

HAYS JOURNAL



IT'S BEEN A TURBULENT FEW YEARS globally, with polarising politics and feelings of division across many populations.

It's no surprise then that many people are looking to the organisations they work for to give them a sense of togetherness and belonging. Throughout this issue of the *Hays Journal*, we explore how employers can meet this expectation.

Many countries will soon be facing an ageing working population. And while this does create challenges, there are also many opportunities. By creating an inclusive environment, businesses can get the most out of the experience and skills older workers have to offer. Read our article on page 10 to find out more.

Increasingly, employees also want to see the company they work for make commitments that benefit society. However, lip service is not enough. Employers must show authenticity in their efforts. See some insights into how this can be achieved on page 35.

Elsewhere, pressures on productivity have seen many businesses try to squeeze more output per hour - now is the time to explore other approaches. On page 18, we look at how taking new measurements and redistributing responsibilities can see you get more from your workforce.

Creating a culture where value is placed on words of encouragement, both from leaders and fellow employees, can also promote a feeling of unity. We look at how acts of recognition can be implemented effectively on page 44.

Of course, as the world of work evolves, leadership styles will need to evolve as well and employees now place more emphasis on empathy and emotional intelligence. We explore the tools modern leaders - from board to management - need to succeed on page 31.

For our profile interview this issue, we've spoken with Kiko Washington, EVP, Worldwide Human Resources, Warner Bros. Entertainment. From page 26, he discusses how the company has committed to a more diverse future.

Elsewhere, we look at how companies can better implement gamification (page 39), discuss the merits of a four-day working week (page 50) and explore the recruitment challenges faced in China's Greater Bay Area (page 47).

We'll be back in 2020 with more business insights. In the meantime, I hope this issue will help you and your workforce create a stronger sense of togetherness.

ALISTAIR COX, CEO, HAYS

HAYS Recruiting experts
worldwide

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TOP STORIES

What's changing in the world of work?

BRAZIL MAKES RULING ON UBER DRIVERS' JOB STATUS

A COURT DECISION that **Uber** drivers in Brazil are not employees of the online transportation company is set to influence a worldwide legal battle.

The ruling from the **Superior Court of Justice** is significant for Uber because Brazil is the second-biggest market for the company after the US.

"The app's drivers have no hierarchical relation with the Uber company because their services are provided now and then, with no pre-established timetable and they do not have a fixed salary," the unanimous ruling from the court said.

The court added that the technological tools now available allow for new forms of economic interaction in which the drivers act as individual business people, not employees of the company.



Similar legal wrangling has raged elsewhere, including in the UK, where courts have found that drivers are employees, and the US, where a California court made it harder for Uber and other technology platforms to argue their drivers are independent contractors.

Uber welcomed the decisions and stressed there is no labour relation between its "partner drivers" and the company. It said the Brazilian decision reaffirmed that drivers are "individual micro-entrepreneurs who use the platforms to carry out their economic activity".

THINGS YOU SHOULD KNOW...

62%

THE PERCENTAGE OF WORKERS WHO SAY HAVING THE ABILITY TO CHOOSE WHEN THEY GET PAID WOULD MAKE A DIFFERENCE TO THEM WHEN CONSIDERING A JOB OFFER.

THE RESEARCH FROM **ADP** ALSO FINDS THAT NEARLY HALF OF RESPONDENTS WOULD PAY TO ACCESS EARNED MONEY EARLY AT LEAST ONCE A YEAR.



"I BELIEVE BUSINESSES THAT ARE ONLY TARGETING PROFITS WILL DIE. ONLY THOSE TARGETING ALL STAKEHOLDERS WILL REMAIN PROFITABLE IN THE FUTURE"

ALEX RICARD, CEO OF **PERNOD RICARD**, DISCUSSING THE IMPORTANCE OF BEING SUSTAINABLE

FRENCH TOYMAKERS SIGN UP TO FIGHT GENDER STEREOTYPING



TOYMAKERS IN FRANCE have signed a pact to remove gender stereotyping from toys and games. Their aim is to boost the number of women in maths and science careers.

The 'balanced representation (of genders) in toys' charter was signed by the French Government, the **French Federation of Toy**

and Childcare Industries and the **Association of Toy Manufacturers**.

Discussing the pact, Agnès Pannier-Runacher, Junior Economy Minister, said: "There are toys for girls that are generally very pink and generally very focused on domestic life, whereas toys for boys are generally themed around construction,

space, travel, and science and technology." She added that this sent the message that jobs are gender-specific to children from a young age, resulting in few women pursuing science and technology roles.

"Today, ten per cent of coders are women, which means 90 per cent of coders are men, designing the algorithms of tomorrow," she explained.

Aside from the products themselves, the charter will encourage manufacturers to advertise their products differently. Furthermore, toyshop workers will be offered training to teach them that the most important thing is "the potential of the child and what they love".

Pannier-Runacher said that the questions staff were currently asking would enforce gender stereotypes. "If you go to buy a toy for your young niece or nephew, the first question is 'is it for a girl or boy?' and not 'do they like to play outside? Do they like to play construction games? Do they like to play at taking care of a baby?'"



MCDONALD'S SERVES UP NEW ANTI-HARASSMENT TRAINING

FAST-FOOD OPERATOR

McDonald's is to introduce new training on battling harassment and improving workplace safety.

Training will cover a wide range of topics, including mitigating workplace violence, bystander intervention, unconscious bias, anti-bullying tactics and how to report complaints in the workplace.

The Chicago-based company is already working to improve its policies around sexual harassment, abuse and retaliation. However, in May this year the company received a new wave of complaints when the **TIME'S UP Legal Defense Fund**, the **American Civil Liberties Union** and fast-food workers coalition **Fight for \$15** filed 23 new complaints against the fast-food giant.

CANADIAN MILLENNIALS WANT JOBS WITH PROMOTIONS

CANADIAN MILLENNIALS want jobs in growing industries where they're not stuck in the same role forever and where there's plenty of opportunity for promotions.

A survey conducted by **Abacus Data** this summer of 2,000 Canadian millennials found that 68 per cent of respondents want employment in an organisation where the opportunities for advancement are plentiful – and tied to significant financial benefits.

“Since unemployment in Canada is at its lowest level in four decades, it's critical for employers to highlight their competitive advantages,” said Catherine Fortin LeFaivre, Public Affairs Advisor for **Cars and Jobs**, which commissioned the survey.

The survey's findings show that if a company doesn't have room for growth offering higher pay and other financial benefits, it will have its work cut out to attract millennials as employees.

But it's not just enough to have growth within the company. The survey found that the nature of an industry also matters to millennials. Nearly two-thirds (63 per cent) of respondents want to work in a sector that has experienced significant growth recently and will continue to grow. And



61 per cent of people surveyed said they want to work “in a sector that's at the forefront of technological advancements and which contributes to improving people's day-to-day lives”.

The survey also looked at where

millennials are most likely to find and see job adverts. Fifty nine per cent of respondents said job websites were in their top three, while less than a third (30 per cent) said the same thing about LinkedIn.

900,000

THE NUMBER OF JOBS IN HUNGARY THAT WILL BE DISRUPTED BY ARTIFICIAL INTELLIGENCE (AI) IN THE NEXT 15 YEARS, ACCORDING TO **PWC**.

THE MANUFACTURING INDUSTRY IS EXPECTED TO FEEL THE IMPACT MOST, WITH 384,500 JOBS EXPECTED TO BE AFFECTED.

120 MILLION WORKERS NEED RETRAINING BECAUSE OF AI

More than 120 million workers worldwide will need retraining in the next three years because of artificial intelligence (AI), according to an **IBM** survey.

The survey also says that the time it takes to reskill workers has increased to 36 days of training, compared with just three days needed in 2014. This is because some skills take more time to learn, either because they require behavioural changes or because they are highly technical.

These findings are a worry for employers, who already list the skills shortage as one of their greatest challenges.

However, the skills gap is not just in advanced technical know-how. According to the survey, employers today are calling for more emphasis on soft skills, like the ability to work in a team, communication, creativity and empathy, rather than technical skills.

These behavioural skills, which are now seen as critical, take more time and are more complex, says Amy Wright, IBM Managing Director for Talent. They are best developed through experience rather than structured learning programmes like a webinar.

Advancements in AI are expected to not only displace jobs, but also create new ones. The challenge will be upskilling workers to fill these roles. Ways to close the skills gap include hiring talent from other countries, hiring from outside the organisation and moving employees across divisions, says IBM.





SOUTH KOREAN WORKERS USE SPY GADGETS TO STOP BULLYING

SALES OF HIGH-TECH AUDIO and video devices have soared as changes in South Korean employment law have encouraged workers to secretly record cases of bullying.

Several organisations in the country have been troubled in recent years by abusive behaviour by people in power. Some examples have made international headlines, with the most notorious being the 2014 **Korean Air** ‘nut rage’, in which the airline’s Vice President, Heather Cho, assaulted a crew member over the way she was served macadamia nuts in first class.

But now gadgets disguised as leather belts, glasses, pens and USB sticks are being used to spotlight alleged abuse or harassment by bosses. Jang Sung-Churl, Chief Executive of electronics firm **Auto Jungbo Co**, said covert recording devices “have been selling like hotcakes” because of new legislation.

Labour laws that came into force on 16th July mean that company owners who “unfairly demote or dismiss” workers who allege harassment can be fined up to 30 million won (£20,500) or imprisoned for three years.

The culture of abusive bosses – or ‘gapjil’ as they are known in South Korea – is the result of a traditional deference to status in all walks of life. A more recent example involving a video that showed Yang Jin-ho, Chief Executive of tech firm **WeDisk**, assaulting an employee was one of the cases that prompted a public outcry and the law changes.

South Korea’s labour ministry reported 572 employees had used the new law to file complaints against their workplace by the end of Summer 2019, averaging 17.9 cases registered each day.

80% OF EMPLOYEES HAVE OBSERVED OR EXPERIENCED DISCRIMINATION



A LARGE MAJORITY of workers globally have witnessed or experienced discrimination in the workplace, but only a third feel empowered to escalate the matter to the HR department, a new study has shown. The research by **Kantar** surveyed 18,000 people in 14 countries, working in 24 industries.

It also found that nearly a fifth of people (19 per cent) said they had been bullied, undermined or harassed at work in the past year. This rose to 23 per cent among ethnic minorities and 24 per cent for gender-non-binary-identifying individuals.

