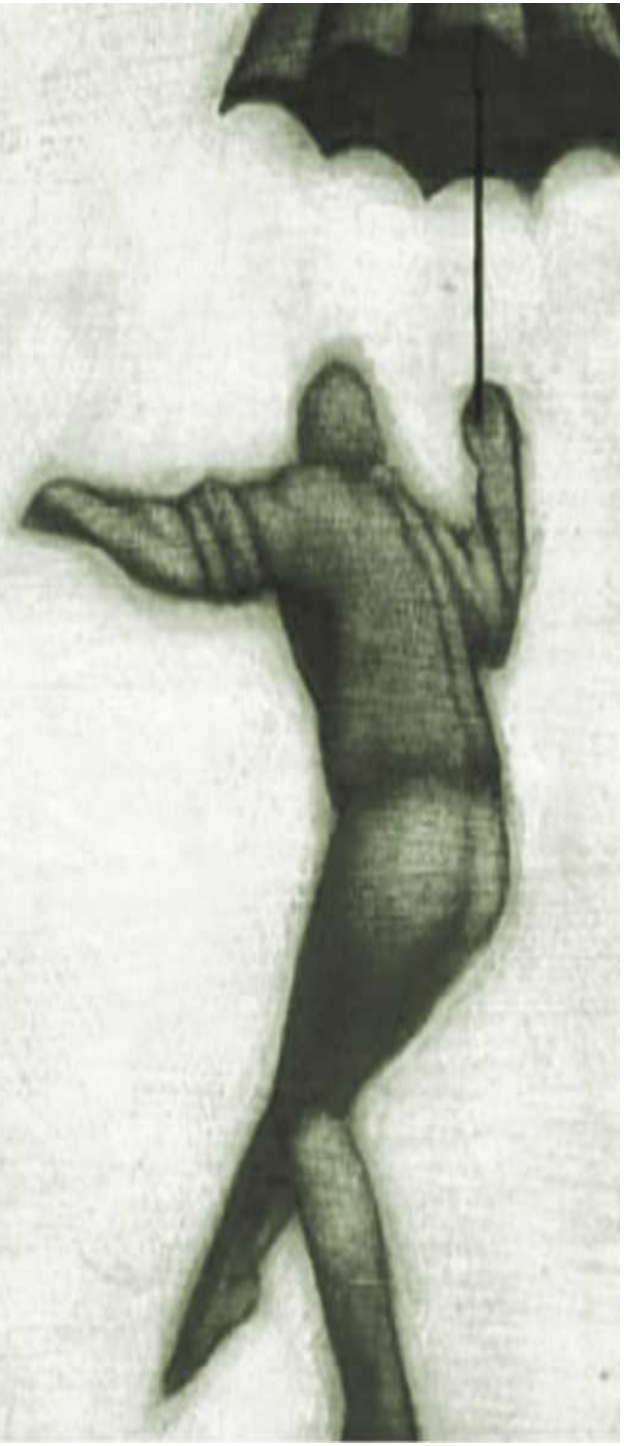
– Manage to engage your people



Values

are: life, trust, respect.

