HAYS
Recruiting experts
worldwide

BUSINESS TODAY NEEDS
GREATER VARIETY OF THINKERS
ASIA YET TO TAP INTO
THE POWER OF DIVERSITY

The 2018 Hays Asia Diversity & Inclusion Report

CONTENTS

INTRODUCTION

Welcome to our 2018 Asia Diversity & Inclusion report. In our report, employees and employers from across Asia share their views about diversity in the workplace and relate what is happening in their organisations on this most current of topics.

The case for establishing a truly diverse workforce, at all organisational levels, grows more compelling each year. The moral argument is weighty enough; the business case in almost unanswerable. But what is the state of play in business in Asia when it comes to diversity?

There are encouraging signs of progress, but the overall picture tells a story of a long road to travel and a journey just begun.

On the positive side, fewer employees now have a male boss. Still over half of respondents, 58%, report to a male; but this is down from 63% last year and 67% two years ago. This relatively rapid progress is heartening.

Yet we still find that less than a third of all respondents believe people of equal ability in their organisation have equal access to career opportunity regardless of age, disability, ethnicity, gender, family commitments, marital status, race, religion or sexuality.

And another illuminating finding of this year's research was that 63 per cent of respondents across all markets believe leaders hold a bias towards people who look, think or act like they do. Less than half of respondents described their leaders as role models for diversity.

Also revealing is our research showing that while two thirds of respondents work for organisations that set individual diversity targets for senior and line managers only nine per cent told us these targets are actively worked towards. Does this paint a picture of lip-service being paid to an issue that should demand real and substantial action?

Research has shown that workplace diversity is vital as a foundation for innovation and creativity and also for recruiting and keeping the best talent.

We hope you can find inspiration in our Asia Diversity & Inclusion Report 2018 for renewed diversity efforts in the year ahead.
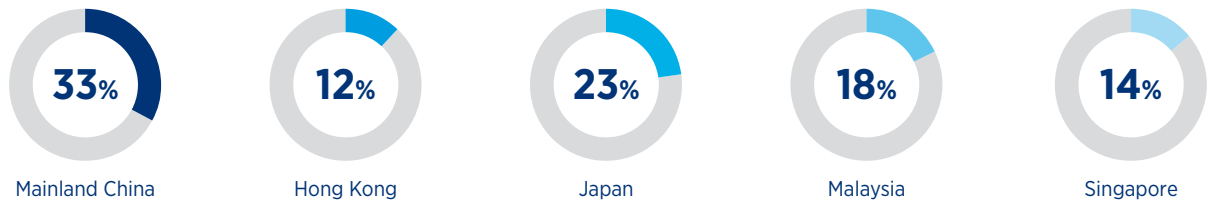
Richard Eardley – Managing Director Asia

Thank you
We want to thank all those who completed our diversity survey and also our profiled interviewees. Diversity is of ongoing importance to employer organisations in our region and sharing your insights and experience helps keep this subject top of mind.

GENERAL FINDINGS

Where are you based?

33%	**12%**	**23%**	**18%**	**14%**
Mainland China	Hong Kong	Japan	Malaysia	Singapore

What is your age? (%)

Legend: ■ < 25 yrs ■ 26-40 yrs ■ 41-54 yrs ■ 55 yrs+ ■ Prefer not to say

Asia	5	50	38	7

What is your gender? (%)

Legend: ■ Female ■ Male ■ Other ■ Prefer not to say

Asia	53	46	1

A total of 900+ working professionals were surveyed to produce this report.

RECRUITMENT REMODELLED

The art & science of successful recruitment

Download at haysplc.com/our-expert-view/find-engage

Get the latest Hays whitepaper for insights into the evolving recruitment landscape. Find out how the latest advancements in data and artificial intelligence are changing how employers find and engage passive candidates.

GENERAL FINDINGS

Where were you born?

	Mainland China	Hong Kong	Japan	Malaysia	Singapore
Hong Kong		60%			
India					13%
Japan			80%		
Mainland China	90%				
Malaysia				93%	
Singapore					53%
Other	10%	40%	20%	7%	34%

How would you describe your ethnic origin?

	Mainland China	Hong Kong	Japan	Malaysia	Singapore
Chinese	94%	72%		56%	62%
Indian				14%	13%
Japanese			78%		
Malay				19%	
White		15%			14%
Other	6%	13%	22%	11%	11%

GENERAL FINDINGS

What is the gender of your line manager (%)?

Legend: Female | Male | Unsure

Asia: 39 | 58 | 3

In which three areas do you believe greater diversity and inclusion in the workplace could have the most positive impact?

20% Company culture

13% Organisation leadership

12% Innovation

Do you think you and your equally capable colleagues have the same career opportunities open to you regardless of age, disability, ethnicity, gender, family commitments, marital status, race, (including colour, national origin), religion or sexuality (%)?

Legend: Equal | Somewhat equal | Unsure | Not equal

Asia: 32 | 37 | 13 | 18

Do you think you and your equally capable colleagues are paid/rewarded in an equal manner regardless of age, disability, ethnicity, gender, family commitments, marital status, race (including colour, national origin), religion or sexuality (%)?

Legend: Equal | Somewhat equal | Unsure | Not equal

Asia: 30 | 32 | 17 | 21

Has there ever been any occasions where you have felt that your chances for career progression have been limited because of your of age, disability, ethnicity, gender, family commitments, marital status, race (including colour, national origin), religion, or sexuality (%)?

Legend: Yes, all the time | Yes, sometimes | Yes, rarely | No

Asia: 11 | 40 | 18 | 31

Has there ever been an occasion where you have felt that your chance of being accepted for a job have been lowered because of your of age, disability, ethnicity, gender, family commitments, marital status, race (including colour, national origin), religion, or sexuality (%)?

Legend: Yes | No

Asia: 47 | 53
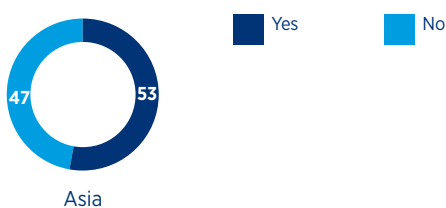
IMPORTANCE AND ACTIONS OF LEADERS/LEADERSHIP

How far do you agree with the following statements (%)?

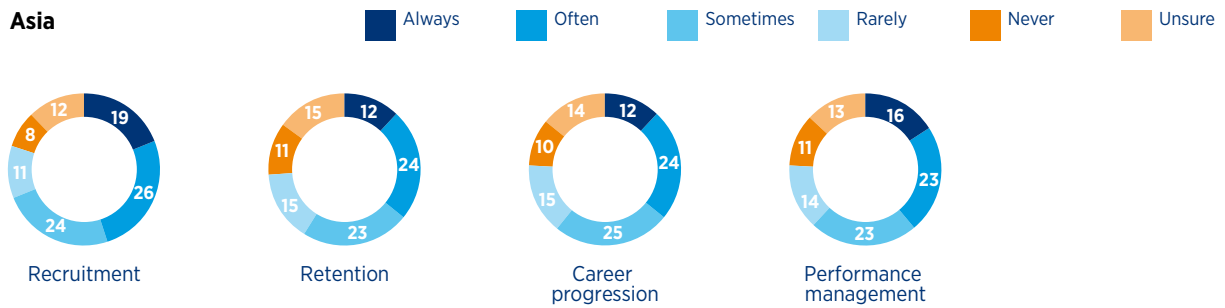| Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree

Asia

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
3	15	19	45	18

Our leaders have a bias towards people who look, think or act like them

3	14	27	44	12

Our leaders' day-to-day behaviour aligns to the values of our organisation

6	18	27	37	12

Our leaders fully understand the relationship between diversity and inclusion and talent attraction

6	17	29	37	11

Our leaders fully understand the relationship between diversity and inclusion and creativity and innovation

8	17	26	37	12

Our leaders fully understand the relationship between diversity and inclusion and employee engagement and staff retention

6	15	31	36	12

Our leaders fully understand the relationship between diversity and inclusion and customer insight

6	15	31	36	12

Our leaders fully understand the relationship between diversity and inclusion and profitability

9	21	28	31	11

Our leaders are role models for diversity and inclusion who challenge traditional viewpoints and established ways of working

8	16	30	36	10

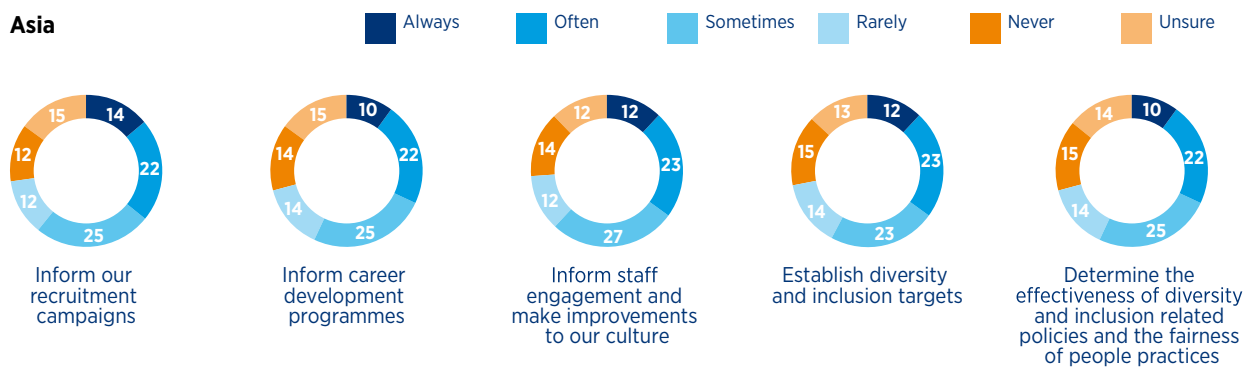I trust our leaders to deliver change on the diversity and inclusion agenda