TIME TO CHANGE

MARION WEBSTER HAS ESTABLISHED A LONG AND SUCCESSFUL CAREER IN SOCIAL CHANGE AND PHILANTHROPY IN AUSTRALIA. FOLLOWING ROLES IN SOCIAL WORK, HEADING UP COMMUNITY FOUNDATIONS AND RUNNING A BANK'S CHARITABLE TRUST, SHE STARTED **FITTED FOR WORK**, A CHARITY THAT HELPS DRESS AND MENTOR DISADVANTAGED WOMEN WHO ARE RETURNING TO THE WORKFORCE



Whenever I have started things, I have always done so with a friend. I couldn't do it on my own; I wouldn't have the confidence or the courage. I started Fitted for Work in 2005 with Renata Singer, an Australian who

lives part of her life in Melbourne and part in New York.

In the US, she was volunteering in a programme called the **Bottomless Closet**, which helps provide work-appropriate clothing for women trying to get back into the workforce. We thought we could replicate the model in Melbourne.

Fitted for Work was very much about empowering women, particularly those experiencing disadvantage, to get back into the workforce. We knew there was a need, but we didn't know if Melbourne had the capacity or skills to meet that need. We built a group of women around us that we thought would bring a range of skills that would be useful to build the organisation. Together we gave it a go.

We wanted to provide women with the sort of service that we would like to receive if we had a personal shopper in a quality department store. It was meant to be special for them – and it was. For many of them it was absolutely transformational just to see themselves in a mirror looking like someone they couldn't recognise.

Our crossroads moment came when one particular woman visited us; it was quite late in the afternoon. After she was dressed up, she couldn't believe the way she looked. Normally we'd package the clothing up nicely after a fitting, but she said, "would you mind if I left it on? I've always wanted to be able to stand on a railway platform and look as though I was a worker".

That was just extraordinary. We were all standing round holding back the tears. For her it was magical to have that sense that she was part of the working world, rather than feel totally disenfranchised.

It was moments like this that made us realise that we were doing something really important, and that we had to build it from a little start-up to a much more business-like organisation.

Renata started an advisory committee and we were able to attract charitable status and set up a formal

board. Then we had to start chasing funds. We had reasonable success getting funds in the short term over the first four years. It's a really simple concept and I think that's what appealed to people.

However, it grew into a more sophisticated operation where we were providing transition-into-work programmes and mentoring programmes for women and we also worked with prisons. You could see how giving women confidence, giving them the opportunity to transform their appearance and offering opportunities to improve their general presentation around their CVs, would help them into work. We recognised the need to try and provide a sustainable funding stream, so we set up a vintage clothing store. That lasted three or four years and was a terrific income stream and we were also able to employ some of the women there who came through the programme.

30,000+

THE NUMBER OF WOMEN FITTED FOR WORK HAS HELPED SINCE ITS FORMATION

We know that when people go to an interview it takes about 90 seconds for the interviewer to determine whether or not they feel positively about proceeding with the interview. In that time, you can't reveal much about yourself other than how you present visually to the person that is interviewing you. We know it matters, so if we were able to provide that to those women that was fantastic.

Fitted for Work is now an embedded service in the Victoria community and also has an office in New South Wales. When I became chair, Renata stayed on the board and we were involved in that way for six or seven more years, but one of the things I've learned is knowing when to step away. Both of us were very conscious we didn't want to have founder syndrome and stick around for too long. ■

Marion Webster is now Joint Executive Director of **Kilfinan Australia**, an organisation that builds leadership in not-for-profits through mentoring from corporations, while strengthening relationships between the two areas.



AGE OF OPPORTUNITY

MANY COUNTRIES WILL SOON BE FACED WITH AN AGEING WORKFORCE, BUT TOO MANY ORGANISATIONS VIEW THIS AS A CHALLENGE. IT'S TIME FOR BUSINESSES TO SEE A GROWING PROPORTION OF OLDER WORKERS AS AN OPPORTUNITY, NOT A BURDEN

TODAY, JAPAN IS THE ONLY COUNTRY in the world where those aged 60 and over represent more than 30 per cent of the population. By 2050, 62 countries will reach that percentage.

In the US, Americans of retirement age will eclipse the number of people aged 18 and under for the first time in the country's history by 2035, government figures show. And globally, the number of people aged 60 and over is projected to double to more than 2 billion by 2050, according to the **World Health Organization (WHO)**, with those 60 and over outnumbering children under the age of five. Yet, in Europe only a third of people between the ages of 60 and 64 are in employment, according to the **International Longevity Centre (ILC)**.

While the proportion of older employees is growing across many workforces, a significant percentage of

these workers do not feel their employer is helping them reach their full potential.

Research from **Aviva** found that 44 per cent of older workers in full- and part-time roles in the UK felt unsupported by their employer when it comes to their career ambitions.

So how can organisations support older workers more effectively and enable them to give their best at work?

ENDING BIAS

One of the first steps in bridging this generational gap is addressing and overcoming age bias, which is all too prevalent when it comes to retention efforts, with a number of employers targeting younger talent while making assumptions about older workers.



Paul Irving, Chairman of the **Center for the Future of Aging** in California, says that, while the prevailing narrative suggests that the ageing workforce might impede the progress of younger workers, there is little evidence to support that concern. “Economies and opportunities are elastic. Older and younger workers bring different talents and perspectives to workplaces and there’s increasing evidence that intergenerational teams outperform single generation teams of any age,” he notes.

The statistics back up Irving’s comments too. A **Boston Consulting Group** study of 1,700 companies in eight countries found that businesses with above-average total diversity (in terms of migration, industry, career path, gender, education and age) on average scored 19 percentage points higher in innovation revenues and nine higher in earnings before tax margins.

And while older workers are more prone to feeling fearful of artificial intelligence (AI), they typically bring a host of other skills such as mentorship, judgement and experience, while their younger colleagues bring fresh thinking, creativity, and technological capabilities that complement their experienced counterparts. And as AI, robotics, autonomous transportation and other new technologies are set to change the world of work dramatically, Irving says reassuring workers across all demographics is vital. ▶

AGEING IN NUMBERS

- Between 2015 and 2050, the proportion of the world’s population over 60 will nearly double from 12 per cent to 22 per cent, WHO figures show.
- The global spending power of people over the age of 60 will reach \$15 trillion annually by 2020, according to the **Bank of America Merrill Lynch**.
- In Japan, they have what is classified as a ‘super-ageing’ society, where a third of citizens are over the age of 60, 26 per cent are aged 65 or above and 12.5 per cent are over 75, according to government estimates.
- The total population in the EU is projected to increase from 511 million in 2016 to 520 million in 2070 (*2018 Ageing Report*).
- Overall in the EU, the total cost of ageing (public spending on pensions, health care, long-term care, education and unemployment benefits) is expected to increase by 1.7 per cent to 26.7 per cent of GDP between 2016 and 2070 (*2018 Ageing Report*).

- ▶ “Both young and old share concerns about the future of work and solutions must address the needs and aspirations of workers of every age.”

TIME TO DEVELOP

Many of today’s older workers are of the ‘sandwich generation’ – those who may be both financially responsible for children and caring for elderly parents. This, says Donna Miller, European HR director at car rental firm **Enterprise Holdings**, may be a contributing factor when it comes to having to work longer and keep reskilling. “There are overarching and often economic factors that mean a person isn’t able to retire at a specific age,” she notes. “This could be because they haven’t put in place the financial plans, might have caring responsibilities or because their financial plans have not worked out as expected.”

This can, however, be advantageous for businesses, says Miller. While they may take a more ‘junior’ role than that of their last job, they can still bring a depth and

breadth of knowledge that their younger colleagues may lack. “They are often looking for flexibility and ideally for a regular commitment.”

If employers are unsure how to support older employees, they should, says Irving, simply ask them. “Invite dialogue with experienced staff to seek their advice and input on a wide range of challenges and possibilities. Then listen to what they have to say,” he notes. “Consider age-friendly approaches such as flexible work hours, job sharing, part-time opportunities, transitional retirements and workplaces designed for a changing demography.”

Irving says diversity and inclusion policies should also be broadened to ensure they encompass age. “Age diversity is a strength, and the inevitability of population ageing means that every enlightened company must think now about new ways to retain experienced talent, integrate the old and young, and adopt policies and practices that maximise the loyalty and productivity of workers of every age,” he notes.

LEARN FROM EXPERIENCE

Ed Johnson, CEO and founder of global mentoring network **PushFar**, says mentoring can also be a very effective way for organisations to leverage the knowledge, skills and experience of an ageing workforce. “We are finding time and time again that those individuals coming to retirement or who have recently retired make highly effective mentors,” he says.

Encouraging intergenerational mentoring, with both younger and older mentors, can have a huge positive impact on employee engagement, a sense of empowerment and cross-organisational success, says Johnson.

However, Jon Boys, labour market economist at the **CIPD**, the professional body for HR and people development, says that there is still a significant variation between sectors when it comes to employing older workers.

“For example, the hospitality sector is mainly made up of younger workers while the health and social work sector has a large number of older workers,” he notes.

There may also be a misconception by some employers that if people are working for longer and later, they will inevitably be taking employment opportunities away from young people, which could be more prevalent in certain sectors, says Boys. “There are not a fixed number of jobs in the economy; more people in work creates more demand and more economic growth, which in turn leads to more jobs.”





GLOBAL OUTLOOK

Some countries may also be managing the ageing population more effectively than others, says Dr Brian Beach, Senior Research Fellow at the International Longevity Centre. “The realities are very different from country to country. In Western countries, where retirement traditions and policies are more established and where early retirement was encouraged in the late 1970s and 1980s, ageing populations create a challenge for national economies to balance their public pension expenditure with revenue from income and employment taxes,” he notes. “Some non-Western countries have seen stronger trends in semi- or partial retirement among people in later life, some of which will be driven by a relative lack of formal pension systems or lack of security in retirement income.”

There are, however, several initiatives seeking to support older workers and give them fuller working lives across Europe. For example, **Deutsche Bahn**, the train operator in Germany, has recently helped shift their older employees from more physically demanding

“OLDER AND YOUNGER WORKERS BRING DIFFERENT TALENTS AND PERSPECTIVES TO WORKPLACES”

— PAUL IRVING, CENTER FOR THE FUTURE OF AGING

positions to customer-facing roles, which is, says Beach, partly inspired by the recognition that people feel more comfortable approaching older staff to request assistance or advice. “And Finland has been a world leader in the concept of age management and the concept of work ability,” he notes.