– Manage to build a culture where people want to work



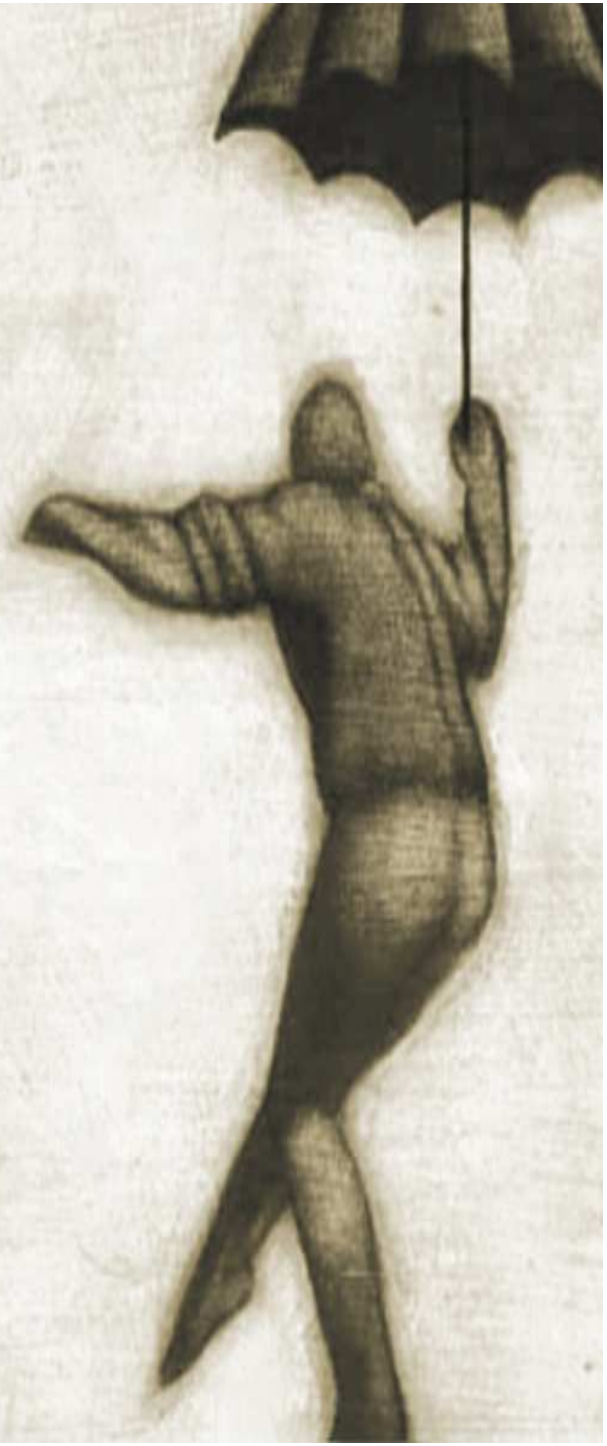
Flexibility

is flexible, formal and informal work arrangements.

– Manage to develop and sustain the commitment of your people

Choices
set change in motion.

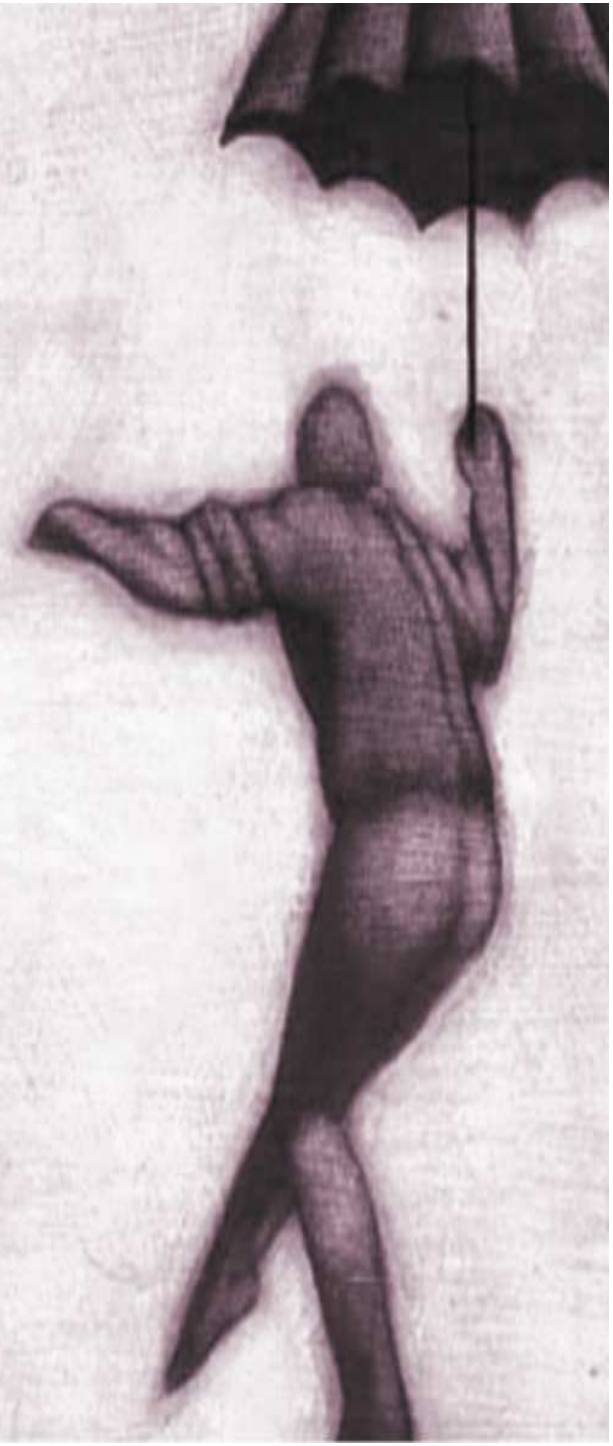
– Manage to empower your people



Me

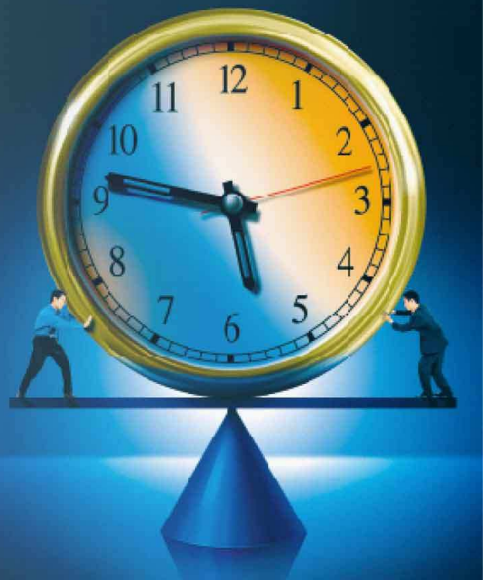
is me taking responsibility.