CAPTURE AND INTERPRETATION OF DATA /MEASUREMENT/ANALYSIS

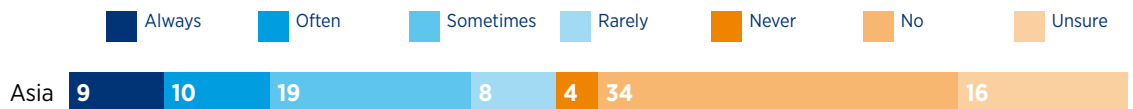**I'm aware our organisation captures diversity data from our workforce, covering (%):**

Asia

■ Always	■ Often	■ Sometimes	■ Rarely	■ Never	■ Unsure

Recruitment: Always 19, Often 26, Sometimes 24, Rarely 11, Never 8, Unsure 12

Retention: Always 12, Often 24, Sometimes 23, Rarely 15, Never 11, Unsure 15

Career progression: Always 12, Often 24, Sometimes 25, Rarely 15, Never 10, Unsure 14

Performance management: Always 16, Often 23, Sometimes 23, Rarely 14, Never 11, Unsure 13

I'm aware our organisation uses diversity data to (%):

Asia

■ Always	■ Often	■ Sometimes	■ Rarely	■ Never	■ Unsure

Inform our recruitment campaigns: Always 14, Often 22, Sometimes 25, Rarely 12, Never 12, Unsure 15

Inform career development programmes: Always 10, Often 22, Sometimes 25, Rarely 14, Never 14, Unsure 15

Inform staff engagement and make improvements to our culture: Always 12, Often 23, Sometimes 27, Rarely 12, Never 14, Unsure 12

Establish diversity and inclusion targets: Always 12, Often 23, Sometimes 23, Rarely 14, Never 15, Unsure 13

Determine the effectiveness of diversity and inclusion related policies and the fairness of people practices: Always 10, Often 22, Sometimes 25, Rarely 14, Never 15, Unsure 14

Does your organisation implement diversity and inclusion targets or KPIs (%)?

	■ Yes	■ No	■ Unsure

	Yes	No	Unsure
Asia	33	47	20

Do senior and line managers have individual diversity and inclusion targets/KPIs and actively work towards them (%)?

■ Always	■ Often	■ Sometimes	■ Rarely	■ Never	■ No	■ Unsure

	Always	Often	Sometimes	Rarely	Never	No	Unsure
Asia	9	10	19	8	4	34	16

IMPACT OF CULTURE ON DIVERSITY & INCLUSION

Is diversity and inclusion promoted in your organisation's staff communications (%)?

	Always	Often	Sometimes	Rarely	Never	Unsure

| Asia | 15 | 20 | 31 | 17 | 12 | 5 |

Does your organisation support key diversity events, such as, multi-cultural religious observances, International Men's/ Women's Day, or Mental Health Awareness weeks etc (%)?

	Always	Often	Sometimes	Rarely	Never	Unsure

| Asia | 17 | 20 | 26 | 14 | 19 | 4 |

How far do you agree with the following statements (%)?

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree

Asia

4	18	29	34	15

Challenging cultural norms is likely to negatively impact my career opportunities

4	15	32	38	11

I work in a culture that encourages debate and diversity of thought

5	13	29	44	9

My voice is heard and respected

INCLUSIVE TALENT ATTRACTION METHODS

How far do you agree with the following statements (%)?

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree

Asia

4	12	32	42	10

The imagery and branding in our recruitment material reflects a diverse workforce

3	6	24	53	14

The words we use to describe our vacancies, organisation and culture are unbiased

6	11	26	45	12

We are proactive in our efforts to source diverse candidates

8	17	34	31	10

My organisation has diversity recruitment targets

9	20	38	25	8

We have set diversity targets for our recruitment agencies

How far do you agree with the following statements (%)?

Unsure	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree

Asia

11	5	15	27	35	7

Reviewing job descriptions and person specification for bias

12	9	29	26	20	4

Introducing 'name-blind recruitment' into stages of the recruitment process to mitigate bias in decision making

7	9	23	26	28	7

Ensuring interview panels are diverse

5	6	14	19	44	12

Using a structured interview process

CAREER MANAGEMENT FOR RETENTION AND DEVELOPMENT

How far do you agree with the following statements (%)?

Disagree   **Unsure**   **Agree**

Asia

18	40	42

My organisation actively promotes flexible and agile working as the default position of the business culture and supports it overtly

30	47	23

My organisation actively promotes flexible working practices for working parents

33	36	31

My organisation promotes flexible working opportunities for all staff

15	46	39

My line manager is committed to increasing diversity within their team

8	39	53

Career development conversations with my line manager are open and transparent

12	42	46

You are more likely to be promoted if you have a similar socio-economic background to the organisation's management

25	37	38

My organisation gives me access to mentors

32	46	22

My organisation actively works to develop under-represented groups, specifically into leadership roles

22	40	38

Our people managers are given training to help them ensure diversity and inclusion

19	40	41

My employer seizes every opportunity to create a workplace culture which is more diverse and inclusive

MAINLAND CHINA HIGHLIGHTS

IMPORTANCE AND ACTIONS OF LEADERS/LEADERSHIP

According to our survey, senior managers in organisations in Mainland China are not yet seen as Diversity and Inclusion (D&I) champions able to create meaningful change.

In a trend common in all of our operating markets, most respondents in Mainland China (60 per cent) believe the senior managers in their organisation favour those who look, think and act like them. So, it's not surprising that less than half of our respondents - 46 per cent - trust their leaders to deliver change on D&I while a hefty 38 per cent are unsure about the ability of leaders to do this. And, 43 per cent of respondents regard their leaders as role models for D&I willing to challenge the status quo.

We also asked participants separate questions about how well their leaders understood the relationship between D&I and five key business outcomes – talent attraction, creativity and innovation, employee engagement and retention, customer insight and profitability.

More than a third of respondents could not offer an answer to any of these questions suggesting employer organisations must do more to ensure leaders not only champion D&I but that their efforts to position D&I as an important business metric in these key areas is well communicated.

On the positive side, a slim majority of respondents believes their senior team displays behaviours on a daily basis that align to the organisation's values (14% say their leaders are failing in this area) and that leaders understand the positive impact D&I have on talent attraction and on customer insight. These results were far lower than in Hong Kong.

Only half of respondents said their leaders understand the impact of D&I on employee engagement and less than half say leaders understand the link between D&I and creativity and innovation or profitability.

CAPTURE AND INTERPRETATION OF DATA/MEASUREMENT/ANALYSIS

Setting and tracking D&I targets/KPIs provides a range of benefits to businesses yet only 26 per cent of respondents were confident their employer establishes D&I targets. Another 51 per cent of respondents said their employer does not set D&I targets.

Companies are increasingly making data-led decisions in all areas of the business but D&I data remains a fairly untapped resource.

In companies that do set D&I targets, only 11 per cent of respondents said these were always data-informed. A third said data was often used to inform targets. Another 24 per cent said data was only sometimes used while an equal proportion said it was rarely or never used.

Using data to measure the effectiveness of D&I policies and practices would seem a 'must do' activity for every company yet only ten per cent of respondents said this was the practice in their organisation, but nearly a third said their organisation often uses data to measure the effectiveness of D&I efforts.

Perhaps the most interesting result relates to D&I targets for senior and line managers.

A third of respondents said no individual D&I targets/ KPIs existed for the senior and line managers in their organisation and 13 per cent were unsure.

However, even where such targets/KPIs do exist, it appears many companies do not ensure managers actively work towards meeting them. Only 14 per cent of respondents said the senior and line managers in their organisation always worked towards meeting targets. The largest proportion of respondents (22 per cent) said senior and line managers only sometimes worked toward meeting their targets.

According to our respondents, many companies also do not capture or track D&I data related to recruitment, employee retention, career progression and performance consistently. Being able to attract and retain the best people is key to any company's competitive edge

For example, only 17 per cent of respondents were confident their organisation always captured D&I data relating to recruitment although 31 per cent said such data was often tracked.

Using D&I data to boost retention was even lower with only 13 per cent of respondents claiming their organisation always captures the relevant data while 32 per cent said it was often tracked.

Another weak area was using data to ensure the company is promoting a diversity of thinkers. Just 12 per cent of respondents were confident their organisation diligently tracked D&I data related to career progression but 28 per cent said such data was often captured. More concerning was the fact that 20 per cent of respondents said such D&I data was rarely or never captured.