In fact, the *Finnish National Programme on Ageing Workers*, which was launched all the way back in 1996 and ran until 2002, encouraged older workers to



“THE MOMENT YOU TREAT OLDER WORKERS DIFFERENTLY, YOU RUN THE RISK OF DAMAGING COMPANY CULTURE”

— ARWEN MAKIN, ESPHR

- ▶ participate in the workforce for longer, while providing training and upskilling to help them stay up to date with technological advances.

KEEPING OPPORTUNITIES EQUAL

Arwen Makin, a senior solicitor at **ESPHR**, says employing older workers may be a sensitive area for employers to navigate, especially when it comes to retirement. “Organisations cannot request that an employee retires or be seen to try to plant the seed without getting into risky territory and risking age discrimination and constructive dismissal claims,” she notes.

While there are some very fit and competent people over the age of 65, there may come a time, says Makin, when there is a natural decline in a worker’s capabilities. “This is where things can become tricky

and there is a need to adopt a sensible yet sensitive approach. If someone has been employed for a particular role – which they might have been doing perfectly well for years – you cannot discriminate against them as they get older,” she says. “You can however look to performance-manage any issues which arise in a fair way.”

Fostering a culture of inclusivity, open communication and mutual respect is the best way of addressing this, says Makin. “The moment you start treating older workers differently, you stop engaging them and run the risk of damaging company culture,” she notes.

Given the differences between generations, and the upcoming seismic demographic changes we are witnessing, HR directors should be putting the topic of an ageing workforce at the top of their agenda.

The benefits of embracing a multigenerational workforce have been demonstrated, and employers who actively embrace age diversity will be able to open their doors to a huge incremental talent pool of older workers that may have previously been ignored.

Ultimately, says Angela O’Connor, CEO of the **HR Lounge** consultancy, it’s about realising that older workers want the same sort of things younger workers want: “Quality jobs, good relationships with their colleagues, meaningful work that links to their values and the ability to make a difference – the same thing we all want, regardless of age.” ■



HOW DHL IS CHANGING THE CONVERSATION

DHL Supply Chain is one of the four divisions of **Deutsche Post DHL** (DPDHL). Its company headquarters are in Bonn, Germany. In 2018, the DPDHL generated a revenue of €61 billion, with DHL Supply Chain employing more than 150,000 employees globally. The supply chain part of the business provides contract logistics solutions for customers from a range of sectors.

“The ageing workforce is often portrayed negatively, with claims of productivity dips, expense to hire, inadaptability to change and working with new technology and low motivation levels without the data to qualify them,” notes Lindsay Bridges, Senior Vice President of HR, UK&I. “Phrases such as ‘workforce crisis’, ‘talent gap’ and ‘skills shortages’ are often used. However, I think the conversation needs to be about how to take advantage of the experience and knowledge that older workers can offer businesses.”

DHL, for example, has a number of measures in place to support older workers. “In terms of flexibility, we offer part-time, seasonal work, phased retirements, job share and compressed hours,” says Bridges. “For ongoing career development, we extend all our career models to all ages, creating new development paths and roles for workers at every stage of their career.”

It also tries to showcase a number of ‘age-positive’ role-models throughout its recruitment marketing and has multiple entry points into the organisation that are age positive.

“We make it obvious in job adverts which kind of fluid work arrangements are available, enabling candidates to have a conversation about the flexibility they need,” Bridges explains. “As a business, we have broadened the range of adjustments on offer in terms of hours, schedule and location to adapt to the needs of our workforce and we try and reflect this.”

It also has a re-entry programme for military leavers, who tend to be of a slightly older age. “We work with the **Career Transition Partnership** to enable people who are leaving the armed forces to successfully transition into a new career,” says Bridges.

In order to ensure younger workers don’t miss out, it run an emerging talent programme too, which focuses on first-time entrants into the logistics profession. “We offer a competitive ‘Future Leaders’ graduate scheme and apprenticeships aimed directly at school leavers,” Bridges explains.

In fact, 2019 saw the biggest intake of graduates and apprentices for DHL, with 105 new candidates joining schemes including the graduate programme in September.

Bridges believes that companies that invest in understanding the changing trends within the workforce will thrive. “Companies who plan, design and experiment with workforce strategies, policies and management approaches for longer working lives will reap the rewards in the long term, and those that lag behind could likely face that talent gap and skills shortage.”



A SQUEEZE ON SKILLS

A GROWING SKILLS GAP AND EVOLVING WAGE PRESSURES ARE ALL CAUSES FOR CONCERN FOR ORGANISATIONS ACROSS THE GLOBE

IN 2017, a report from **McKinsey** warned of an upcoming global skills crisis, saying that by 2030 up to 375 million workers may need to switch occupational categories due to factors such as automation and digitisation.

A new report from **Hays** has revealed that many countries are already facing these challenges. The annual *Hays Global Skills Index (the Index)* shows that talent mismatches have increased in 16 out of the 34 labour markets surveyed, with the global average score for mismatches reaching its highest ever level since the report's inception in 2012.

Furthermore, workers in high-skilled occupations have seen their wage premiums fall compared with those in low-skilled occupations. The reasons for this differ from country to country, with some experiencing stagnating pay levels for skilled employees and others witnessing strong wage growth for low-skilled roles. Either way, this can make it even more challenging for organisations to attract skilled candidates.

“EMPLOYERS MUST REVIEW THEIR ATTRACTION AND RETENTION STRATEGIES TO SECURE TALENT”

But what is causing these discrepancies, and what can organisations do to improve the situation?

SQUARE PEGS, ROUND HOLES

Talent mismatches occur when jobseekers hold skills that do not meet the requirements of employers looking to recruit. This is one of the standout challenges faced by employers globally.

To overcome it, employers will need to show an openness to hiring from new pools of talent, as already seen in the Netherlands.

“In some fields, such as IT, it is already common for businesses to attract skilled individuals from abroad in order to fill any skills gaps they are experiencing,” says David Trollope, Managing Director, Hays Netherlands.

“Businesses are also attracting people from the local labour market who don't necessarily have all the skills they are looking for but instead have the potential to learn them quickly, through training and upskilling opportunities.”

Previously in the *Hays Journal* we have explored the importance of employer branding, and Trollope adds that this should remain a priority for organisations looking to hire in markets experiencing a mismatch.

“In an extremely competitive market, employers must review their attraction and retention strategies to ensure they are able to secure the very best talent who already possess the right skills.

“It is therefore essential for organisations to work on an excellent employer brand.”

WAGE WORRIES

One positive development of recent years has been the widespread drop in unemployment rates across the economies in *the Index*. However, this decline in the number of jobseekers has not typically seen an increase in wages, as might have been expected.

Organisations in Europe, the Middle East and the Americas have largely seen growth in wage premiums for high-skilled professionals outpaced by rises for low-skilled professions. *The Index* suggests three potential reasons for this.

First, the increased concentration of firms geographically, particularly in local labour markets, reduces competition for talent and gives hiring firms more power in setting wages.

This, alongside the increased prevalence of ‘non-compete’ and ‘no-poach’ contractual agreements, may be reducing competition in some labour markets.

Second, *the Index* mentions the so-called ‘fissuring’ of workplaces, whereby large firms trim their workforces to focus on their core business while outsourcing other tasks, such as IT support and cleaning services.

This ends the practice of offering a general pay rise to all staff, including non-core workers. Furthermore, specialist providers of the outsourced services compete primarily on price, applying downward pressure on wages at these firms.

A third explanation is the rise of machines in many workplaces, which has

shifted wage bargaining power in favour of firms as they become ever more able to replace the roles that are vulnerable to automation.

The increases in automation and outsourcing could have unexpected repercussions for women in the workforce in particular, as many occupations remain highly gendered. Data from the **International Monetary Fund** found that 11 per cent of women are at high risk of having their role replaced by technology, relative to nine per cent of men.

The Index indicates this could cause the gender pay gap to grow as female-dominated mid-skilled roles are replaced by technology, while the number of low- and high-skilled roles (that are traditionally male-dominated) grow.

Furthermore, the new roles that have been created in the pursuit of new technologies are largely male-dominated. According to *The Global Gender Gap Report 2018* by the **World Economic Forum**, women make up only 22 per cent of roles relating to designing and programming artificial intelligence.

STEPS TO TAKE

With all these challenges in mind, steps must be taken to reduce the size of the skills gap. *The Index* recommends three areas on which to concentrate.

The first is prioritising investment in education, life-long learning and reskilling programmes. Organisations must look outside their own rules to improve in this area.

“FLEXIBLE WORKING POLICIES SUPPORT EMPLOYERS TO ENLARGE THEIR CANDIDATE POOL”

“Developing skillsets for workers that are less vulnerable to the forces of outsourcing, automation and globalisation should help ease some of the overall downward pressure on wages,” says Alistair Cox, CEO of Hays.

He adds that businesses can boost human capital through training, thereby increasing productivity and stimulating wage growth, and work with educational institutes to ensure the skills of tomorrow are being taught to get the next generation ready for the world of work.

“In addition, technology in the workplace has increasingly led to more flexible working, providing workers with more geographically distant opportunities,” adds Cox. These policies support employers to enlarge their candidate pool and improve the matching of talented individuals and vacancies.

A focus on diversity, in all its forms, will also broaden the areas in which companies can look for candidates, while reducing gender pay gaps.

Return to work schemes for mothers who have left employment will encourage participation in the workforce, while governments and businesses must ramp up programmes that encourage women to join traditionally male-dominated sectors, adds Cox.

He reflects that while these steps may help organisations struggling to fill talent gaps, they will need to embrace partnerships to ensure a brighter future.