– Manage to support your people in achieving their best

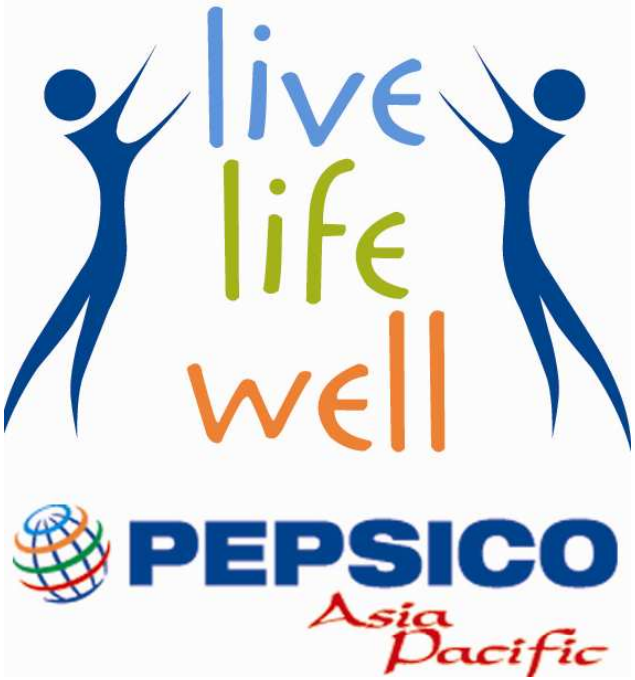


Contact us
Hong Kong T +852 2817 0419
Australia T +61 3 9576 4127
www.lifemoves.biz

Panel Discussion: The Need for Flexible Work Arrangements



Elizabeth Carley
Director
Compensation and Benefits
PepsiCo



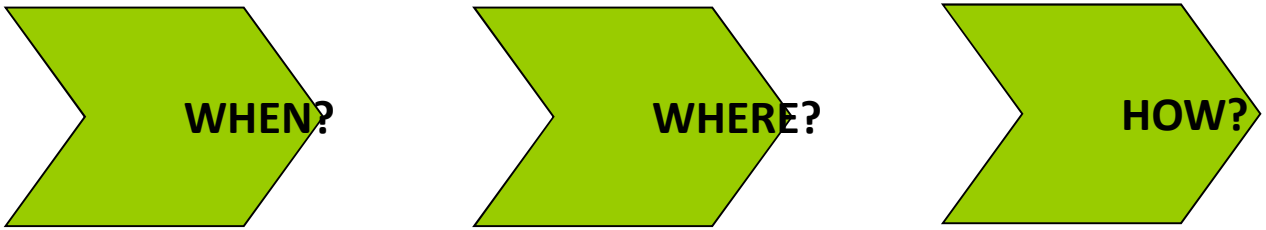
A new work life quality program

A better balance between work and home…

A better quality of life for you and your family…

Work Life Quality– The Concept

- It is about having a measure of control over



Employees work to be able to enjoy an optimal quality of life

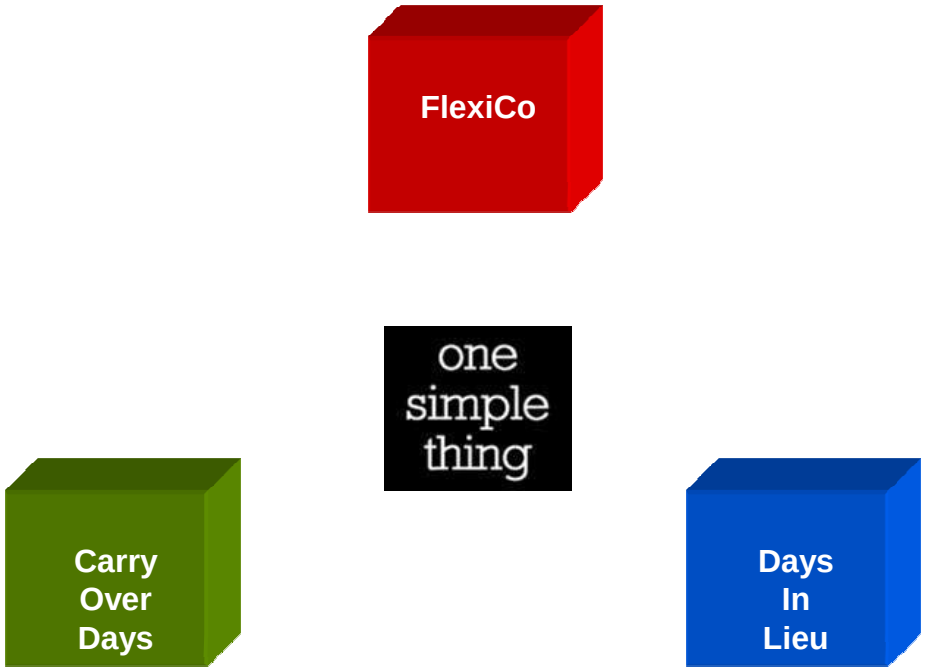
- It is enhanced when
  - **an employee's right to a fulfilled life**
  - **inside and outside work**
  - **is accepted and respected as the norm**

    to the benefit of the individual and business

Work Life Quality – The Facts

- It does not mean an equal balance
  - **Scheduling equal hours for work and personal activities is unrewarding and unrealistic**
- It recognizes that individual priorities vary over time
  - **E.g. single person, married with children, nearing retirement**
- It does mean there is no perfect one-size fits all solution
  - **Different priorities and cultural differences**

Work Life Quality Programs
The New Framework



one simple thing

live life well

PEPSICO Asia Pacific

Have 'One Simple Thing' in your PDR!