Many organisations in Mainland China are yet to make use of D&I data to help them create winning attraction and retention campaigns. Only 20 per cent of respondents reported their employer always uses D&I data to formulate recruitment campaigns but 31 per cent said it was often used.

Using career development programs to groom a diversity of talent for future leadership is another key use of D&I data. However, only ten per cent of respondents said their organisation was doing this. Another 29 per cent said D&I data was often used to inform career development programs but an equal proportion said such data was only sometimes used and 22 per cent said it was rarely or never used.

Likewise, D&I data to boost staff engagement and improve company culture is yet to be fully realised in Mainland China with only 12 per cent of respondents reporting it was a regular practice in their organisation. And 21 per cent said D&I data was rarely or never used to improve staff engagement and workplace culture.

IMPACT OF CULTURE ON DIVERSITY AND INCLUSION

A big part of D&I is ensuring employees feel comfortable bringing their authentic self to work and that they can speak up about D&I cultural issues without consequence.

A large 61 per cent of respondents believe challenging cultural norms in their workplace would negatively impact their career opportunities. This was far higher than in any of our other operating markets. Only 13 per cent of respondents were not concerned speaking up would negatively impact their career.

However, 59 per cent of respondents believe their workplace encourages debate and diversity of thought and 61 per cent feel their voice is heard and respected at work.

> **❝ Many organisations in Mainland China were yet to make use of D&I data to help them create winning attraction and retention campaigns. ❞**

Our research also shows companies in Mainland China could do more to promote D&I in visible ways.

Most respondents (28%) told us D&I was only sometimes promoted in staff communications. Only 20

per cent said this was standard practice although 26 per cent said D&I was often promoted in staff communications. It was encouraging that only a minority said D&I was never promoted in this way.

Just over 40 per cent of Hays research participants work in organisations where D&I events such as International Women's Day and multicultural festivities were always or often supported. Another 27 per cent said there was some support for such activities but 15 per cent said D&I events were rarely supported and eight per cent said they were never held.

INCLUSIVE TALENT ATTRACTION METHODS

Respondents in Mainland China offer a mixture of views when it comes to their knowledge of recruitment practices in their organisation that boost diversity hiring.

A total of 54 per cent said their employer uses images reflecting diversity in recruitment materials. And an impressive 69 per cent of respondents claim the words used to describe the organisation and its culture and job vacancies were unbiased (higher than Hong Kong, Singapore and Japan). Only seven per cent of respondents reported their organisation did not do this.

Another positive was that 63 per cent of respondents agreed their organisation proactively sources diverse candidates. Just over half of respondents (52 per cent) said their organisation sets diversity recruitment targets - 15 per cent said their company does not set targets.

Almost half of respondents (43 per cent) said their employer sets diversity targets for the recruitment agencies they engage with. And most - 47 per cent - agreed job descriptions should be reviewed to ensure they are not biased in any way. When it comes to introducing 'name-blind recruitment' into stages of the recruitment process to mitigate bias in decision-making, our respondents in Mainland China were nearly evenly split – 30 per cent for the practice and 31 per cent against.

CAREER MANAGEMENT FOR RETENTION AND DEVELOPMENT

Our research shows organisations in Mainland China have a lot of work to do to either introduce policies and practices that promote D&I or to better promote such policies and practices where they exist. This includes achieving greater diversity in hiring and career advancement, developing D&I proficient managers and offering flexible work practices.

Only 41 per cent of respondents believe their organisation seizes every opportunity to create a diverse and inclusive workplace but just as many were unsure.

Disappointingly, 46 per cent of respondents believe people in their organisation are more likely to be promoted if they are from a similar socio-economic background to the organisation's management. This was on a par with respondents in Hong Kong but was higher than all other markets.

And only 39 per cent of respondents believe their line manager is committed to increasing diversity in their team while 46 per cent are unsure where their manager stands in this regard.

It follows that only 38 per cent of respondents said their organisation provides managers with diversity and inclusion training. Another 21 per cent said no such training was offered by their organisation.

And nearly a third of respondents (32 per cent) don't believe their organisation actively develops under-represented groups into leadership roles. An even higher proportion (46 per cent) doesn't know if their organisation champions greater diversity in leadership. Only 22 per cent believe their organisation does develop underrepresented groups into leadership roles.

These results clearly support the case for greater D&I training for all managers including how to offer flexible and agile working arrangements in a way that boosts productivity.

Our diversity reports over the past few years have revealed an increasing number of employees want to access flexible work options including working fathers. However, only 42 per cent of respondents in Mainland China said their organisation promotes flexible and agile work options as a standard part of the business culture.

And just 23 per cent said their organisation actively promotes flexible options for working parents while 47 per cent were unsure what their organisation offered to parents. A third of respondents said their employer does not offer flexible work options to all employees.

HONG KONG HIGHLIGHTS

IMPORTANCE AND ACTIONS OF LEADERS/LEADERSHIP

Survey participants in Hong Kong shared mostly positive views about how their organisation's leaders are supporting Diversity & Inclusion (D&I) goals and initiatives.

More than 93 per cent of respondents believe the day-to-day behaviours of their corporate leaders align to the values of their organisation – by far the most positive result across each of our operating markets.

Also, 88 per cent of respondents said their leaders are role models for D&I willing to challenge traditional views and ways of working. And 87 per cent trust their organisation's senior leadership team to deliver positive change on D&I.

Hong Kong respondents also have the greatest faith in their leaders to understand the relationship between D&I and the key business areas of talent attraction, creativity and innovation, employee engagement and retention customer insights and profitability.

A massive 90 per cent agreed their leaders understand the link between D&I and talent attraction, creativity and innovation and also profitability. Also leading across all operating markets - 88 per cent of respondents believe their leaders understand the positive impact D&I has on employee engagement and retention.

However 93 per cent of respondents believe the leaders in their organisation have a bias towards people who look, think and act like them.

This could be related to the fact Hong Kong has the second lowest number of female line managers in this year's results.

Given Hong Kong's strong results in most areas, leaders are on the right track but could perhaps do more to champion the importance to business results of having managers and leaders that better represent the diversity of customers/clients and the population in general.

CAPTURE AND INTERPRETATION OF DATA/MEASUREMENT/ANALYSIS

Hong Kong had the highest number of respondents who reported that their organisation implements D&I targets or KPIs (41 per cent).

However, only a minority of respondents told us their organisation uses D&I data to measure the effectiveness of key initiatives such as recruitment campaigns, employee retention initiatives, career development programs and performance management.

Globally, Hong Kong is a leader in digital technology including the use of data analytics. Our survey results show the gathering and leveraging of D&I data is an opportunity organisations are yet to fully exploit to strengthen their people strategies.

According to our participants, the greatest use of D&I data was for recruitment - 44 per cent of respondents said their organisation always or often captured this data. And 27 per cent said this data was always or often used by their organisation to inform recruitment campaigns.

Once on board, only 31 per cent of our respondents said their organisation captured and used D&I data to understand employee retention.

This disconnect continues in most areas and indicates there is no overarching D&I data strategy in many organisations in Hong Kong.

Another 30 per cent said data was rarely or never used to inform staff engagement and make improvements to their organisation's culture - 25 per cent of respondents work for organisations that always or often do this. And only 36 per cent of respondents said such data was always or often captured around performance management.

Just 30 per cent said their organisation always or often captured diversity information about career progression. And 24 per cent said that their organisation always or often uses D&I data to inform

career development programs. A third of respondents said D&I data was rarely or never used for career development in their organisation.

Assigning accountability for driving D&I to senior and line managers appears to be another opportunity for companies in Hong Kong to explore - a trend common in all of our operating markets.

When asked if senior and line managers have individual D&I targets to work towards, 26 per cent of Hong Kong respondents told us no such targets existed in their organisation. This was a better result than the findings of our research in Mainland China, Malaysia, Singapore and Japan.

Of the respondents who work in organisations that do set D&I targets/KPIs for senior and line managers, 24 per cent said these were only sometimes worked towards. Only 12 per cent said senior and line managers always actively worked to meet D&I targets/KPIs while 11 per cent said such targets were often pursued.

The research suggests organisations could benefit from developing a more cohesive data strategy to help them achieve greater workforce diversity.

IMPACT OF CULTURE ON DIVERSITY AND INCLUSION

Nearly half of respondents - 46 per cent – are concerned challenging the cultural norms of their organisation could negatively impact their career opportunities. Another 26 per cent told us they believed they could challenge norms in their organisation without consequence.

The result suggests those working in Hong Kong find it easier to challenge cultural norms than those working in Mainland China, Malaysia and Japan.

More than half of respondents (53 per cent) say their company culture encourages debate and diversity of thought while 55 per cent feel their voice is heard and respected in their workplace.

Only 18 per cent hold the perception that their employer does not encourage debate and a diversity of ideas and 16 per cent that their voice was not heard or respected at work. This minority view suggests most companies in Hong Kong understand that traditional hierarchies won't necessarily provide the answers to tomorrow's problems in a business environment of constant change and disruption.