“These recommendations alone won’t solve our problems. We need to work collaboratively, across business and government, to be prepared for the challenges that lie ahead,” he concludes. ■



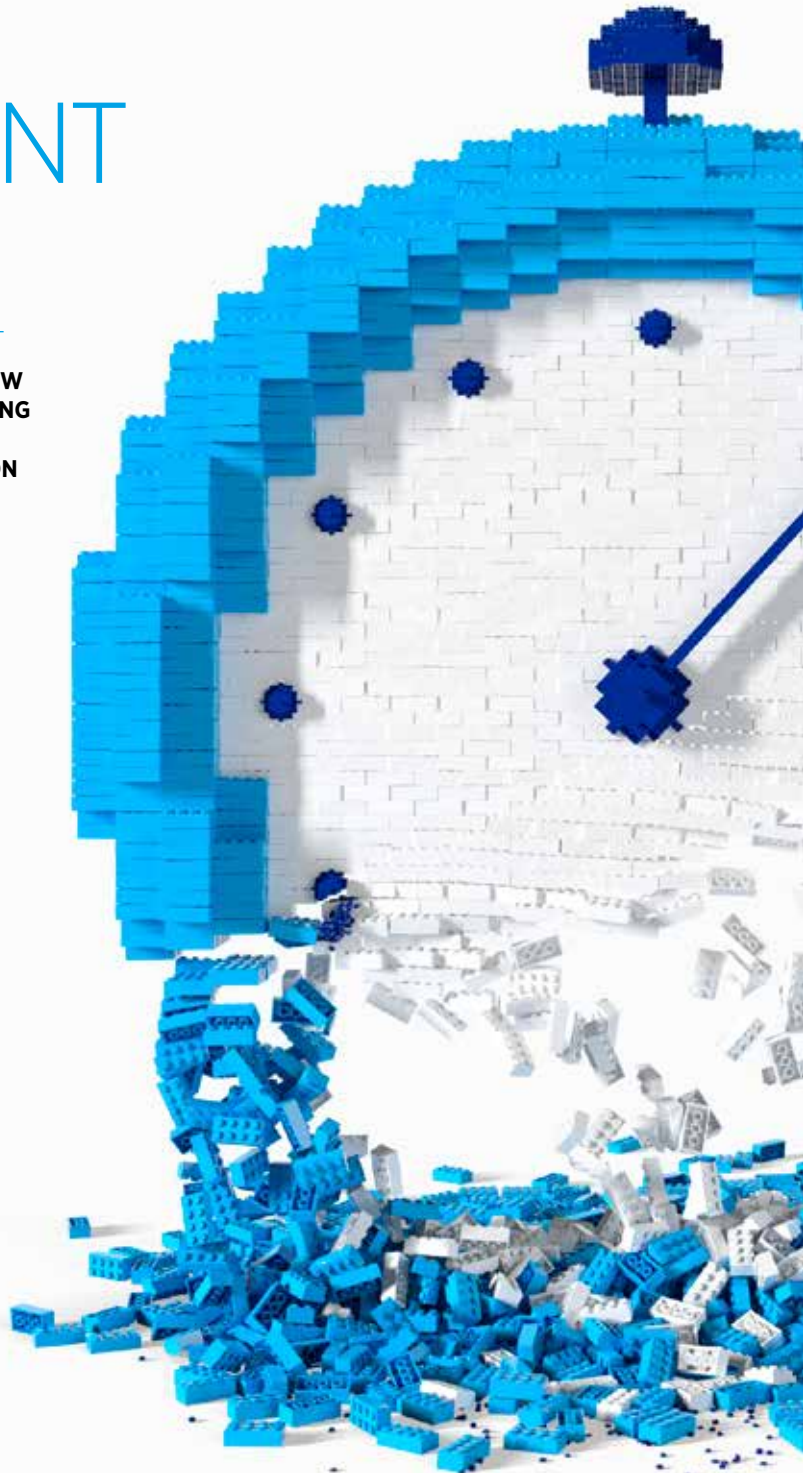
A DIFFERENT WAY

AS PRODUCTIVITY LEVELS STAGNATE TO BELOW PRE-FINANCIAL CRISIS LEVELS, IS TIME RUNNING OUT FOR TRADITIONAL MEASURES, SUCH AS OUTPUT? WILL BUSINESSES NEED TO FOCUS ON NEW AREAS TO SEE IMPROVEMENTS?

IT FEELS LIKE A WEEK cannot pass without seeing a new story on the productivity crisis faced by many organisations. And the headlines are not unfounded. **Deloitte** analysis of **International Labour Organization** data shows productivity growth has failed to beat the 3.9 per cent peak it reached in 2006, before falling off sharply after the 2008 financial crisis. In 2016, global productivity grew just 1.8 per cent and Dr Rumki Majumdar, a manager and economist for **Deloitte Services** in Bengaluru, India, who conducted the analysis, says little has changed since then.

Furthermore, a June 2019 survey of 400 business leaders in the UK and US with more than 1,000 employees, commissioned by **Concentra Analytics**, revealed that 86 per cent of Britain's largest businesses are worried about their ability to raise their productivity levels, with 39 per cent describing their productivity as "very concerning".

Why does this matter? Because, says Majumdar, productivity is one of the two main drivers of business and economic growth – the other being increases in the number of people working. While ageing populations are presenting opportunities in this area for many employers (see page 10 for further details), the importance organisations place on improving productivity remains. The persistence of low productivity is leading many to question the current globally accepted ways of measuring productivity, which focus more on output, meaning many organisations are simply trying to squeeze more out of their existing operations. Some argue that there is much more at play here, including organisational and





people factors. Is it time for businesses and policymakers to refocus their attention on a broader range of drivers to not only get a more balanced picture of productivity performance, but also to have a better chance of improving it?

A NEW YARDSTICK

Global learning company **Pearson** has seen its productivity levels improve since the business moved away from the traditional focus of output per hour, says Kevin Lyons, its Senior HR Manager in London.

Pearson's heritage is as a publisher of printed educational materials, but as customers focus less on print and more on digital, less on ownership and more on access, the company has undergone a corresponding digital transformation.

As part of that customer-led change, Pearson now focuses on the quality of customer service as a driver of productivity.

"Measuring yourself against quality of customer service keeps you nimble, reviewing your processes and looking at your culture and, therefore, you're less likely to lapse into lower productivity," says Lyons.

Reviewing processes and linking to outcomes has led Pearson to outsource a number of activities in pursuit of delivering better customer service, which has already led to higher productivity levels. One example is the offshore outsourcing of the help desk for the 30,000 assessment associates Pearson employs each year, who assess examinations set by Pearson.

The move has transformed the service the business is able to offer to its associates, Lyons says. First-line support has improved significantly, with 90 per cent of calls now being resolved at first stage, compared with a much lower percentage when the help desk was in-house. The business is also able to better manage peaks in demand for the service. And, while there are now fewer employees in the UK, they are able to focus on higher-skilled work such as helping associates with queries about exam performance and management, boosting productivity in house. The outsourced operation is also excelling in customer service, which is its core competence. "Productivity is key to what we're talking about here," says Lyons. "It runs right through the outsourcing approaches that we've undertaken."

REORGANISING PROCESSES

While outsourcing is one way of reorganising processes to boost productivity, pharmaceutical giant **Pfizer** has tried a different tack. When new CEO Albert Bourla joined, he tasked managers with finding a way ▶

UNDERSTANDING AND MEASURING PRODUCTIVITY

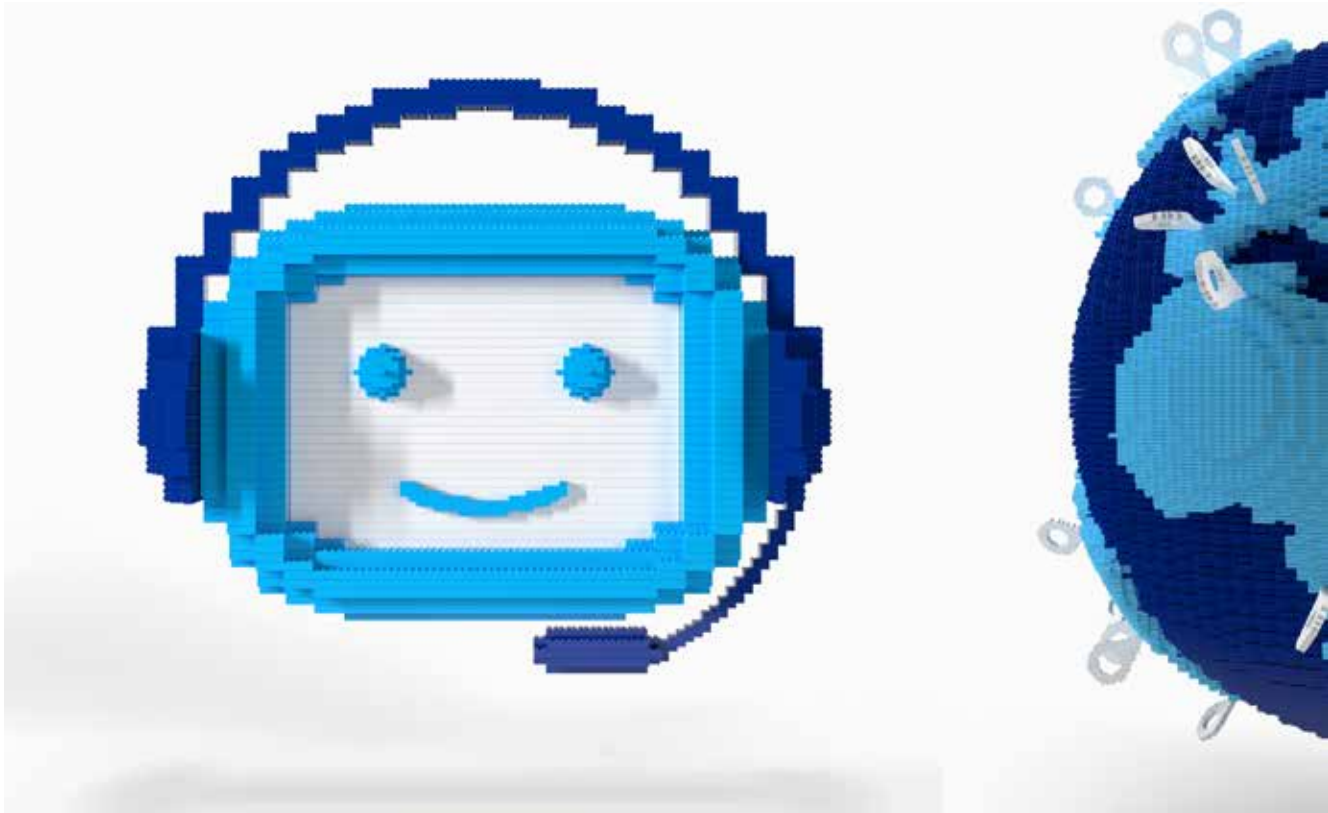
As a term, productivity is thrown around a lot. But what does it actually mean, and how can it be measured?

Put simply, productivity measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output.

The most common measure of productivity is Gross Value Added (GVA), which is used to measure the contribution a company or municipality makes to an economy.

GVA offers a monetary value for the amount of goods or services that have been produced in a country, minus the cost of any inputs and raw materials that are directly attributable to that production.