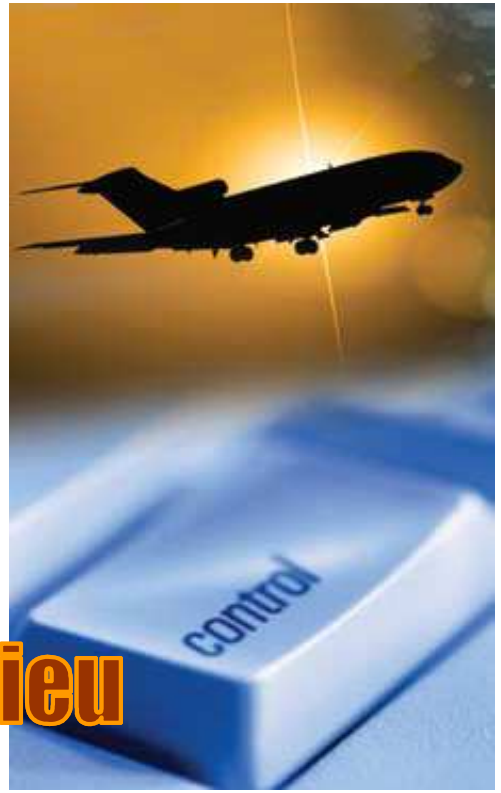
It can help you to commit to your personal Work Life Quality!

Have you ever had unused vacation days?

Carry over 5 unused vacation days to the following year!

Have you ever travelled or worked on a weekend or public holidays?

Take days in lieu within 2 weeks!



Days In Lieu

Now is
the time…
for a new idea

Part Time

Have you ever wanted to work part time for personal reasons?

Have you ever wanted to work flexible hours?

Flex Time

Flex Place

Have you ever needed to work outside of the office?

live life well
PEPSICO Asia Pacific

What Should I Do Next?

find your

BALANCE

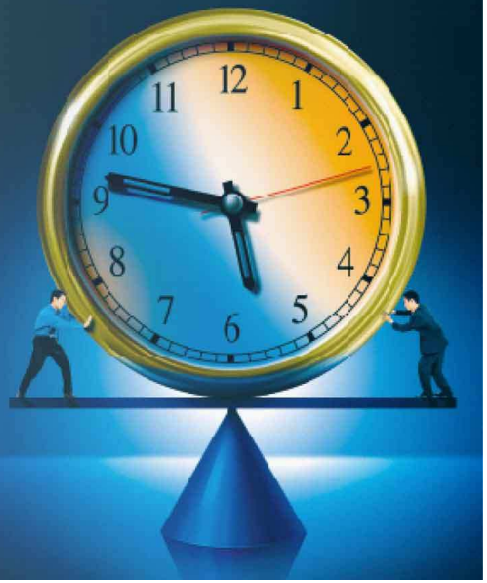
Key Learnings and Next Steps

- **Approvals – Keep it simple!**
  - Only flex time, flex place and part time require approval of manager and HR (HR generally aligns with the managers approval)
  - One Simple Thing, Carry Over Days and Days in Lieu are between the manager and employee
- **Localize it!**
  - Use the frame work and build on it for local conditions
- **Educate Managers!**
- **Keep the momentum and excitement of the program going!**
  - Do a "relaunch" in Q1 2011 which includes new programs and rolls in other programs
    - Flex Day Policy
    - Summer / Holiday Hours
    - Birthday Off
    - HealthRoads
  - Relaunch periodically thereafter – with or without new programs
  - Listen to the feedback from the Org Health Survey

PEPSICO

Asia Pacific

Panel Discussion: The Need for Flexible Work Arrangements



Tamara Gurajena
Senior Talent, Resourcing & Organisational Development Manager, Hong Kong
HSBC Asia Pacific

PERFORMANCE
THROUGH
PEOPLE

Flex Working

Tamara Gurajena
Senior Talent, Resourcing & Organisational Development Manager, Hong Kong

HSBC
The world's local bank

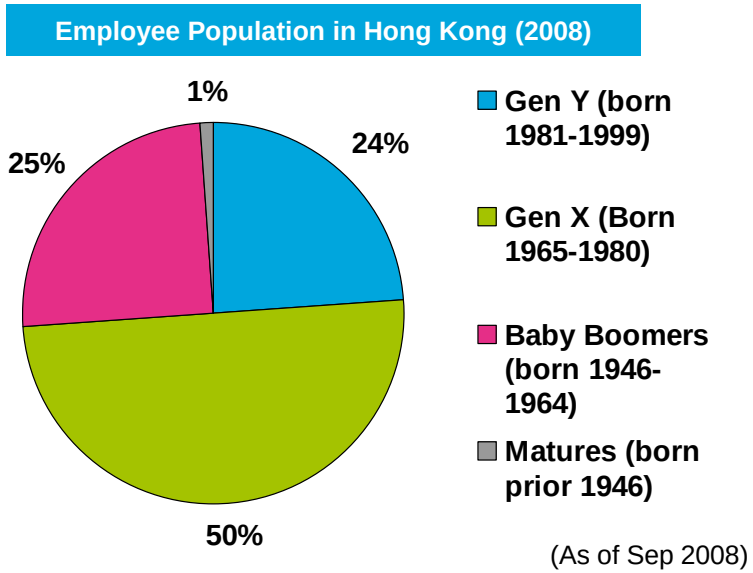
19 October, 2010

The business case

- Gen X significantly less engaged compared with other generations

- Failure to engage will lead to:
  - Loss of talent
  - Reduction in productivity
  - Word of mouth – our external employer brand

- The commercial necessity enhance engagement of all employee segments
  - harness discretionary effort,
  - address attrition
  - develop a pipeline of future senior management talent.