Most participants in Hong Kong (28 per cent) work in organisations that sometimes promote D&I in staff communications. Just 17 per cent said D&I was always promoted through staff communications – the second highest result after Mainland China - but 22 per cent said this rarely or never happened.

Workplaces around the world are promoting a better understanding of cultures and the experiences faced by others due to gender or disability through events that mark international days and cultural and religious festivities and observances.

Supporting events is an easy, low cost way employers can demonstrate their support to D&I and our research suggests Hong Kong employers could do more in this area.

Only 17 per cent of respondents reported D&I events were always supported in their workplace. While this sounds modest, it was the second highest result after Mainland China where 20 per cent of respondents work for employers that always support D&I events.

The largest proportion of respondents in Hong Kong said their organisation only sometimes (26 per cent) supports such D&I events while 21 per cent said their organisation never supports such events and 14 per cent rarely.

INCLUSIVE TALENT ATTRACTION METHODS

Other ways organisations can show support for D&I include incorporating it into their employer brand, and the words they choose to describe the organisation and its job vacancies.

Approximately 54 per cent per cent of respondents said the imagery and branding used by their employer in recruitment materials reflected a diverse workforce but 19 per cent said that was not the case in their workplace.

This places organisations in Hong Kong ahead of what's happening in Japan but only on a par with practices in organisations in Mainland China and Singapore while slightly behind Malaysia. We are finding a great deal of candidate movement between countries/regions in Asia so D&I-friendly employer and recruitment branding and language matters if companies want to encourage quality talent regionally.

A total of 60 per cent of respondents agreed that the words used by their employer in Hong Kong to describe the organisation, its culture and job vacancies were unbiased. While this sounds like good news, the proportion of respondents giving their employer the thumbs up for D&I inclusive language was higher in every other country/region - Malaysia, 70 per cent, Mainland China, 69 per cent, Singapore, 66 per cent and Japan, 64 per cent.

Some 53 per cent of respondents said their organisation proactively sourced diverse candidates but 24 per cent said the opposite. And only 38 per cent of respondents said their organisation set diversity recruitment targets.

When asked if their employer set diversity targets for recruitment agencies, 38 per cent agreed while 26 per cent said their organisation did not set targets.

Asked for their personal views, 48 per cent of respondents in Hong Kong support reviewing job descriptions and person specification for bias - 26 per cent disagreed.

Some 29 per cent of respondents also support their organisation introducing 'name-blind recruitment' into stages of the recruitment process to mitigate bias in decision-making. A higher 38 per cent were against using these methods.

Also, 37 per cent of respondents believe having interview panels with a diversity of members is the right move. Another 31 per cent disagreed with using this method.

Using a structured interview process was the most popular process with 59 per cent of respondents agreeing with its use. Only 21 per cent disagreed with its use.

Generally, respondents in Hong Kong were as personally supportive of recruitment practices that promote diversity as respondents in our other operating markets and more so in some cases.

CAREER MANAGEMENT FOR RETENTION AND DEVELOPMENT

Where only a few decades ago, people worked the same standard hours, today's workforce wants more options.

However, in Hong Kong our research reveals only about half of employers are getting this right.

For example, just 51 per cent of respondents said their organisation actively promotes flexible and agile working as the default position of the business culture. And 22 per cent said their organisation is lagging in this area.

Again, 51 per cent said their organisation actively promoted flexible working practices for working parents and 52 per cent that their organisation promotes flexible working practices for all staff.

Competitive employers need to be amongst the proactive half of this group but to do this means getting all leaders and managers across the productivity and retention gains flexible and agile work offer.

Only 49 per cent of respondents in Hong Kong said their line manager was committed to increasing diversity within their team. And 40 per cent of respondents said their organisation provides people managers with training to help them ensure D&I while a quarter reported manager training was not offered.

On the plus side, 66 per cent of respondents said career development conversations with their line manager were open and transparent but this was a spike across most of our operating markets. Unfortunately, 21 per cent of Hong Kong respondents said this was not the case with their manager.

Also, 46 per cent of respondents believe those that are of a similar socio-economic background to the organisation's management were more likely to be promoted. Another 21 per cent disagreed this was the case in their organisation. The result in Hong Kong was lower than Malaysia but higher than in other operating markets. Whether this is real or just a perception, strong organisations want to promote a diversity of views to their leadership teams.

More than a third of respondents (34 per cent) agreed that their organisation actively works to develop under-represented groups, specifically into leadership roles.

Mentors can be an effective way to ensure people understand what it takes to succeed and be known in their organisation. Just over half per cent of respondents in Hong Kong (51 per cent) have access to mentors at work but 28 per cent do not.

An encouraging 42 per cent of respondents agreed their employer seizes every opportunity to create a workplace culture that is more diverse and inclusive but again, those that had no idea what the state of play is was equally large (36 per cent) Only 22 per cent disagreed their employer strives to create a diverse workplace.

JAPAN HIGHLIGHTS

IMPORTANCE AND ACTIONS OF LEADERS/LEADERSHIP

Diversity remains a major challenge for Japan but one that must be faced if organisations are to cope with the nation's ageing workforce.

Only 30 per cent of respondents in Japan see their corporate leaders as role models willing to challenge traditional viewpoints and established ways of working. A huge 46 per cent do not see their leaders as Diversity & Inclusion (D&I) role models. This was a significantly poorer result than in our other operating markets.

And 40 per cent of respondents did not trust their leaders to deliver much needed D&I change to their organisation. Only 34 per cent of respondents believe their leaders can deliver D&I change.

There was one high point though. Japan had the lowest proportion of respondents who believe their leaders are biased towards people who look, think or act as they do (56%). Saying that, it is worth noting 29 per cent of respondents in Japan do believe leaders hold such a bias.

Only 46 per cent of respondents see their leaders displaying behaviours each day aligned to the values of their organisation and 29 per cent say leaders do not display the right behaviours.

Most respondents in Japan also believe senior managers are yet to grasp the positive relationship between D&I and key business areas namely talent attraction, creativity and innovation, employee engagement and retention, customer insight and profitability.

Leaders scored best on employee engagement and retention - 37 per cent of respondents believe those leading their organisation understand the positive link with D&I but more - 39 per cent - do not.

Only 36 per cent of respondents believe their leaders understand the relationship between D&I and talent attraction (43% do not) and also with creativity and innovation (37% do not).

Respondents were evenly split when asked the same question about customer insight. Only 33 per cent said their leaders understand the very important link between D&I and profitability but 39 per cent don't believe leaders get this.

Our research suggests any investment of time and money in achieving greater D&I buy in from the top of organisations in Japan will reap attractive returns.

CAPTURE AND INTERPRETATION OF DATA/MEASUREMENT/ANALYSIS

Given the perception that the leaders of Japan's organisations are yet to fully understand the benefits of D&I to all areas of the business, it is not surprising that relatively few companies are setting D&I targets or capturing and using D&I data.

Only 26 per cent of respondents from Japan say their organisation implements D&I targets or KPIs – the lowest result compared to the other markets.

Even fewer respondents (14%) said relevant data was always used to establish D&I targets while 17 per cent said it was often used but 30 per cent said such data was rarely or never used to establish D&I targets.

Also, a quarter of respondents – the largest number across our operating markets – said data was never used to measure the effectiveness and fairness of D&I policies and practices in their organisation. Only 12 per cent of respondents said data was always used to assess D&I policies and people practices.

A third of respondents work in companies that don't set D&I targets/KPIs for individual senior and line managers. However, this does not make Japan unusual. We saw a similar response rate from respondents in Mainland China while in Malaysia and Singapore, an even higher number of companies are failing to set targets for managers, according to our respondents.

It's hard to see how organisations will achieve progress

on D&I without the active support of people leaders including setting targets/KPIs to focus management activity. However, organisations also need to fold any targets into the performance metrics of managers to ensure D&I gets the attention it deserves.

Of the respondents working in organisations that do set individual D&I targets/KPIs for senior and line managers, 13 per cent said these are never worked towards, 11 per cent said targets are rarely worked towards and 10 per cent only sometimes worked towards.

Just five per cent said senior and line managers always actively worked to meet their D&I targets and 11 per cent that individual targets were often pursued.

To assess and enhance D&I efforts, many best practice companies are capturing D&I data about recruitment, employee retention, career progression and performance management.

In Japan, only 18 per cent of respondents said their organisation always captured D&I data about recruitment and 17 per cent that such data was never captured.

Only 11 per cent of respondents said their organisation always captured D&I data related to both employee retention and career progression and slightly more - 15 per cent – said D&I data was always captured about performance management.

Even larger proportions of respondents said D&I data was rarely or never captured about employee retention, career progression or performance management.

Not surprisingly, when we asked if D&I data was used to inform recruitment campaigns, the lead response from 21 per cent of survey participants was never and 14 per cent rarely. Only 12 per cent of respondents answered always.

And just 10 per cent of respondents work in organisations that always use data to inform career development programs although 14 per cent said it was often used. A further 13 per cent said D&I data was rarely used to shape career development programs and 23 per cent that it was never used.