In a business context, GVA can tell you what value a product, service or corporate unit brings to an organisation's bottom line.



- ▶ to simplify processes, structures and governance to create a more productive organisation that empowered colleagues and drove faster decision-making.

A leadership team launched a corporate-wide online platform project which crowdsourced colleagues' experiences of overly complicated processes that were taking up time and energy. Meetings and emails emerged as the biggest drains on productivity. A team of volunteers was engaged to help come up with practical and quickly implementable solutions.

"The key to this initiative was the involvement of colleagues in the assessment and solution finding," says Yulia Novoderezhkina, HR Business Partner of Pfizer in Russia. "This boosts the level of engagement as we feel that we are all part of the process. The changes have helped to free up capacity for growth and liberate our time to focus on what really matters – delivering value to patients and people who need us."

REVISING ROLES AND RESPONSIBILITIES

Freeing employees up to focus on higher-value work is an example of another technique many companies are using to boost productivity – reassessing roles and responsibilities.

Research from **Bain & Company** reveals compelling links between this type of talent management and productivity. It finds that the best companies are more

than 25 per cent more productive than the rest, thanks to the way they manage their best talent, including the roles and responsibilities they assign to them. This involves identifying and tracking the progress of star talent, assembling all-star teams and putting them to work on mission-critical initiatives, removing obstacles to the team working effectively together, and controlling team member egos.

The Concentra Analytics research also finds a clear correlation between organisations that are most productive and that have macro and micro insight into profit per worker. It calculates that if large companies in the UK were to improve their insight into their human capital in this way, UK productivity could witness a 0.5 per cent or £10.4 billion boost.

Rupert Morrison, CEO of Concentra Analytics, explains: "The reality is that most large companies don't know enough about their employees or what they do, so it's hardly surprising that there's this much potential upside in getting a greater insight into what's going on with your human capital.

"For organisations that are investing in their future, getting better information on people and what they're working on improves productivity by making sure the right people are in the right place at the right time to deliver the operating plan.

"It's making sure people are clear about their roles, have the competencies for the job and can make a



difference that inspires them, not a Friday beer fridge and a pool table.”

In their book *Now, Discover Your Strengths*, US management gurus Marcus Buckingham and Donald Clifton analyse a **Gallup** study of 2 million people and argue that by identifying the strengths of individual employees – rather than trying to fix their weaknesses – organisations can place them in the most suitable roles allowing them to flourish. This reduces turnover and boosts morale and business performance.

At Pearson, Lyons says employees are really benefiting from the motivation gained from doing higher-value work in the wake of the company’s outsourcing exercise. It’s a result that’s been achieved by reviewing work processes, setting clear goals for people and having a clear performance management framework in place. This means that employees know what’s expected of them and their roles are intrinsically rewarding and interesting because the effort has been made to make them so.

Lyons urges organisations to strike a balance between performance management and people development, which means investing across the talent agenda in areas such as learning and development, diversity and inclusion, wellbeing and mentoring.

If you can get these things right, employees are less likely to experience the job insecurity that productivity-gain initiatives can sometimes engender. ▶

HOW TO CREATE A PRODUCTIVITY-BOOSTING CULTURE

As **Virgin** Founder Richard Branson once said: “If you treat your staff well, they will be happy. Happy staff are proud staff, and proud staff deliver excellent customer service, which drives business success.”

Creating a happy workforce needs commitment from the top and a culture of open communication in which people can express their creativity, use their own initiative and be encouraged to innovate, says Juliet Turnbull, Founder and CEO of **2to3days**, a recruitment platform specialising in flexible working.

Collaboration is also crucial. If you can get people to work together to come up with their own solutions to boosting productivity, all the better. Finally, you have to trust people to do their job and give them the tools and technology to deliver in a way that suits them. Lack of trust impacts productivity because it disables people from using their initiative to get things done, says Turnbull.

Trust is a key factor in realising the link between flexible working and productivity. Turnbull has found that while recruitment managers understand the link, they often struggle to bring line managers on side. These managers either don’t believe in the value of flexible working or don’t feel supported by their executive teams to deliver it. “Either way, it boils down to the fact that flexible working is not valued as a business imperative to increase productivity,” Turnbull says.

She calls for leadership teams to be more supportive of line managers, training them in how to manage a flexible team and giving them the tools and technology to allow their teams to work away from the office.

Adjusting to this mindset is a business imperative, says Turnbull. Millennials have seen their parents’ generation burn out and they want to work differently. As digital natives, they know what an enabler of flexible working technology is.

“I think it’s a very exciting period that we’re in; companies have got to make this shift if they’re going to survive and stay competitive,” says Turnbull.



WHY DIVERSITY DRIVES PRODUCTIVITY

Diversity is about creating a level playing field to allow all employees to be productive, says Kate Nash, Founder of **PurpleSpace**, a professional development organisation for people who run disabled employee networks within their organisations.

She explains: “For a disabled person – for example, somebody who has acquired rheumatoid arthritis that affects them primarily in their hands – that can be as simple as providing an easy-grip pen. At the price of £1.74, you have not only retained a very talented individual but you have then made it easier for them to not just deliver but to deliver well so their productivity will go up.”

Nash created PurpleSpace in 2015 and, since then, it has grown into a global organisation with 500 members in countries including Canada, the US and Australia.

While Nash sees no shortage of employers who want to ensure their talent pipeline includes individuals with disabilities, she says there is often a perception that this will be costly and burdensome. In reality, the average workplace adjustment to accommodate an employee with a disability is between £400 and £700 and, often, it is nothing at all.

Employers need to train managers and recruiters to be aware of the wide range of workplace adjustments that can be made and appoint a steering committee to ensure the needs of disabled employees are considered across the business, Nash advises. They should also make use of disability networks as vehicles of support.

Employers are likely to see their investment feed through to productivity as disabled employees bring a number of qualities to the table, including greater problem-solving skills, better time keeping and more loyalty.

“Disabled people will recognise that sometimes their lives do require a physical workplace adjustment or a change of policy or practice or it simply means you need a few colleagues around you to do things a little bit differently; that therefore delivers a deeper loyalty and a huge respect for the employer,” says Nash.

► IDENTIFYING WORKFORCE NEEDS

Looking beyond organisational roles and responsibilities to the personal needs of employees can also help to boost productivity.

Juliet Turnbull is Founder and CEO of **2to3days**, a start-up whose purpose is to advance women’s equality in the workplace through the power of flexible working. It connects progressive companies with highly capable women who want to pursue their careers on a flexible basis. Set up four years ago, the company now has a community of more than 30,000 candidates.

Turnbull says that companies that are willing to adapt to accommodate flexible workers – through, for example, a change in working hours or the provision of technology to accommodate remote working – are much more likely to have happy workers who are more productive and loyal. This, in turn, pushes down recruitment costs, immediately impacting on the cost side of the productivity calculation.

Meeting the personal needs of employees isn’t something that organisations necessarily need to take sole responsibility for. Dorset, a region located on England’s south coast, has been experiencing falling productivity levels in recent years. One major obstacle to boosting productivity is an ageing population.

The **Dorset Local Enterprise Partnership** (LEP) is responsible for coordinating a local industrial strategy for the region that will help to boost productivity. It is currently working with local stakeholders, including employers, to devise this strategy.

As part of this work, it will be looking at how the region measures ‘productivity’ – a point raised by many



“THE REALITY IS THAT MOST LARGE COMPANIES DON’T KNOW ENOUGH ABOUT THEIR EMPLOYEES OR WHAT THEY DO”

— RUPERT MORRISON, CONCENTRA ANALYTICS

respondents to a public consultation, who want to see Dorset’s natural and cultural capital considered.

LEP Director Lorna Carver explains: “We’re not saying that economic methodology around productivity is going to fall away – productivity is still about value – but how do you balance that with some of these things that are increasingly important to people around health, wellbeing, social value and cultural capital?”

“How you measure those wider factors is the tricky thing and that’s something we’re looking at currently,” Carver says.

TECHNOLOGY BOOST

In its 2017 report – *A future that works: automation, employment and productivity* – the **McKinsey Global Institute** highlights automation as a way of offsetting the impact of a declining share of working age population. According to its scenario modelling, automation could raise productivity levels by 0.8 to 1.4 per cent annually.

Pearson’s Lyons describes automation as a great way to remove mundane processes and increase quality with error-free results. He sees it providing a future boost to productivity as outsourcing providers embrace sophisticated chatbots to provide first-line support, for example. But, he warns, organisations should follow a strict process when deciding what to automate: review the activity; re-engineer it if you can; and only then automate it. If you automate rubbish, you’ll produce rubbish, so it’s important to get it right, Lyons says.

“Technology can transform the working environment because it can allow you to lift yourself

from that mundane, process stuff that technology does much better anyway and allow you to do the strategic and more emotional work that technology can’t cover,” says Lyons. “That blend of humans and technology working together is how the future is likely to evolve.”

At Pfizer, automation is part of a transition to becoming a growth company. The *Pfizer Digital* project is designed to identify the technological capabilities needed to operate more efficiently internally, among other things. As part of this, the company has automated HR processes via Workday HMRS.

How can companies deal with the unsettling effect that automation might have on employees? “You need to allow colleagues time to adapt to new technology and see its advantages,” says Novoderezhkina. “Once they understand the gains, they will use it effectively. The simpler and more intuitive your technology solution is, the better effect you will see in its implementation and further use.”

Whether they’re thinking about automation, outsourcing, revising roles and responsibilities or adapting workplaces to the changing needs of employees, employers need to flex their old ways of boosting productivity to include a much wider range of drivers.

What’s clear is that people are a major influencer on productivity and so it will be important to get their buy-in to any productivity gain activities. Novoderezhkina offers some valuable advice: “Provide as much information as possible about any changes, concentrate on the good things, treat colleagues with respect and support them on their change journey.” ■

21,000

The number of new operational employees that will be required in the Australian mining industry by 2024, according to the Australian Mines and Metals Association (AMMA).

“While demand across the next four years will be far steadier than the unprecedented growth we saw in 2005–2012, it is clear that securing the pipeline of skills to support mining project growth to 2024 will be a significant challenge,” said AMMA Chief Executive, Steve Knott AM.





A STORY IN PROGRESS

KIKO WASHINGTON, EVP, WORLDWIDE HUMAN RESOURCES, WARNER BROS. ENTERTAINMENT, DISCUSSES HOW THE ORGANISATION IS FACING UP TO INDUSTRY CHALLENGES WHILE BUILDING A MORE DIVERSE FUTURE

AFTER GRADUATING from the **Wharton School of the University of Pennsylvania** with a degree in Economics, Kiko Washington had a plan.