(As of Sep 2008)

Work Life Balance identified as a common theme across generations

Gen Y

More time to engage in personal activity outside the office

Gen X

Work / family nexus

Baby Boomers

Have paid my dues and deserve it

Engaging all generations

Bankwide programme with segmented propositions

- Flex Hours
- Homeworking
- Discretionary Time-off
- Part-time
- Sabbatical Leave

Changing mindsets

The Implementation challenge

Common perceptions towards flexible working?

"I'm concerned my peers would have **negative image of my commitment to my team**."

"I'm not sure if flexible working impact on my **performance appraisal** and **opportunities for promotion**?"

"How can I **maintain the team performance** when some staff may not be working in the office?"

"How can I be sure that they are **actually working** and just not relaxing in Starbucks?"

Changing Mindsets: Identify the change agents

Programme sponsors:

- Champion of initiatives with business leaders
- Role modeling

David Fried

Group General Manager, Regional Head of Insurance

Rudolf Apenbrink

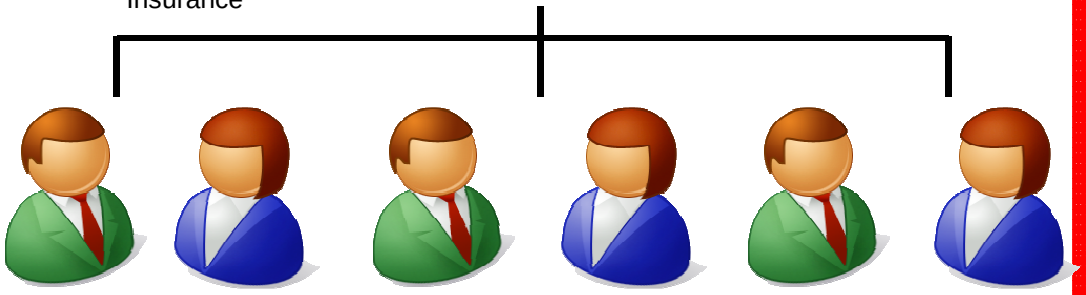
CEO, HSBC Global Asset Management

Paul Leech

Head of International

Cross functional workstream:

- High potential, nominated by Head of Department
- Early advocates of the initiative
- Develop implementation and communication plan



Personal Banking | Commercial Banking | IT, Opp, CSR, Legal

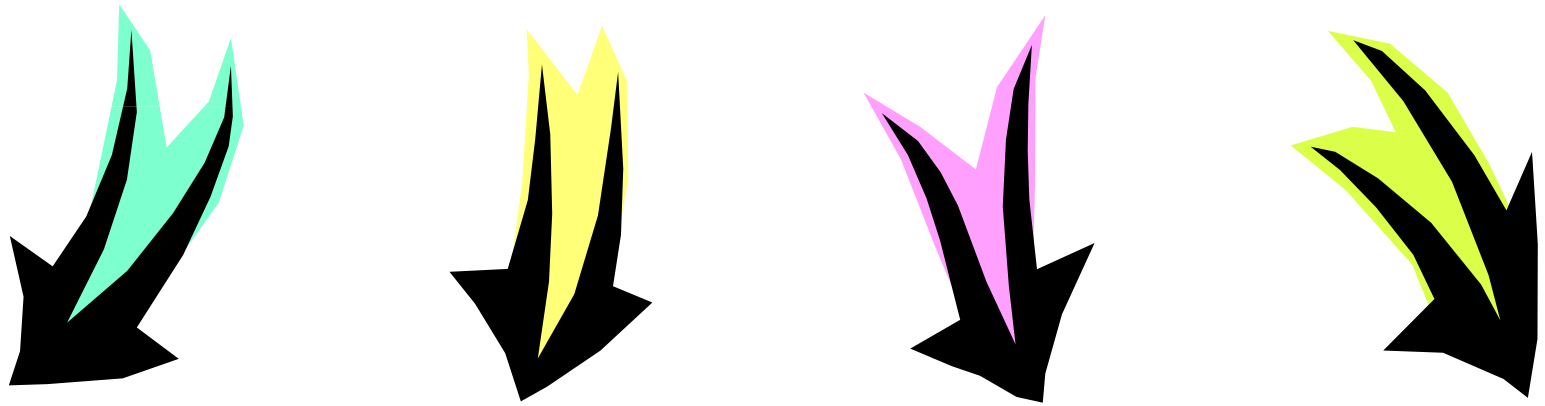
Facilitators:

- Integration with HR policies and practices

Human Resources

Changing mindsets: Communicate to change attitude and upskill capabilities

Four-tiered communication approach



Senior Leaders

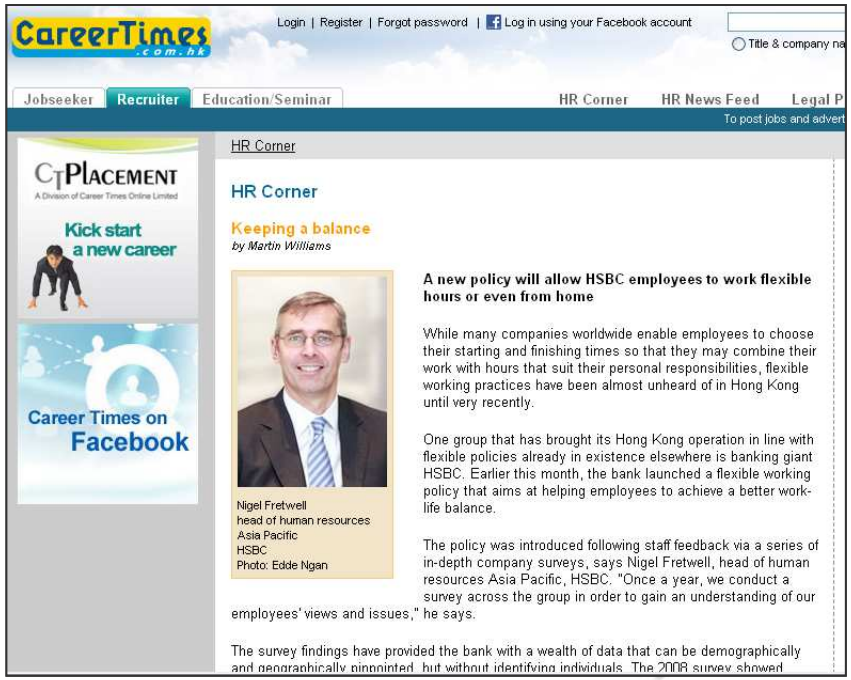
HR Practitioners

Line Managers

Employees

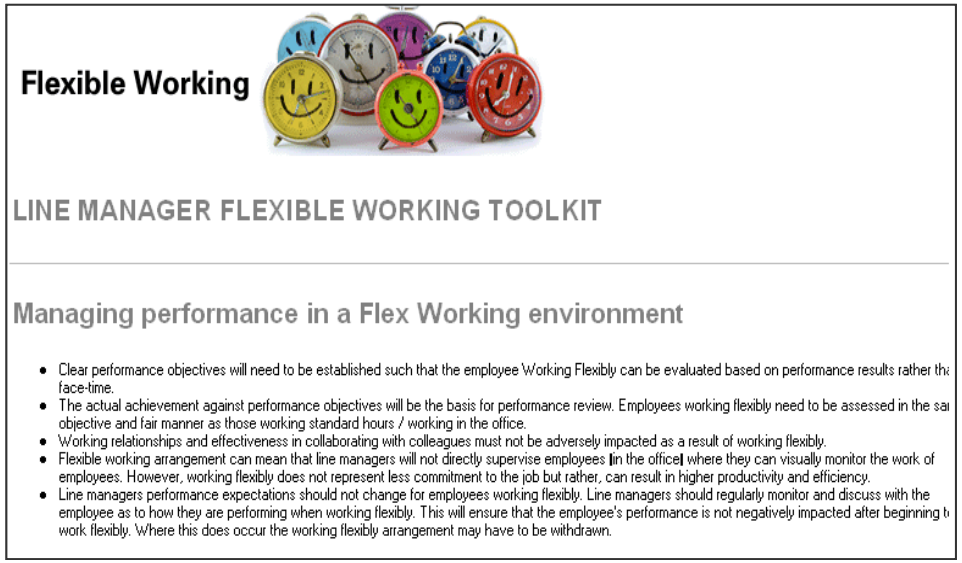
Changing mindsets: Senior management commitment

- **Project update at Executive Committee Meeting**
  - Reiteration of burning platform
- **Message from Head of HR to Senior Business Heads**
  - Implementation of Flex in their areas
  - Lead the change by role-modeling
  - Display behaviours aligned to flex
- **External press**
  - Setting an external brand truth
  - Internal must be aligned to reflect



Changing Mindsets: “Flexing” HR process and enabling HR practitioners to support change

- Aligning performance management – input vs output
- Flex as key enabler of Diversity & Inclusion proposition
- Proactive communication from HR to business partners



Line manager briefing sessions to engage “hearts and minds”