Similarly, just 13 per cent of respondents said D&I data was always used to inform staff engagement and make improvements to the culture of their organisation. Another 15 per cent said it was often used. However, 10 per cent said data was rarely used in this way and 21 per cent that it was never used.

The message here is that capturing and leveraging D&I data offers companies in Japan a huge opportunity to become a more diverse employer and thus get ahead of the ever-tightening candidate market most industries are experiencing.

IMPACT OF CULTURE ON DIVERSITY AND INCLUSION

Companies investing in D&I need to ensure all activities are aligned to create the greatest positive impact.

This includes threading D&I through communications to existing and potential employees and also creating opportunities for employees to come together to gain a deeper understanding of difference and its power.

Unfortunately Japan had the highest levels of inactivity in both these areas.

The majority of the respondents working in Japan (27 per cent) work in organisations that only sometimes promote D&I in staff communications but 24 per cent said their employer never did this while eight per cent described it as rare.

Only 13 per cent said their employer always promoted D&I in staff communications and 22 per cent that this was often the case.

A third of respondents in Japan work in organisations that never support diversity events – the highest level of inactivity across all of our operating markets. Another 21 per cent said their employer only sometimes supports events and 15 per cent rarely. Only 12 per cent said their employer always supports diversity events while and 14 per cent often.

When asked to comment on the statement, "I work in a culture that encourages debate and diversity of thought" 40 per cent of respondents agreed while 30 per cent disagreed and the same proportion neither agreed nor disagreed.

The majority of respondents (43 per cent) felt their voice was heard and respected at work. However a concerning 28 per cent felt their voice was not heard and respected at work. The remaining respondents offered no opinion.

INCLUSIVE TALENT ATTRACTION METHODS

The first impression many candidates gain of a company is via its employer branding and website.

In Japan, 43 per cent said the imagery and branding used by their employer in recruitment materials reflects a diverse workforce. That figure was behind the response rate for Mainland China, Malaysia, Singapore and Hong Kong.

Another 29 per cent of respondents in Japan said diversity did not figure in recruitment materials used by their organisation at all.

An encouraging 64 per cent of respondents agreed their organisation was unbiased in the words used to describe the organisation, its culture and job vacancies. Another 15 per cent disagreed that was the case in their organisation and 21 per cent neither agreed nor disagreed. This result was better than the response rate from respondents in Hong Kong but behind that given from other markets.

When asked if their organisation proactively sourced diverse candidates, 60 per cent agreed. That result was better than Hong Kong, Singapore and Malaysia.

However, nearly a quarter of respondents in Japan said their organisation does not look for diversity when finding candidates.

Perhaps an explanation for this can be found in the fact only a third of respondents said their organisation sets diversity targets when recruiting while 44 per cent said their company does not set targets. 56 per cent of respondents who said their employer also doesn't set diversity targets for the recruitment agencies it engages to find new hires. Only 21 per cent were confident their organisation did set such targets.

We also found 36 per cent of respondents believe job descriptions and person specification should be reviewed and checked for bias. Another 26 per cent disagreed with using these methods.

Only 11 per cent of respondents agreed with introducing 'name-blind recruitment' into stages of the recruitment process to mitigate bias in decision-making – the lowest response in the survey. A whopping 57 per cent did not agree with using these methods.

Ensuring interview panels are diverse was supported by only 24 per cent of respondents. Another 45 per cent disagreed with using this method.

Using a structured interview process was the most popular process in Japan garnering support with 44

per cent of respondents - still low compared to other markets. However, 29 per cent disagreed with its use.

CAREER MANAGEMENT
FOR RETENTION AND DEVELOPMENT

Given some of Japan's low scores on diversity, it was pleasing to see that 52 per cent of respondents work in organisations that actively promote flexible and agile working as the default position of the business culture.

This places Japan just ahead of Mainland China, Hong Kong and well ahead of Singapore according to our respondents.

Many markets in Asia have been slower to adopt flexible work practices and agile working as it is such a departure from traditional hours of work.

However, work-life integration has been a hot topic in Japan for some time now including discussion around the impact of long hours on the health of employees.

Our research shows 30 per cent of respondents work in organisations that are yet to embrace flexible work practices as a standard part of the culture.

Half of respondents said their employer actively promotes flexible working practices for working parents but 23 per cent said this was still not the case in their organisation.

And 43 per cent of respondents said their employer actively promoted flexible working practices for all staff but a third of respondents said their organisation has not yet made flexible work available to everyone.

Unfortunately Japan had the lowest proportion of respondents (28 per cent) with access to mentors at work. Given Japan is still struggling to improve gender diversity in management ranks, mentoring is crucial if companies hope to see more female managers.

A small 18 per cent said their organisation actively works to develop under-represented groups, specifically into leadership roles placing Japan behind all other markets.

The level of support for diversity amongst individual managers also lags in Japan.

A third of respondents said their line manager was committed to increasing diversity within their team but even more - 36 per cent – had not seen any commitment to diversity from their immediate manager.

Perhaps it follows that only a quarter of respondents said their employer provides people managers with D&I training.

And 28 per cent of respondents agreed their employer seizes every opportunity to create a workplace culture that is more diverse and inclusive but 36 per cent said their employer does not do this.

Half of respondents describe career development conversations with their line manager as open and transparent but 28 per cent said this was not the case in their organisation.

On the plus side, Japan had the lowest proportion of respondents (35%) that believe people in their organisation were more likely to be promoted if they shared a similar socio-economic background to the organisation's management.

MALAYSIA HIGHLIGHTS

IMPORTANCE AND ACTIONS OF LEADERS/LEADERSHIP

A hefty 64 per cent of respondents in Malaysia believe their leaders are biased towards people who look, think and act like them. While this sounds high, the result places Malaysia in the middle of the pack compared to our other operating markets covered in our research.

At one end of the scale a massive 93 per cent of respondents in Hong Kong believe leaders are bias while at the other, 56 per cent of respondents in Japan see their leaders as bias.

Back in Malaysia, 58 per cent of respondents believe their corporate leaders demonstrate behaviours each working day that align to the values of the organisation. This was the same response rate achieved in Singapore but higher than Mainland China and Japan while well behind Hong Kong.

Only 41 per cent of respondents in Malaysia see leaders as role models for diversity willing to challenge traditional views and work practices while 47 per cent trust their senior leaders to deliver Diversity & Inclusion (D&I) change to their organisation.

Our research also indicates leaders need to better educate themselves about the positive relationship between D&I and key business metrics namely talent attraction, creativity and innovation, employee engagement, customer insight and profitability.

While 53 per cent of respondents believe their leaders understand the link between D&I and both employee engagement and customer insights, only 51 per cent say leaders get the relationship between D&I and both talent attraction and creativity and innovation. And just 49 per cent think their leaders understand the relationship between D&I and the important business metric of profitability.

CAPTURE AND INTERPRETATION OF DATA/MEASUREMENT/ANALYSIS

Setting metrics and using data to inform good D&I practice is considered an effective way to seed the benefits of diversity in organisations.

More than half of respondents in Malaysia (51 per cent) said their organisation does not implement D&I targets. Only 31 per cent said their organisation does implement targets.

Hong Kong had the highest proportion of respondents working in organisations that set D&I targets (41 per cent).

Only 14 per cent of respondents said data was always used by their organisation to establish D&I targets while another 18 per cent said it was often used. However, 34 per cent said data was rarely or never used to establish targets.

This is interesting when you consider companies are increasingly turning to data to inform a range of business metrics and decisions.

Organisations in Malaysia and elsewhere are very slow to apply the same thinking to achieving greater D&I despite it having an impact on bottom results. Only ten per cent of respondents said data was always used to determine the effectiveness of their organisation's D&I policies and the fairness of people practices. And while 22 per cent said such data was often used, 30 per cent said it was rarely or never used.

Turning to other key areas, D&I data related to recruitment was regularly captured by the organisations of only 26 per cent of respondents. Just 18 per cent of respondents said diversity data related to performance management was always captured by their organisation.

Even less – 15 per cent – said their company always captured D&I data related to employee retention

while 14 per cent said the same of D&I data related to career progression.

Given the low use of D&I data by organisations in Malaysia, it isn't surprising only 11 per cent of respondents said their employer always uses diversity data to inform recruitment campaigns and only ten per cent to inform career development programs.

Just 14 per cent of respondents said diversity data was always used to inform staff engagement and make improvements to the organisation's culture while 28 per cent said data was rarely or never used in this way.

Including D&I metrics for managers as part of their formal appraisals would go a long way to ensuring a higher profile for what D&I can deliver to the organisation.

According to our research, senior and line managers in the organisations of 43 per cent of our respondents in Malaysia don't have individual D&I targets/KPIs to meet.

Even those in organisations that do set D&I targets for senior and line managers only nine per cent of respondents said these were always actively worked toward.

IMPACT OF CULTURE ON DIVERSITY AND INCLUSION

Promoting D&I doesn't have to be expensive or time consuming. Using language and images that reflect diversity in staff communications and supporting D&I events that all employees can enjoy are easy wins for any organisation.