He had secured a place on a rotational work programme at **Hitachi America**. The firm was interested in combining Japanese and American styles of management, and with a Japanese mother and American father, Washington was a perfect fit for the programme.

His next step was to take a place at law school, but sometimes life doesn't follow the script. As with many great stories, a chance encounter led to a new path opening up.

PLOT TWISTS

"I was at a bar and helped someone after they got in a fight and then later found out he was Head of HR for **Gulf and Western**. He offered me a job," Washington explains.

"I believe he just felt that if I was willing to help in that situation, I'd probably be a good person to have on his team."

Washington says that this open approach to opportunity, and willingness to establish new relationships, is something that has stayed with him throughout his career.

"I have met a lot of people in different situations. You never know who is going to come into your life in different ways." ▶



CV

KIKO WASHINGTON'S CAREER

- **2009–Present** EVP, Worldwide HR, Warner Bros. Entertainment
- **2000–2009** SVP, Worldwide HR, Warner Bros. Entertainment
- **1999–2000** VP, HR Development and International, Time Warner
- **1985–1999** VP, HR & Administration, HBO, Director HR, HBO, Manager HR, HBO
- **1984–1985** Manager HR Shearson, Lehman Bros.
- **1981–1984** Manager HR Gulf and Western Industries
- **1980–1981** Trainee, Hitachi America, Inc.



QUICKFIRE QUESTIONS

Who is your hero?

My mom, my wife and kids. I became a dad later in life. When you come home, they don't care about what kind of day you've had.

What do you most look forward to in your job?

Collaborative events or situations where a group of people are coming together to solve a problem.

What's been the best moment of your career to date?

It's actually happening right now with WarnerMedia. We've focused a great deal on leveraging the various brands and business units. That has been exciting and it's been great for our people and the organisation at large.

What's your biggest passion outside work?

My family, but if you talk to my son, Liverpool FC and football. I also support all Washington DC professional sports teams too.

What's your favourite film and why?

Cinema Paradiso. It touches your soul and reminds you of what's important in life.

What's the best advice you've ever received?

It's all about relationships but be self-reflective. People spend a lot of time talking and less time listening.

▶ “I tend to respond to people [who reach out to me], even if I don't know them. Or, if people I do know refer someone, I just tend to try and do more than most for them. I will see people and I know that careers are made through situations like that.

He believes that the key to success is forming good relationships and being open to different paths.

“There's not one specific way on your journey. It's about being open to what's in front of you and creating your path, that I think matters. And, of course, a lot of luck helps too.”

OPEN BEGINNING

The importance of having an open outlook is something Washington has been aware of his whole life. He lists his mother and his multicultural upbringing as one of his biggest influences. He says it is this that has positioned him to understand that different backgrounds and experiences can give different perspectives.

“Having that inclusive view means you can build an approach that plays to a global strategy, it's so important.

“My other big influence is that gentleman who gave me that first job in HR, Dave Pritchard. He taught me that you can focus on work and keep your head down, but that it's as important to establish the right relationships so you can quickly move through those challenges.

“Relationships get you through sticky situations because they provide a foundation of trust.”

Washington went from Gulf and Western to **HBO**, giving him his first taste of working in the entertainment industry. He then moved to **Time Warner**, which later became **WarnerMedia**, and has remained there ever since.

He says that while this may seem like a long time in one industry, it has always felt fresh to him: “I've been in the industry 35 years, but one could argue I've had 35 jobs, because every year you're approaching it so differently.

“If you're in a job where you're just responding, you can get bored. But if you view your role as being strategically linked to business plans and strategies going forward, then you're always in front of it.

“I think as an HR professional that's certainly how we should be approaching it, which means the job is always changing dramatically.”

UNDER THE SPOTLIGHT

The fast-changing nature of the media industry means that over the years, Washington has worked on a wide range of projects, including expanding the company into new markets, launching digital services and more recently developing direct-to-client services. But in the last few years, the media industry has faced a different type of challenge.

The prevalence of sexual assaults in the film business came to a head following the exposure of Harvey

Weinstein. Since then, the whole industry has had to shoulder responsibility and ask some difficult questions of itself.

Washington says that at Warner Bros., the focus is on inclusion and belonging, and on creating a culture that provides complete clarity that problematic behaviours are not tolerated.

He says the company has looked at the treatment of employees from a macro perspective and ensured there are avenues open to colleagues where they can talk to people if they feel they are not being treated fairly.

“We also have ongoing employee focus groups and feedback mechanisms so we can very, very quickly understand anything that may be going on that we need to address.

“We can also see specific areas where things are bubbling up in the treatment of employees. So, whether it’s the #MeToo movement, or people feeling that the environment is not consistent to what we want from a Warner Bros. perspective, it allows the organisation to approach all work from a cultural standpoint.”

TRUE STORIES

A lack of diversity has also been a point of friction in the media industry. The 2016 Academy Awards was disparaged for the lack of nominations for non-white actors or directors.

Washington says hiring more artists from diverse backgrounds is the key for more inclusive hiring across the board.

“We think the best way to do that is to ensure that our organisation, and especially our creative teams, are very inclusive and reflect the diverse and global perspectives of society.

“Bringing in artists like Michael B. Jordan, Ava DuVernay, Charles King, Lin-Manuel Miranda, Patty Jenkins or Jon Chu enables you to create content that is increasingly inclusive and people notice that.

“I believe that artists look at the creative executives in our Theatrical Group and think, ‘they are reflective of my reality, and I’m confident that they can both create and market my films to a global audience in a manner that’s consistent with the passion I feel for my film.’”

However, he says that further steps must be taken to ensure this talent continues to develop in the future.

“You have to introduce people before there are job openings, which means getting people networked,” he explains. “An inclusive group of people that are already networked means that when an opening does occur, people are already known and they have nurtured relationships.”

Warner Bros. is also using CSR initiatives, managed by Dee Dee Myers, Worldwide Executive Vice President, Corporate Communications and Public Affairs, to lay the groundwork to continue to improve diversity across the organisation in the future. There



WARNER BROS. HAVE PRODUCED THOUSANDS OF FILMS, INCLUDING THE BATMAN FRANCHISE

are three areas of focus: ‘The Next Great Storytellers’, which encourages the next generation of storytellers to recognise the value of their own voice; ‘Changing the Narrative’, which aims to provide access and opportunity in the industry; and ‘Making Stories Sustainably’, where sustainable practices within production ensures the future of storytelling is preserved for generations to come.

MAKING CONNECTIONS

Working together on CSR and philanthropy opportunities, Warner Bros. connected with schools and organisations to create pathways for talent that may not have had access before and found ways to help existing employees get involved in the process.

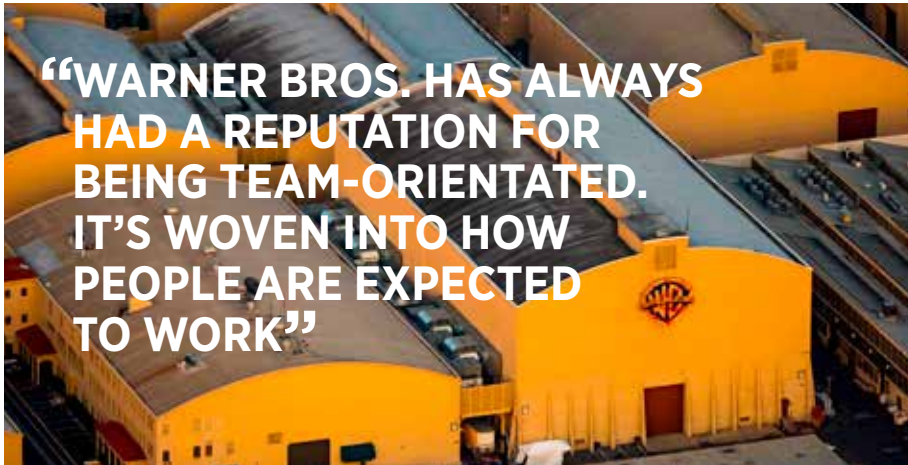
“Dee Dee’s CSR/Public Affairs team has led the charge to inspire the next generation of storytellers, developing two programmes – ‘WB Story Lab’ and ‘WB First Cut’,” Washington explains. “Both are in-school, teach-the-teacher programmes that provide storytelling and filmmaking skills to Los Angeles Unified School District sixth grade and high school students, respectively.

“On the production side of the business, Access to Action provides production assistant jobs to people who haven’t traditionally had pathways into the entertainment industry, sourcing candidates from local job training programmes and non-profit organisations.

“And in the UK, Warner Bros. Creative Talent identifies and incubates a pipeline of diverse, emerging talent for the UK and Ireland’s creative industries by providing scholarships, apprenticeships, work and training placements, mentoring and masterclasses.”

The company has also developed opportunities for employees to work with school children. “They will bring the kids to the studio lot so they can share their stories,” Washington explains. “We also provide red carpet opportunities for the kids to be recognised. That motivates them to want to continue as writers, as directors, and enables us to grow the new crop of creatives who will one day be the next Ava DuVernay, Greg Berlanti or J.J. Abrams.”

While ‘Making Stories Sustainably’ relates to working in a greener way, it’s also echoed in Warner Bros.’ wider diversity goals.



WARNER BROS. STUDIOS IN LOS ANGELES, CALIFORNIA

- ▶ “That third part is about how we create our content going forward and what it means to work for Warner Bros.,” he says. “We have to ask ‘what do we stand for in the community and how are we developing that next tier of storytellers?’

“This generation is keenly interested in working for companies who walk the talk in terms of corporate responsibility, including environmental awareness and green production. Companies who not only make an impact with their product but also make a difference in protecting the world. That’s a key element in the way we attract upcoming talent to the Studio.”

INTERNAL SHOWCASING

With such a focused approach to finding future talent, Warner Bros. has also sought ways to inspire existing employees in their careers. Again, Washington says that a focus on culture is allowing the company to showcase a broader range of talent than ever before to their existing people, which helps inspire them with new opportunities.

“Too frequently people only focus on tactics,” he says. “Tactics are important as they help you consider how you are specifically going to attract and retain talent but ultimately it’s how you develop your culture and establish what your culture and brand stands for that matters.

“We’re fortunate that Warner Bros. has always had a reputation for being team-orientated. Being part of a team is woven into how people are expected to work.

