CSR: Buzzword or Business Imperative? Workplace

Amanda Yik
Senior Project Manager
Community Business

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What kind of workplace do you want to be in?
READY FOR MONDAY.

NOT.
>80% Hong Kong workers are not fully engaged

35% said they would have to leave their organisation in order to advance to a job at a higher level.

50% feel they are able to sustain the level of energy they need throughout the work day.

39% feel they are often bothered by excessive pressure on the job.

2012 Towers Watson Global Workforce Study
68% of Hong Kong's bosses expect employees to be available or contactable while on annual leave or outside office hours.

21.4% of employees see that most people do not leave work before their bosses/supervisors do.

30.7% of employees say work-life balance is not talked about in their company.

18% of employees feel that they cannot raise concerns about work-life balance if they want to get ahead in their company.
• 6% higher net profit margins
• 5 times higher shareholder returns
• Happy employees 50% more productive
• Healthy workplace means 11% higher revenue per employee
Strong Business Case for work-life balance

71.8% of employees say work-life balance is a critical factor affecting productivity, engagement and attraction and retention of talent:

- 25.8%: Work-life balance is among the top 3 factors affecting my motivation and productivity at work.
- 24.1%: Work-life balance is more important than money when I choose to join, stay with or leave a company.
- 21.9%: Work-life balance is among the top 3 factors I consider when I choose to join, stay with or leave a company.
“Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.”

- The Work Foundation
How many women are there among senior management?

How does the company develop Gen Y/Gen Z talent?

Does the company invest in developing local talent?

Is the company hiring people with disabilities?

Does the company tolerate discriminatory behaviour towards sexual minorities?

What does the company do to leverage more experienced employees?
<table>
<thead>
<tr>
<th>Geography</th>
<th>% population aged 15 to 59 in 2009</th>
<th>% population aged 15 to 59 in 2040</th>
<th>% Change from 2009 to 2040</th>
</tr>
</thead>
<tbody>
<tr>
<td>Korea</td>
<td>68.1</td>
<td>47.8</td>
<td>-29.8%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>70.2</td>
<td>49.3</td>
<td>-29.8%</td>
</tr>
<tr>
<td>Singapore</td>
<td>67.4</td>
<td>49.2</td>
<td>-27.0%</td>
</tr>
<tr>
<td>Japan</td>
<td>56.9</td>
<td>44.6</td>
<td>-21.6%</td>
</tr>
<tr>
<td>China</td>
<td>67.9</td>
<td>53.7</td>
<td>-20.9%</td>
</tr>
<tr>
<td>Thailand</td>
<td>67.1</td>
<td>56.4</td>
<td>-15.9%</td>
</tr>
<tr>
<td>Vietnam</td>
<td>65.6</td>
<td>56.6</td>
<td>-13.7%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>64.2</td>
<td>57.7</td>
<td>-10.1%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>63</td>
<td>59.5</td>
<td>-5.6%</td>
</tr>
<tr>
<td>India</td>
<td>61.3</td>
<td>62.2</td>
<td>1.5%</td>
</tr>
<tr>
<td>Philippines</td>
<td>59.6</td>
<td>61.1</td>
<td>2.5%</td>
</tr>
</tbody>
</table>
Economic performance of the companies with most gender-diverse management teams compared with their industry average

- **Average ROE**
  - 11.4% (Companies with most gender-diverse management teams)
  - 10.3% (Industry average)
  - +10%

- **Average EBIT**
  - 11.1% (Companies with most gender-diverse management teams)
  - 5.8% (Industry average)
  - +48%

- **Stock price growth**
  - 64% (Companies with most gender-diverse management teams)
  - 47% (Industry average)
  - x 1.7

* 80 companies, identified with the scoring system developed by Amazone Euro Fund
** 87 companies, data not available for two companies
*** 73 companies, financial sector not included
**** Of the 89 most gender-diverse companies, 44 have a market capitalization greater than 2 billion euros

Source: Amazone Eurofund database, Amadeus, Research Insight, Datastream, Bloomberg, McKinsey
Diverse and inclusive companies outperform and have more satisfied customers and team members.
<table>
<thead>
<tr>
<th>Risk and reputation</th>
<th>Employer of choice</th>
<th>Competitive advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Legal compliance</td>
<td>• Attract and retain the best talent</td>
<td>• ‘Diversity of thought’</td>
</tr>
<tr>
<td>• Mitigating risk</td>
<td>• Offer benefits beyond remuneration</td>
<td>• Higher productivity</td>
</tr>
<tr>
<td>• Managing reputation</td>
<td>• Access new talent pools</td>
<td>• Greater innovation</td>
</tr>
<tr>
<td>• Litigation in other parts of the world (US, UK)</td>
<td>• Gen Y is demanding it</td>
<td>• Improved decision making</td>
</tr>
<tr>
<td>• Global, more exposed workforce</td>
<td>• Shortage of talent</td>
<td>• Better Corporate Governance</td>
</tr>
<tr>
<td></td>
<td>• Differentiate their brand in the marketplace (extreme competition)</td>
<td>• Winning Customers</td>
</tr>
</tbody>
</table>
What kind of workplace do you want to be in?
Community Business

- A unique non-profit organisation dedicated to advancing Corporate Social Responsibility

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

- CSR Strategy
- Community Investment
- Diversity & Inclusion
- Work-Life Balance