Session agenda

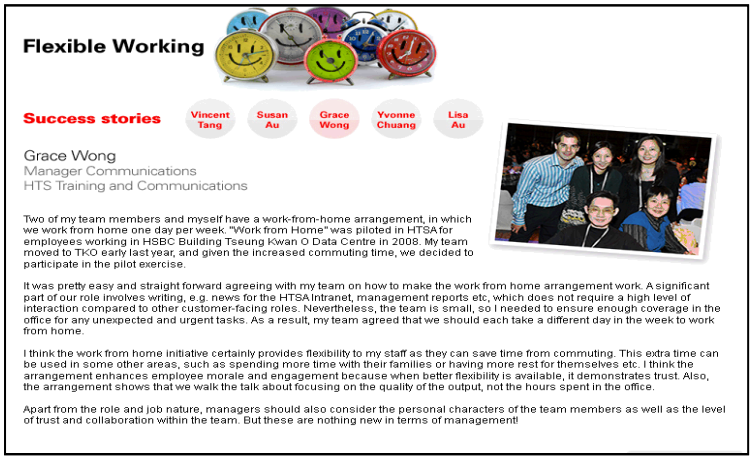
- **Discussion to contrast mindsets and attitudes with the reality**
  - "Introducing flexible ways of working will cost too much and only create a burden on our businesses."
  - "Flex won't work in HK – our people do not have a long commute"
  - "It's only for women"

- **Uplift manager capabilities by providing tips and guidelines on**
  - Framework on making decisions
  - Role playing response to applications
  - Managing performance

- **Ongoing support**
  - Flex Working website
    - Line managers' toolkit and
    - FAQ

Bank-wide employee communications

- Bank Circular from CEO
- Pre-launch intranet stories and web banner
- Flex Working intranet
  - Policy details
  - Self- assessment guidelines
  - Success stories
  - Frequently Asked Questions



Celebrate successes

Programme achievements

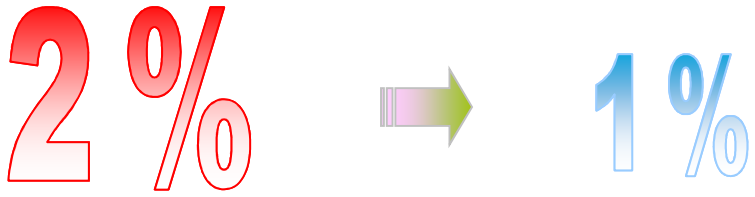
Employee take up rate: 20% of total workforce

Employee Engagement :

- Overall employee engagement increased **11%,**
  exceed HK best in class norm
- Gen X engagement score increased **10%**
- Work/Life Balance category increased **13%**

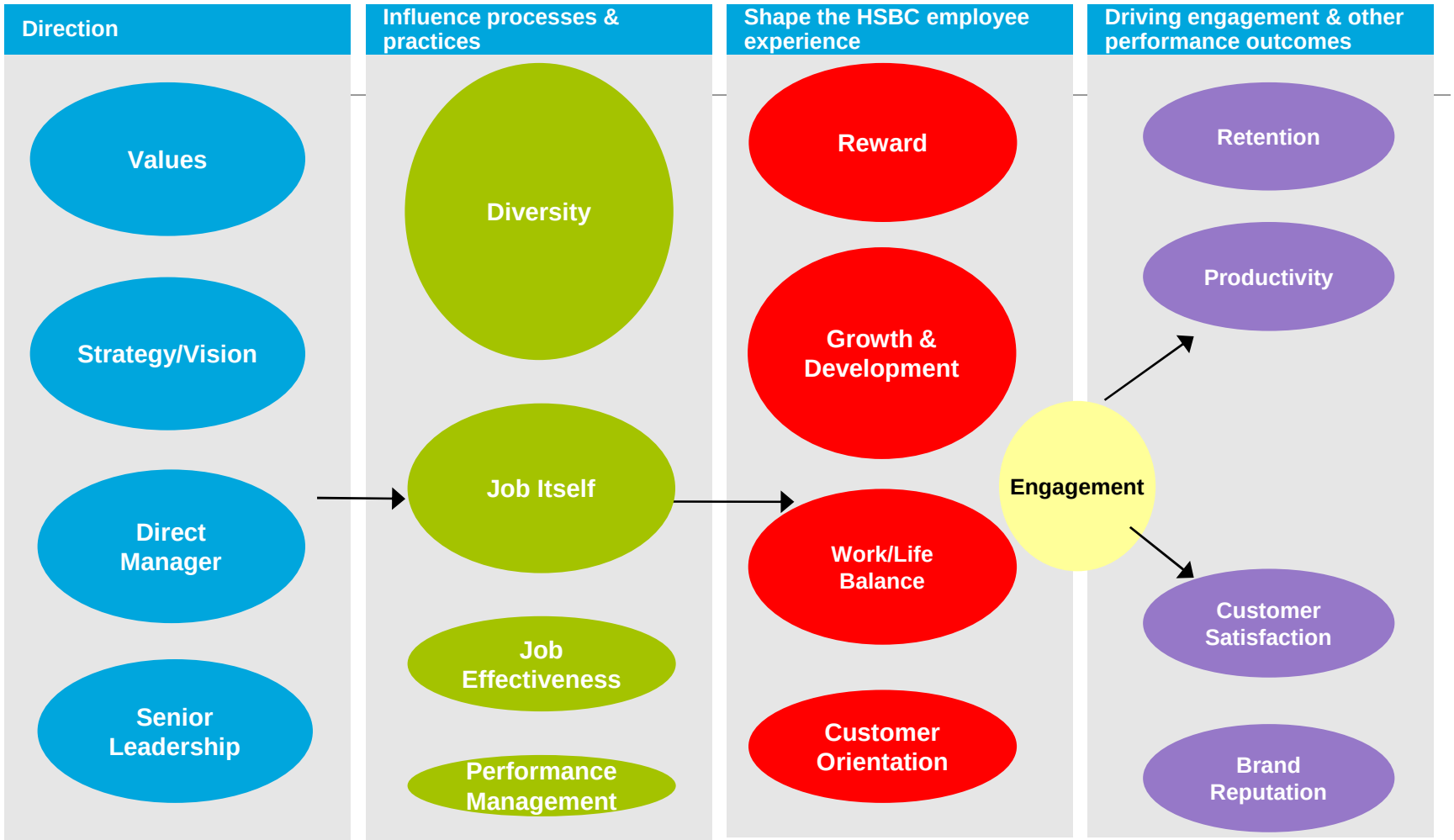
Attrition :