Yet only 14 per cent of respondents work for organisations in Malaysia that always promote D&I in staff communications. The majority of the respondents (37 per cent) said their organisation only sometimes promoted D&I in staff communications.

And 19 per cent said their organisation always supported diversity events such as those that promote different cultures and international days. A quarter of respondents said their employer often supported events but 28 per cent said their organisation rarely or never supported diversity events.

Furthermore, 48 per cent of respondents in Malaysia feared challenging cultural norms at work would negatively impact their career opportunities – the second highest result in each of our operating markets.

Another 21 per cent of respondents don't fear challenging cultural norms.

Only 44 per cent of respondents believe their organisation encourages debate and diversity of thought in the workplace.

And 51 per cent of respondents in Malaysia feel their voice is heard and respected at work although for 22 per cent of respondents that is not the case.

INCLUSIVE TALENT ATTRACTION METHODS

According to our research, more organisations in Malaysia create recruitment materials that reflect a diverse workforce than any other operating market in our research group.

And 70 per cent of respondents said their organisation was unbiased in the words it used to describe the organisation, its culture and job vacancies – again, the highest result when compared to other markets – although Mainland China was close behind.

More than half of respondents (56 per cent) said their organisation proactively sources diverse candidates – higher than results for Hong Kong and Singapore but lower than Mainland China and Japan.

However, in something of a disconnect, only 38 per cent of respondents said their organisation set diversity recruitment targets and only 30 per cent said their employer sets diversity targets for the recruitment firms they engage to hire new staff.

When asked for their personal views about D&I strategies around hiring, respondents in Malaysia were fairly conservative.

A total of 39 per cent of respondents supported reviewing job descriptions and person specification for bias but 16 per cent disagreed with doing this.

Another 26 per cent agreed with introducing 'name-blind recruitment' into stages of the recruitment process to mitigate bias in decision-making but a higher proportion - 35 per cent - disagreed with this method.

Ensuring interview panels were diverse was supported by 41 per cent of respondents and like other markets, using a structured interview process was the most popular process – supported by 63 per cent of respondents in Malaysia. Structured interviews were the most favoured way of supporting D&I in recruitment in all of our operating markets.

CAREER MANAGEMENT FOR RETENTION AND DEVELOPMENT

Malaysia had the highest proportion of respondents (56 per cent) working in organisations that actively promote flexible and agile working as the default position of the business culture.

While 53 per cent of respondents said their organisation actively promotes flexible working practices for working parents, 47 per cent said their organisation also promotes flexible working practices for all employees.

" Given the amount of change taking place in many Malaysian industries, mentoring is an effective way to support the success of high potential employees from different backgrounds. "

And another result on the plus side - 67 per cent of respondents described career development conversations with their line manager as open and transparent (21 per cent said this was not the case with their manager).

Only 48 per cent of respondents have access to mentors at work (27 per cent do not) – a lower access rate than Hong Kong and Singapore. Given the amount of change taking place in many Malaysian industries, mentoring is an effective way to support the success of high potential employees from different backgrounds.

And 43 per cent of respondents believe people in their organisation have a greater chance of being promoted if they share a similar socio-economic background to the organisation's management. This belief was more strongly held in Mainland China and Hong Kong but less so in Singapore and Japan.

All the more reason why managers in Malaysia need to show their support for D&I. However, our research reveals just 44 per cent of respondents believe their line manager is committed to increasing diversity within their team. And 37 per cent believe their

organisation actively works to develop under-represented groups, specifically into leadership roles. Another 41 per cent of respondents said their organisation provides people managers with D&I training while 31 per cent said no such training was offered at their workplace.

Less than half of respondents (48 per cent) said their employer seizes every opportunity to create a workplace culture that is more diverse and inclusive.

SINGAPORE HIGHLIGHTS

IMPORTANCE AND ACTIONS OF LEADERS/LEADERSHIP

Similar to what we found in Mainland China, leaders in Singapore are not viewed as champions of diversity for their organisation, according to the results of this year's Hays Diversity & Inclusion (D&I) research.

Only 42 per cent of respondents regard their leaders as role models for diversity and just 47 per cent trust their leaders to deliver change on the diversity agenda.

Also, 65 per cent of respondents believe their leaders are biased towards those who look, think and act like them.

Another 69 per cent believe their leaders display behaviours on a daily basis that align with the organisation's values. However, given that employees look to leaders to set the standards of the organisation that number should be closer to 100 per cent.

Results for leaders in our other operating markets were similarly low with the exception of Hong Kong.

Singapore has a growing skills shortage and will increasingly compete with not only other companies for talent but also other markets.

Walking the talk on D&I is something that benefits the hard numbers of the business and is therefore crucial if organisations want to be an employer of choice.

Yet leaders are not seen as being up to speed when it comes to the relationship between D&I and the important business areas of talent attraction, creativity and innovation, employee engagement and retention, customer insight and profitability.

Less than half of respondents believe their leaders understand the relationship between D&I and any of these areas.

Leaders scored highest regarding their understanding of the positive impact D&I have on both creativity and innovation and also employee engagement and retention (47%), while 44 per cent of respondents said their leaders understood the relationship to customer insight and 46 per cent the relationship with profitability.

CAPTURE AND INTERPRETATION OF DATA/MEASUREMENT/ANALYSIS

Having D&I aspirations for the organisation requires goal setting but only 40 per cent of respondents in Singapore said their organisation sets and implements D&I targets/KPIs.

However, only Hong Kong was higher at 41 per cent pointing to a discipline yet to mature in Asia.

Embedding good D&I practice is near impossible without support from managers and according to our respondents this is another weak area across most of our operating markets.

The majority of respondents in Singapore (34 per cent) said no individual D&I targets/KPIs existed for senior and line managers in their organisation – the second poorest result after Malaysia across all of our operating markets.

Focusing on those respondents who said their organisation does set D&I targets/KPIs for senior and line managers; only six per cent reported that these were actively worked towards and a further six per cent that targets were often actively pursued.

This places Singapore at the bottom of the pack alongside Japan where only five per cent of senior and line managers always worked to meet D&I targets/KPIs.

Like other key business centres in Asia, companies in Singapore are becoming increasingly reliant on data to assess the success of initiatives in their organisation and make more robust decisions. However, this approach is yet to be applied consistently to D&I data.

Just 13 per cent of respondents said data was always used to establish D&I targets for the organisation while another 21 per cent said it was often used but 31 per cent said it was rarely or never used.

Only nine per cent of respondents told us data was always used by their organisation to inform staff engagement and make improvements to the organisation's culture although another 20 per cent said it was often used.

A higher 11 per cent of respondents said their organisation always captures data around recruitment and 32 per cent that their employer often captures this data. However, only eight per cent of respondents reported their organisation always used D&I data to inform recruitment campaigns and 22 per cent that it was often used in this way.

Once inside the organisation, only eight per cent of respondents said such D&I data related to retention was always captured and 18 per cent that it was often captured. Likewise, 11 per cent said D&I data was captured around career progression and 21 said such data was often captured.

Another 17 per cent said such D&I data related to performance management was always captured by their organisation and 16 per cent that it was often captured.

A low seven per cent of respondents reported that data was always used to inform career development programs and 23 per cent said it was often used.

IMPACT OF CULTURE ON DIVERSITY AND INCLUSION

Less than half of respondents (48 per cent) told us they feel their voice is heard and respected at work. Only Japan had fewer respondents who feel this way.

Also less than half of respondents (45 per cent) said their organisation encourages debate and diversity of thought. Given that most industries face continuous disruption, this result points to the need for companies in Singapore to invest time in creating cultures where new ideas and different ways of thinking are embraced and fostered.

Supporting D&I in ways all staff can relate to and see is also a must. Yet only 13 per cent of our respondents said their organisation always promoted D&I in staff communications and 18 per cent that their employer often did this.

Another 32 per cent of respondents told us their company rarely or never promoted D&I via staff communications.

And only a minority of respondents (18 per cent) work for an organisation that always supports D&I events while 20 per cent reported their employer often does this.

Ending on a bright note, only 37 per cent of respondents in Singapore believe challenging cultural norms at work was likely to negatively impact their career opportunities. This was significantly lower than in all other markets.

INCLUSIVE TALENT ATTRACTION METHODS

Organisations need to showcase their D&I credentials when engaging prospective employees to attract the best talent.

In Singapore most respondents (53%) reported their organisation uses imagery and branding that reflects a diverse workforce in recruitment materials.

And 66 per cent of respondents agreed their organisation was unbiased in the words it uses to describe the organisation, its culture and job vacancies.

However, only 47 per cent of respondents reported their organisation proactively sources diverse candidates. This was lower than Mainland China (63%), Japan (60%), Malaysia (56%) and Hong Kong (53%).

On the all-important topic of setting D&I recruitment targets, Singapore also trailed all other markets with only 28 per cent of respondents reporting their organisation set targets. And just 22 per cent of respondents said their company set D&I targets for the recruitment firms they use to find new employees.

Also, only 41 per cent of respondents support reviewing job descriptions and person specification for bias, while far fewer (24 per cent) support introducing 'name-blind recruitment' into stages of the recruitment process to mitigate bias in decision-making.