“So, we’re maintaining that culture and ensuring that it is a culture that values inclusivity. And when I say inclusive, too frequently people think that’s just race and gender.

“For us it’s geography, because we’re a global company. It’s generational because we feel it’s important that early-career employees see that their careers can take off quickly.

“It’s showing them that opportunity is not just based on length of service and experience and that their career mobility is tied to their desires.

“Ultimately, I think it’s a culture that’s respectful,

that’s inclusive, that’s engaging, that reminds people that they work for a global media and entertainment company.”

Employees are reminded of this through regular worldwide screenings that allow people to hear from filmmakers, showrunners and leadership teams from different parts of the world. “Those are the types of things I think creates a culture of inclusion that people value.”

DEVELOPING FILM

Washington says that innovation is also a vital component of the Warner Bros. culture and that keeping staff up to date with progression in the industry through education is key.

“We have a speaker series, where we let all employees see where the industry is going,” he says. “It really is about access and education and getting people ahead of the curve.”

At the moment, the company is working with its partners at HBO as the HBO Max streaming service launches. Washington says that holding regular conversations with staff will ensure the business can get the most out of partnerships with sister divisions.

It is also focusing on the importance of making the best content, regardless of screen size. As consumers demand everything from large-scale theatrical releases to streaming services on their phones, Warner Bros. will focus on creating pieces that allow consumers to view them how and when they like.

Washington concludes that the most important aspect of any training is to ensure people know that it is an ongoing process.

“I think too frequently people do one bit of education and think it’s done,” he reflects. “For us, there’s no beginning or end to education. I’m always amazed when I hear some of my HR colleagues in other companies talk about getting to the end of an education piece.

“Our perspective and what we’re trying to continually drive home is that change is constant. Culture is a huge part of how you win that battle.” ■

WHAT'S IN A MODERN LEADER?

MODERN BUSINESS CHALLENGES CAN REQUIRE NEW APPROACHES. SUCCESSFUL LEADERS ACROSS MANY DIFFERENT LEVELS OF SENIORITY WILL NEED TO EVOLVE THEIR SKILLS IN ORDER TO GUIDE ORGANISATIONS INTO THE FUTURE. BUT WHAT DOES A MODERN LEADER LOOK LIKE AND HOW CAN ORGANISATIONS DEVELOP THEM?

MANY STUDIES DRAW parallels between strong leadership and solid organisational performance. But whether they're a junior manager or a senior executive, the qualities that leaders need are changing. Traditional, coveted leadership skills must be coupled with new abilities in today's rapidly evolving and unpredictable world. So, what does an effective modern leader look like?

A global study by **McKinsey & Company** found that more than 90 per cent of CEOs planned to boost their spend on leadership development, rating it as the most crucial human-capital issue their organisation faced. The report also found that leadership strength explains about 80 per cent of the variance in organisations' ability to sustain long-term performance. Yet McKinsey also reports that more than half of companies are not confident their leadership development will yield positive results.

DEFINING LEADERS

Before looking at what new skills leaders might need to take an organisation into the future, it is perhaps worth reflecting on what a leader actually is. Unfortunately, being put in charge of colleagues does not necessarily make you a 'leader'.

In a speech at **Harvard University**, **Facebook** COO Sheryl Sandberg said, "Leadership is about making



others better as a result of your presence and making sure that impact lasts in your absence."

Meanwhile, retired astronaut Chris Hadfield (most famous for his rendition of David Bowie's *Space Odyssey* recorded on the International Space Station) believes that leadership is "not about glorious crowning acts".

"It's about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter," he said in his book *An Astronaut's Guide to Life on Earth*.

- ▶ While there are many other opinions out there, the common thread seems to be that a true leader allows other people to do their job better. But what traits are needed to achieve this in the modern workplace?

A CHANGE IN STYLE

Stacey Philpot, Human Capital Principal at **Deloitte Consulting** in the US, says the core skills that were historically most needed in leaders have not changed, based on psychological assessments of 23,000 senior leaders globally over the past 25 years.

These skills include pattern recognition, motivation, agility and emotional intelligence, or the ability to understand, control and express emotions.

“These skills allow someone to become a leader faster than their peers, even in today’s volatile, uncertain, complex and ambiguous (VUCA) environment,” she says.

However, leaders need new styles of leadership to deal with changing cultures, says John Rocco, Vice President of Marketing, Canadian Banking at

Scotiabank in Toronto. “Being comfortable with not having the answer, owning failure and drawing lessons from it, can create an environment of trust and openness that creates innovation,” he says, adding that these behaviours may engage employees too.

Collectively, these behaviours form “servant leadership”, where leaders create the conditions for teams to excel by displaying empathy and vulnerability – traits that Rocco says were once perceived as weaknesses. This is a marked shift from the authoritative, ‘command-and-control’ leadership style that once prevailed, he says.

But given the stigma around servant leadership, how can it be encouraged in organisations? Alsu Polyakova, HR Leader for RCIS, **GE Healthcare**, says the key is frequent performance appraisals for leaders, where behaviours are decoded and encouraged. “We give leaders lots of opportunities for self-reflection, so they understand how they behave,” she says.

Benchmarking their behaviour with that of GE Healthcare’s most successful leaders helps to encourage behavioural change, Polyakova says. Success is measured by how well employees rate (in surveys) leaders on achieving GE Healthcare’s “cultural pillars” – inspiring trust and empowering employees, among others.

SCALING LEADERSHIP

Once an organisation has a clear set of values that are understood by everyone (this can be made clear through 360-degree feedback assessments), leadership can be scaled. Rocco says this should be done from the top down. “The most senior leaders must demonstrate leadership behaviours that are aligned to those values. If leaders walk the talk and create the conditions for those leadership values to flourish, the propensity for others across all levels to model that behaviour increases dramatically.”

He adds that behaviours that are contrary to those leadership values become more visible and, ideally, are not tolerated. “This effectively snuffs out the oxygen that breeds bad leadership,” he says.

A CULTURE OF TRUST

Gaining workers’ trust is more important than ever, says Nadezhda Kokoliya, **Bayer’s** Head of Talent Acquisition for Russia and the Commonwealth of Independent States (CIS). That’s because employees increasingly expect leaders to take action on societal issues like climate change, she says, and doing that is one way to build trust. In fact, 71 per cent of employees believe it’s critically important for their CEOs to do this, according to the *2019 Edelman Trust Barometer*.

Doing so may yield rich rewards. The Edelman poll shows that workers who trust their employers – a trust





that is earned, in part, by leaders addressing societal challenges – are far more engaged and remain more loyal than their more sceptical peers.

“If employees don’t trust you, they won’t follow you,” agrees Kokoliya, who measures trust through regional workforce surveys. “But employees are questioning management decisions more so than in the past because they are more informed by the proliferation of information online.”

While leadership styles are clearly changing, the most effective leaders tailor their styles to suit different scenarios, says Professor Sattar Bawany, CEO of the **Centre for Executive Education** in Singapore. “Leaders need a broad repertoire of management styles and the wisdom to know when each style should be used,” he says. “In crisis scenarios like cybersecurity breaches, for example, leadership should be authoritarian because the scenario is unstructured.”

REGENERATION FOR NEW GENERATIONS

Managers must also balance leadership styles to suit different generations. Modern workplaces will soon house up to five generations under one roof – Baby Boomers, Gen X, Millennials, Gen Z and Gen I – many with differing preferences for how they wish to be led, according to Lindsey Pollak, author of *The Remix: How to lead and succeed in the multigenerational workplace*.

She believes modern leaders must mix old and new leadership styles that better suit younger generations. That’s because millennials (20-somethings), for

example, are forecast to account for three-quarters of all workers in the US by 2030.

Therefore, engaging them is crucial to good organisational performance, but leaders will need to tweak their styles to do that. For instance, Pollak says millennials want more transparency in how leaders communicate with them than older workers because they have grown up with social media.

“Twenty years ago, everything in organisations was on a ‘need-to-know’ basis,” she says. “With millennials, you need to be more explicit in giving instruction and explaining why, to keep them engaged.”

APPETITE FOR EDUCATION

With the workplace evolving so rapidly, leaders cannot rely on past experience alone to get by, says Norm Smallwood, who co-founded **The RBL Group**, a leadership consultancy. “Being exposed to many situations means you may be able to deal with future uncertainty, because you have developed resilience,” he acknowledges. “But many leaders are siloed, running one function.”

Ben Farmer, Head of HR, UK Corporate at **Amazon UK** concurs: “Experience is not always synonymous with wisdom and judgement. And naivety doesn’t always engender novel thinking and openness to change.”

For this reason, he says organisations should look for leaders who understand the future better, as well as those with a wealth of experience. “Success comes from the ability to combine understanding of exciting, ▶



LEADERSHIP STRENGTH EXPLAINS AROUND 80% OF VARIANCE IN ORGANISATIONS' ABILITY TO SUSTAIN LONG-TERM PERFORMANCE

– MCKINSEY & COMPANY

► new trends with the experience required to put that knowledge into action,” says Farmer.

But what is the right balance of prescience and retrospection? Farmer says: “Ultimately, there’s no one-size-fits-all approach when balancing experience with adaptability, which depends on the organisation and the sector it operates in.”

For example, experience is less important in rapidly evolving industries such as manufacturing (because of robotics), as prior knowledge may quickly become stale, says Bawany.

CULTURAL CONSIDERATIONS

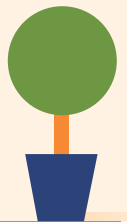
Organisational culture is an important factor too, he says. Risk-averse firms, for instance, may prefer experience over novel thinking, fearful of a backlash from stakeholders should the latter fail.

To mitigate this risk, companies should look for leaders who also make decisions based on scientific evidence as well as gut feeling. That’s according to Omid Shiraji, a Consultant Chief Information Officer for a London council.

“Leaders need to use increasingly available data to inform their decisions, but they should always use intuition to augment the data,” he says. This can mean certifying the evidence based on decisions they’ve previously made, Shiraji says. “We still need human leaders in a technology-driven world.”

Ultimately, there’s no single blueprint for an effective modern leader, says Anuj Kumar, UK Financial Services Lead on Banking Industry Strategy at **SAP**. Each organisation must take a tailored approach to leadership development, he says, focusing on organisational culture, industry nuances, and employee mix.