- Employee leave the bank due to dissatisfaction to working environment (long hours, working conditions)

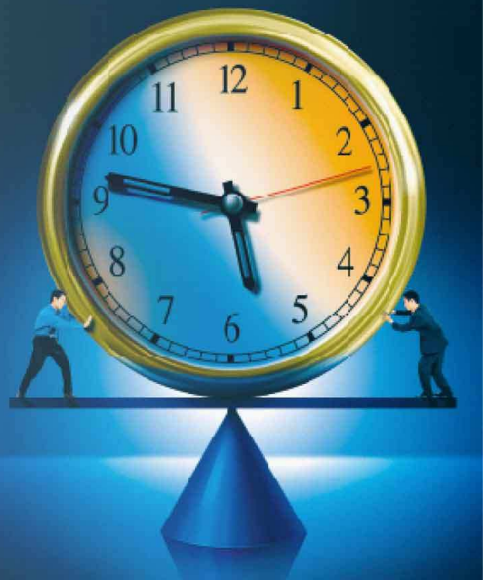


2008 **2009**

Model of Influence on Engagement

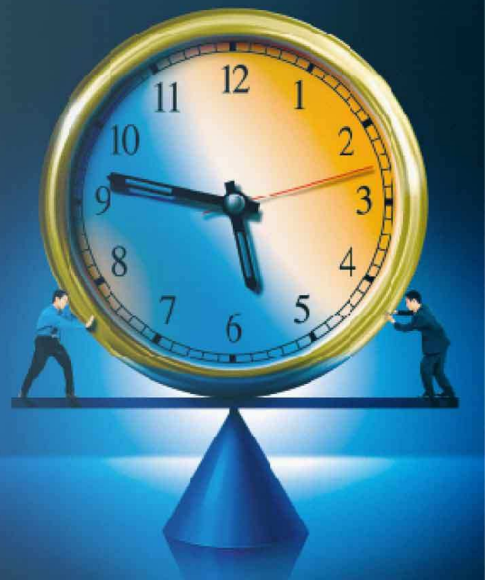


Q&A Session



Closing Remarks

Shalini Mahtani
Community Business



Work-Life Balance Day 2010

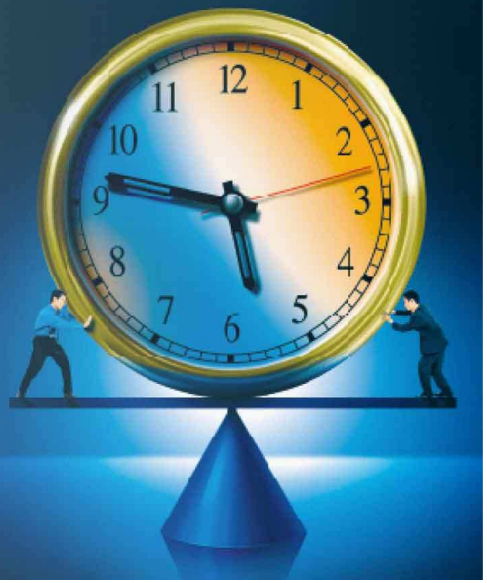
Work-Life Balance Day
生活與工作平衡日
22 OCT 10

Event	Work-Life Balance Day 2010
Date	Friday 22 October 2010
Background	Building on the success of the previous WLB Days, Community Business is running WLB Day in its third year aiming to get 150 companies signed up.
Objectives	• Raise work-life balance as a business issue and to provide a platform for companies to demonstrate their commitment to work-life balance • Build on the success of previous year's WLB Day and continue to raise WLB as a key business issue during the economic downturn • Encourage as many companies as possible to join the campaign and participate in some type of WLB initiative
How It Works	• Companies commit to doing one or more WLB initiatives • Companies sign up via the WLB Day Website
Cost	There is no cost to signing up!
To Register	Visit www.communitybusiness.org/WLB/2010

COMMUNITY BUSINESS

Thank You

Contact us:
www.communitybusiness.org



Disclaimer:
All information provided in this document is intended for discussion purposes only, and is not in the nature of advice. Community Business Limited reserves the right to make alterations to any of its documents without notice. All rights reserved. Community Business Limited ©2010.