Ensuring interview panels are diverse attracted only a little more support - 29 per cent of respondents agree with using this method.

CAREER MANAGEMENT FOR RETENTION AND DEVELOPMENT

Despite growing demand from employees of all ages and life stages, agile and flexible working arrangements are still in the minority in organisations across Asia, according to our research.

A range of work options helps companies achieve greater diversity of employees but also skills and ideas.

However, only 44 per cent of respondents in Singapore reported that their organisation actively promotes flexible and agile working as the default position of its business culture. And 45 per cent that their organisation actively promotes flexible working practices for working parents while 37 per cent said their employer ensures flexible work options are available to all staff.

These results suggest employers in Singapore are less attractive when it comes to flexible work options than those in Malaysia and Hong Kong.

On the plus side more respondents in Singapore (51%) have access to mentors at work than those in Mainland China, Japan and Malaysia.

Driving D&I must start at the top but is executed by managers throughout the organisation and in Singapore 54 per cent of respondents regard their line manager as committed to increasing diversity within their team. Just over a third of respondents (35 per cent) said their organisation provides people managers with D&I training. And 24 per cent of respondents said that their organisation actively works to developing under-represented groups, specifically into leadership roles. This reveals a gap in D&I capability amongst people managers in Singapore.

Also, 54 per cent of respondents agreed career development conversations with their line manager were open and transparent. This was low when compared to Malaysia (67 per cent) and Hong Kong (66%) and fairly on par with Mainland China and Japan.

More than a third of respondents (37 per cent) believe the employees of their organisation of a similar socio-economic background to the organisation's management have a better chance of promotion. This was a better result than all other of our operating markets except Japan.

Overall, only 37 per cent of respondents believe their employer seizes every opportunity to create a workplace culture that is more diverse and inclusive – a lower result than every market but Japan.

EXPERT INSIGHT

Why is diversity in the workplace important to you?

We, at Sanofi, are there beside people in need as a health journey partner. Many patients depend on us. We aim to protect, enable and support people facing health challenges so they can live life to its full potential. We are a diversified company focused on human health, operating worldwide and transforming scientific innovation into healthcare solutions. As a company that respects cultural differences, Sanofi depends on the diversity and talents of employees to be more innovative, effective and competitive.

Diversity & Inclusion (D&I) is integral to success at Sanofi.

D&I is fundamental to how we operate and is embedded in our ways of working and Sanofi's Core Values: Teamwork, Courage, Respect and Integrity. We respect the diversity of our people, their backgrounds and experiences. We recognise that to truly tap into the richness diversity brings, we must lead with inclusion and have a workplace where those differences can thrive and be leveraged to empower the lives of our employees, patients and customers.

Annie Lim
Sanofi, Global Lead Diversity & Inclusion Head,
D&I (AsiaChinaJPAC), People & Leadership Development CoE

How does Diversity & Inclusion tie into your company's business objectives?

D&I is linked closely to our company's business objectives and through a commitment from our CEO to every employee:

"...The people who work at Sanofi come from many countries, many cultures, many backgrounds. And our product portfolio is wide, as it keeps pace with the evolution of medicine and meets the needs of millions all over the world," Olivier Brandicourt, Chief Executive Officer.

We know every individual will face health challenges at some stage - big or small, limited or more serious. We at Sanofi are health journey partners. We do this by preventing disease, for example by our vaccine activity, or by treating, curing and supporting people facing health challenges. This is embedded in our company's business objectives.

What impact has Diversity & Inclusion made in your organisation?

We recognise that to benefit from the wealth that D&I brings, we must lead with inclusion and have a workplace where differences can thrive and be leveraged to empower the lives of patients. In essence, to be an open and inclusive environment where employees can be themselves and bring their best self to work to make an impact to patients, customer, communities and Sanofi.

We believe D&I generates innovation, productivity and collaboration. This is key to reflecting our customer mix and to gaining a better understanding of our internal and external stakeholders and anticipating their needs to better serve our patients worldwide. Our commitment at Sanofi is to stand beside people in need wherever we can make an impact and difference, giving a sense of purpose to what we do every day. This has had a huge impact on our D&I index, reflected recently in our overall Dow Jones Sustainability Index (DSJI) ranking.

Sanofi ranked #1 as the world's most reputable pharmaceutical company in 2018. Of the 22 pharma companies ranked, Sanofi's winning characteristics were its promotion of workplace diversity, ethics and transparency, according to the Reputation Institute.

What do you think makes an organisation attractive to diverse talent?

With an equal focus on recruitment and retention, our global diversity charter serves as a continuous reminder of our pledge to embrace and foster the development of every individual at every level of our organisation regardless of gender, ethnic origin, sexual orientation, religion, age or disability.

We strongly believe gender balance D&I is a critical vector and competitive advantage for talent attractiveness and retention. It's business imperative for us to generate growth opportunities, better attract diverse talent and ensure sustainability. It's also an innovation driver to contribute and foster new ideas and innovation through D&I.

What advice would you give organisations that are struggling with Diversity & Inclusion?

There is no short cut to D&I. It is a constant journey and evolution of culture. Sanofi is running a marathon on the D&I journey with our patients, customers and employees. We strongly believe it is the leadership and board of directors that walks the talk and demonstrates the appropriate leadership behaviours to truly reflect the D&I ways of practice that cascades down into the different hierarchies within the organisation. It is the way we live, breath and demonstrate D&I.

How does your organisation measure the success of Diversity & Inclusion?

There are dedicated D&I measures of success embedded into our Human Capital Dashboard, which permeates through our business objectives, all CoEs, HR, and leaders. This includes areas in recruitment, development, retention, succession planning, transversal movements, leadership programs, performance management, evolving culture, gender and diversity balance as well as strategic workforce planning.

Amongst these measures and KPIs, we are convinced that gender balance enables innovation because diversity allows us to bring more perspectives, which drives new ideas and therefore fosters innovation. In addition, gender balance helps us to better match our market/customers.

What are the next steps for Diversity & Inclusion within your organisation?

Early this year, we began our mission of Empowering Life through D&I - within Sanofi and externally, sharing our purpose globally to support millions of people facing big and small health challenges, whether lifelong or temporary. All that we do is about empowering life to make an impact for our patients, customers and the organisation we serve.

At the same time, Sanofi seeks to provide employees with comprehensive benefits and resources to help support their desire to thrive in every dimension of their lives including physical well-being, financial well-being, work-life balance, making a difference, and D&I. As a company that respects cultural differences, Sanofi has been working relentlessly building programs globally and creating policies that reflect our unwavering commitment to diversity. We have done this through: Millennials Engagement, Diversity Recruitment, Inclusive Work Environments & Practices, Gender Balance focusing on a women's leadership development program, and CSR Strategic partnerships to further amplify inclusion and drive an outside-in perspective and to celebrate, and positively impact, the diversity of the communities we serve.

For example, each year, the Board of Directors conducts a review to ensure that there is an appropriate gender balance in its composition. In particular, the Board seeks to ensure gender balance and a broad diversity of backgrounds and countries of origin, international experience, etc; reflecting Sanofi's status as a diversified global business. We have also rolled out specific actions and diversity recruitment training to ensure our recruiters and people managers are equipped with the knowledge to mitigate unconscious bias and to include at least one female candidate in all recruitment shortlists to increase female candidates. Our aim in the Global D&I team is to work to foster inclusive leadership across the organisation.

Becoming a gender-balanced company is part of what we want Sanofi to be in the future and is a strong performance-driver. It can be achieved by ingraining gender balance in our culture, our values and our strategy.

EXPERT INSIGHT

Why is diversity in the workplace important to you?

At Johnson & Johnson Diversity & Inclusion (D&I) is a fundamental part of our Credo because we recognise the impact they have on our ability to help people live longer, healthier, happier lives.

D&I is at the very heart of our culture. It is an important part of what makes us Johnson & Johnson. D&I isn't just the right thing to do; it's the smart thing to do. By making D&I an everyday behaviour, we open our hearts, minds and arms to the broadest & brightest set of people & partners.

I think the best way to elaborate the importance of D&I for our company is to quote our CEO Alex Gorsky words: "Diversity & Inclusion at Johnson & Johnson is not just a commitment – it is the reality of how we live and work. The best innovation can only come if our people reflect the world's full diversity of individuals, opinions and approaches."

So building a more diverse and inclusive culture is a promise that we make to each other, to our customers, to our patients and to all people who need us.

Cathy Zhao
HR Head, Johnson & Johnson China

How does Diversity & Inclusion tie into your company's business objectives?

The mission of Johnson & Johnson is to help people live longer, healthier, happier lives. We believe that the best and the most effective way of understanding and meeting the needs and desires of our diverse customers and patients is to have a workforce that reflects diversity.

Therefore, we embed D&I into our business and people strategy. And it becomes a way of how we do business at Johnson & Johnson. When we all bring our unique experiences and perspectives to the table, we can unleash our full potential, fuel groundbreaking innovations that solve the world's biggest healthcare challenges, and continuously drive sustainable business growth.

What impact has Diversity & Inclusion made in your organisation?

D&I is the core part of our culture, which enables us to create a legacy of more than 130 years, and will continuously power us towards a healthier tomorrow.

What do you think makes an organisation attractive to diverse talent?

A diverse and inclusive culture, where everyone is valued, and all ideas are heard, where everyone can be their authentic self and do their best, and where people feel like they belong.

What advice would you give organisations that are struggling with Diversity & Inclusion?

Take immediate action to foster behaviours to build a diverse and inclusive environment. Hold senior leadership accountable for it.

How does your organisation measure the success of Diversity & Inclusion?

At Johnson & Johnson, we take D&I very seriously. We hold leaders at every level accountable for it and we do measure our progress in many dimensions.

For diversity stand of point, we set specific goals at every level to ensure the most diversified workforce.

For inclusion, every year we conduct "Our Voice Survey" worldwide. The survey provides all employees with the opportunity to confidentially express their thoughts, opinions, ideas and suggestions about our Johnson & Johnson work experience. We will analyse and share the results, and make all leaders accountable to identify opportunities for improvement and actions that will ultimately help create a work experience that inspires, empowers and excites Johnson & Johnson employees around the world.

In July 2018, Johnson & Johnson will launch the Diversity & Inclusion Honours: an enterprise-wide platform to recognise teams and individuals in each region for work that demonstrated measurable business impact and value, model behaviours and innovative approaches to support our three D&I pillars.

What are the next steps for Diversity & Inclusion within your organisation?

This year we have transformed D&I at Johnson & Johnson to better serve our employees' needs and to better connect with our customers and patients. For the first time ever, we unified our D&I strategy across the enterprise globally, and clearly define what D&I means to us:

At Johnson & Johnson, diversity is about everybody and everyone's unique perspective. Inclusion is about creating a deep sense of belonging. Our vision is to Be yourself and Change the World.

It is a journey, and we are very committed to continuously make all efforts to advance our culture of belonging where open hearts and minds combine to unleash to potential of the brilliant mix of people in very corner of Johnson & Johnson.

RECOMMENDATIONS

APPLY WHOLE SYSTEMS THINKING TO DIVERSITY

Bring together a group of employees from across the organisation, ensuring all disciplines are represented; to research and map how Diversity & Inclusion (D&I) can improve the way your business performs at every level. In this way the organisation obtains a clearer picture of how diversity can boost everything from attraction of great people to the employee experience, quality of leadership, business relationships locally, domestically and globally, customer experience and profitability. The bonus here is you also end up with a group of well-informed D&I ambassadors.

BE TRANSPARENT ABOUT DIVERSITY & INCLUSION IN YOUR ORGANISATION

Communicating D&I initiatives via staff communications and internal intranet platforms and supporting diversity events is a must. Only 15 per cent of respondents told us their organisation always promotes D&I via staff communications. Be transparent about any targets you set for the organisation, its managers and even the agencies you use whether they be recruitment agencies finding your next hire or advertising agencies tasked with reflecting your customers. And a third of our respondents reported their organisation never or rarely supports diversity events such as multi-cultural days, and International Women's Day and 26 per cent only sometimes. This is an easy win and a great opportunity to get employees engaged.

CREATE DIVERSITY & INCLUSION TARGETS FOR ALL EMPLOYEES

Creating an e-learning package to provide all employees with a solid understanding of what D&I is and what it delivers to your particular organisation is worth the effort. The training can be part of induction but should also be crafted to provide ongoing knowledge to employees of how D&I delivers benefits to business and workplace culture. Training needs to be mandatory to complete and monitored closely. This is a great way to spread the D&I message from the bottom up.

HOLD SENIOR AND LINE MANAGERS ACCOUNTABLE

We were encouraged to see two thirds of respondents work in organisations that set individual D&I targets/KPIs for senior and line managers. However, only nine per cent of respondents told us these targets are actively worked towards. Most respondents – 19 per cent – said targets were only sometimes worked towards and 12% that they were rarely or never pursued. D&I targets must be part of performance management more generally. Refresh training support for managers if necessary such as unconscious bias training and then hold them to account. Senior and line managers will find it easier to justify time spent on pursuing D&I targets if they understand the benefits to the business and their own careers.

ASK YOUR CEO TO MODEL DIVERSITY & INCLUSION

There can be no better champion for D&I in your organisation than the CEO. When they talk, everyone listens. Only 42 per cent of our respondents described the leaders in their organisation as role models for diversity. Don't be part of that statistic. In Australia and New Zealand, the CEOs of some of the largest and most successful companies have joined forces to be "male champions of change" on diversity so there is a successful framework already working to help guide your efforts. The CEO needs to be well supported but given all our other recommendations, that infrastructure can be built leveraging the strengths of the entire organisation. The result could be a bottom up top down system that helps truly circulate all the wins D&I can deliver to your organisation.

ABOUT HAYS IN ASIA

Hays is the world's leading professional and skilled recruitment company operating across 33 markets.

We continue to strengthen our position in Asia operating across six markets from 12 offices. Our headcount continues to grow as we aim to help substantially more companies achieve their goals and support more people to find the right jobs to transform their lives.

We are accredited with the world-leading ISO 9001:2015 certification in all our operational markets in Asia including Mainland China, Hong Kong, Singapore, Malaysia and Japan.

Our extensive candidate database allows our consultants to search millions of candidates globally using elastic search technology to find the best people in the fastest timeframe. In addition, our exciting collaboration with LinkedIn® provides real-time data on the active candidate market, behavioural trend analysis for future movers and an additional talent pool of millions of potential candidates. We are proud to be the number one most followed recruitment agency on LinkedIn with 2.0+ million followers.

4,400+
People placed in permanent jobs each year

700+
Temporary workers paid each week

650+
Staff in Asia

12
Offices across the region

11
Years of experience

CONTACT US

Mainland China

Beijing
601, Tower 1, China Central Plaza,
81, Jianguo Road, Chaoyang District,
Beijing, 100025
T: +86 10 5765 2688
E: beijing@hays.cn

Guangzhou
Rm1508, Level 15, No.26 Huaxia Road,
Zhujiang New Town,
Tianhe District, 510620
T: +86 20 3811 0333
E: guangzhou@hays.cn

Shanghai
Unit 1205-1212, HKRI Centre One, HKRI Taikoo
Hui, 288 Shimen Road (No.1),
Shanghai, 200041
T: +86 21 2322 9600
E: shanghai@hays.cn

Shenzhen
Unit 1469, 70 14/F, Times Financial Centre
No. 4001 Shennan Avenue, Futian District,
Shenzhen,
T: +86 755 8435 6266
E: shenzhen@hays.cn

Suzhou
Unit 1506, 24th Building, Times Square
Hua Chi Street, Suzhou Industrial Park
Suzhou
T: +86 512 6289 0288
E: suzhou@hays.cn

Hong Kong
6604-06,66/F, ICC, 1 Austin Road West,
West Kowloon
Hong Kong
T: +852 2521 8884
E: hongkong@hays.com.hk

Japan

Head Office
Izumi Garden Tower 28th Floor
1-6-1 Roppongi, Minato-ku,
Tokyo 106-6028
T: +81 3 3560 1188
E: info@hays.co.jp

Yokohama
NMF Yokohama Nishiguchi Building 2F
1-11-11 Kitasaiwai, Nishi-ku,
Yokohama, Kanagawa 220-0004
T: +81 45 326 3130
E: yokohama@hays.co.jp

Osaka
Dojima Avanza 6F
1-6-20 Dojima, Kita-ku
Osaka 530-0003
T: +81 6 6457 7272
E: osaka@hays.co.jp

Singapore
80 Raffles Place #27-20
UOB Plaza 2
Singapore 048624
T: +65 6223 4535
E: singapore@hays.com.sg

Malaysia

Kuala Lumpur
Suite 4 & 5, Level 23, Menara 3,
Petronas, Kuala Lumpur City Centre, 50088
T: +60 3 2786 8600
E: kualalumpur@hays.com.my

Sunway
Suite 20-02A, Level 20, The Pinnacle,
Persiaran Lagoon, Bandar Sunway,
Subang Jaya, Selangor, 47500
T: +60 3 7611 8600
E: sunway@hays.com.my

Our international reach - operating in 33 markets

Australia

Austria

Belgium

Brazil

Canada

Chile

Colombia

Czech Republic

Denmark

France

Germany

Hong Kong

Hungary

India

Ireland

Italy

Japan

Luxembourg

Mainland China

Malaysia

Mexico

Netherlands

New Zealand

Poland

Portugal

Russia

Singapore

Spain

Sweden

Switzerland

United Arab Emirates

United Kingdom

United States of America

Follow us at:

[f] **Hays Careers Hong Kong**

[f] **Hays Japan**

[f] **Hays Malaysia**

[Instagram] **Hays_Asia on Instagram**

[in] **Hays on LinkedIn**

[Twitter] **@HaysSEAsia**

[WeChat] **Hays-China on We-Chat**

[Weibo] **@Hays on Weibo**

Follow us on WeChat

Follow us on LinkedIn

hays.cn | hays.com.hk | hays.co.jp | hays.com.my | hays.com.sg