But above all, says Kumar, leaders should recognise that today’s reality may be old news tomorrow. “The winners will be leaders who are proactively shaping things while also quickly adapting to doing things differently,” he concludes. ■



DELOITTE’S SIX TOP TRAITS FOR LEADERS OF THE FUTURE

A 2018 study of 5,075 workers aged 21–64 by **Deloitte** identified six top traits that leaders of the future will need in a VUCA environment:

COMMITMENT: Leaders must treat everyone with fairness and respect, foster environments where team members can be themselves by modelling authenticity and empower each other’s wellbeing.

COURAGE: Leaders need to engage in tough conversations when necessary, identify opportunities to be more inclusive, take ownership and engage others.

COGNISANCE OF BIAS: Leaders have to be aware of unconscious biases so decisions can be made in a transparent, consistent and informed manner.

CURIOSITY: Leaders should listen attentively and value the viewpoints of others.

CULTURAL INTELLIGENCE: Leaders need to seek out opportunities to experience and learn about different cultures and be aware of other cultural contexts.

COLLABORATION: Finally, leaders need to create teams that are diverse in thinking.



GIVING THE GREEN LIGHT

THE PRESSURE FOR COMPANIES TO GO GREEN IS GROWING, FROM BOTH CONSUMERS AND EMPLOYEES. FURTHERMORE, THEY NEED TO SHOW AUTHENTICITY WHEN EVOLVING. BUT HOW CAN ORGANISATIONS TAKE STEPS TO IMPROVE THEIR GREEN CREDENTIALS, AND CAN IT BENEFIT THEIR BUSINESS?

THE DRIVE TOWARDS a more sustainable, low-carbon way of life to tackle the threat of climate change continues to build momentum.

It's something that's underlined by green action at the highest level around the world – from the UK Government's pledge that the country will achieve net zero greenhouse gas emissions to thousands of Chinese companies being fined for breaking strict pollution rules.

Meanwhile, the United Nations is calling on businesses – large and small – to help meet its Sustainable Development Goals by 2030.

Across all industries, companies are already responding by transforming workplaces into more sustainable environments. And while many are doing this for moral reasons, is there also a business advantage to going green?

A MORE COMPELLING BUSINESS CASE

The move towards sustainability is not just happening because it's helping to stave off environmental catastrophe. There are sound commercial drivers too.

To begin with, there's the need every company has to avoid alienating its customers. A recent global survey by market research company **Nielsen** found that 81 per cent of global respondents feel strongly that companies should help improve the environment.

As well as avoiding penalties by complying with growing green legislation – the UN says there's been a 38-fold increase in environmental laws worldwide in the past four decades – sustainability can have a real impact on a company's bottom line by cutting costs in the workplace through different approaches to energy use, recycling and water and waste management.

The Carbon Trust points to energy in particular as one of the largest controllable overheads in any workplace. Less energy use means savings, and the environment will benefit from reductions in carbon emissions.

It's a point demonstrated in Australia, where the government-mandated National Australian Built Environment Rating System works to encourage improvements to the sustainability credentials of businesses and workplaces. Since the programme's



- Inception 20 years ago, it has helped to save 826,578 tonnes of CO₂ emissions – enough to power 75,200 homes for one year.

Will Richardson, MD of environmental management consultancy **Green Element**, cites an example of how improvements to one company's energy use and waste processes led to cost savings of £50,000. A system of rolling targets has now been embedded to ensure the company "stays on track and maintains its sustainability as a business for years to come".

GREEN ATTRACTION

Our surroundings can also have a big impact on the way we feel and the way we perform. Most of us spend a huge slice of our waking hours at our place of work – for the average American, it's 90,000 hours over their lifetime. So, can sustainability at work improve staff performance?

Biophilic design – bringing greenery into the workplace to help people feel more connected with the natural environment – has been shown to improve employees' wellbeing and productivity.

And using natural light in the office rather than relying too heavily on artificial lighting not only cuts power consumption but can also be beneficial to staff. A study carried out at **Cornell University** reported an 84 per cent drop in symptoms of eyestrain, headaches and blurred vision symptoms in daylight office environments. Report author Professor Alan Hedge believes optimising natural light in workplaces "significantly improves health and wellness among workers, leading to gains in productivity".

While there are health benefits, potential employees also have moral concerns about how green an organisation is. According to the *Deloitte Millennial Survey 2019*, which questioned millennials around the world, climate change and protecting the environment is their top concern. Furthermore, 42 per cent of survey respondents say they have "begun or deepened" their consumer relationship with a company because they perceive a company's products or services to have a positive impact on society and/or the environment.

With that being the case, pursuing eco-friendly policies is likely to become a must-have in a company's recruitment pitch. **Deloitte's** findings suggest younger workers are looking for more than just good pay, and "show deeper loyalty to employers who boldly tackle the issues that resonate with them most, such as protecting the environment".

Evgenia Malakhova, Internal Communication Manager for pharmaceutical company **Petrovax** in Russia, agrees. "Going green can certainly attract talent, especially in younger generations," she says. "When they compare a company that has a consistent concept of corporate social responsibility with one that doesn't, choosing who to work for is an easy decision."

The evidence, then, points to employers needing to make sure their company is moving with the times and accommodating the needs of the modern workforce. This can help them avoid missing out on recruiting key talent.

AUTHENTICITY FIRST

While attempts to implement sustainability in the workplace have many positives, companies must be careful not to leave themselves vulnerable to accusations of so-called greenwashing – where businesses are shown to have overstated their green credentials. Those that make false claims risk losing credibility with consumers, employees and investors. Authenticity is key when making changes.

Richardson says: "Carbon offsetting enables companies to buy carbon credits and be deemed 'carbon neutral' without having to actually stop emitting carbon dioxide, but does this make a company truly sustainable?"

“IF EMPLOYEES ARE ENGAGED WITH YOUR ORGANISATION’S ENVIRONMENTAL GOALS, YOU FIND PEOPLE WILL TAKE OWNERSHIP OF THE PROCESS”

— LAUREN WISEMAN, WWF

“If the company has worked hard to reduce carbon emissions, but needs help in becoming completely carbon neutral, then supporting reforestation and other carbon offsetting projects may be considered no bad thing.

“However, if the company simply throws money at carbon offsetting and doesn’t try to change its operations, then what is the use of that? Whatever sustainability initiatives a company implements, it should be authentic and not just a PR stunt.”

The most serious examples of greenwashing can do tremendous damage to a company’s reputation and even result in criminal charges: the fallout from the discovery that German car maker **Volkswagen** made false claims about some of its vehicles meeting pollution standards rumbles on, with former company boss Rupert Stadler being charged with fraud.

Malakhova says that being open about how much you can do is important. “In the pharmaceutical industry, being sustainable aligns with quality and responsibility standards needed in our production,” she explains.

“Our employees feel that they participate in the creation of valuable products, but at the same time they know that any type of production can have a bad effect on nature.”

BUILDING MATTERS

Ever since the world’s largest conservation organisation, the **WWF** (the World Wide Fund for Nature), committed to making its new UK headquarters as sustainable as possible, it has attracted interest from outside organisations wanting tips on how they can follow suit.

WWF’s Living Planet Centre serves as an open-plan workplace for some 300 staff, as well as hosting a 150-seat conference venue and education support facilities. The £13 million, 3,600 m² building was awarded the Building Research Establishment Environmental Assessment Method’s (BREEAM) Outstanding rating and includes a central atrium-like space that’s home to a number of trees. Carbon emissions have been cut by 25 per cent, compared with the WWF’s previous office building, and the centre produces 50 per cent of its water through rain harvesting and greywater recycling. Further sustainable initiatives include producing 20 per cent of its own electricity via solar panels and more electricity provided via ground source heat pumps.

Lauren Wiseman, WWF Environmental Manager, says: “We’ve had a lot of interest from external parties about how our sustainable technology works and if it’s commercially viable, especially as there’s now more awareness of the climate emergency and that companies need to act to tackle that. They want to know what they can put in place and we’re very happy to share details.”

She reveals the centre recycles “between 75 and 85 per cent of all waste produced in the building”. That includes paper, aluminium, card, some types of plastics, glass, textiles, electronic equipment – even sweet wrappers and crisp packets. In addition, an anaerobic digester recycles food waste and other organic matter. The roof is designed to let in as much natural light as possible, but the centre is also gradually adopting LEDs for supplemental lighting. “LEDs use 60 per cent less energy than a standard bulb,” adds Wiseman.

Besides all this, WWF has established an environmental procurement policy, expecting its suppliers to mirror its aims in pursuing eco-friendly policies, and promotes a sustainable travel policy, setting restrictions on how far staff can travel around the world.

Of course, most businesses don’t have the luxury of new, purpose-built premises and are renting their workplace. Alan Bailey of **The Future Economy Group**, which runs an online network for businesses to share news of eco-friendly practices and products, recommends companies engage with their landlord to take steps towards sustainability.

“Commercial property owners are expected to meet minimum environmental standards and are beginning to understand they’ll need to upgrade their buildings even more in the future,” he explains. “Property owners want to keep good tenants, so it’s often in their interest to work with you to make it more sustainable. If they won’t cooperate, when your lease is up, move to ▶

- ▶ different premises or co-working spaces with better green credentials.”

Topping even the Living Planet Centre is a 40,000m² office building in Amsterdam called The Edge. It can respond to data from 28,000 sensors that track movement, lighting levels, humidity and temperature by using resources more efficiently. When areas are not being used, heating, air conditioning and lighting can be adjusted or switched off. The environmental ratings assessment BREEAM gave The Edge a score of 98.36 per cent – one of the highest-ever sustainability scores.

No less impressive, the 50-storey Bahrain World Trade Center is the first high-rise in the world to have wind turbines in its design. The 225kW turbines feed in 11–15 per cent of the total power consumption and the building has been awarded The Arab Construction World for Sustainable Design Award.

SUPPORT FROM ALL LEVELS

Many of the small actions in creating a culture of sustainability in the workplace – like turning off lights and computers at the end of the day, or using recycling bins – come down to the behaviour of staff, so getting employee buy-in is crucial to the success of many eco-friendly schemes.

Wiseman says the aim at the Living Planet Centre is not just about minimising its environmental impact but also about encouraging staff to live those values as well. “If employees are engaged, you find people will take ownership of the process, so our staff induction includes an introduction to our environmental management system.

“They can really get involved through volunteering to do litter picking or looking after our allotment garden, and we’ll hold the odd event focused on our environmental impact, like a competition to see which department can reduce their printing the most.”

And while offering opportunities is important, Malakhova says that support must be gained at all levels: “The support of the top management can’t be an afterthought. In our case, our CEO’s supportive, non-sceptical attitude helps a lot.

“One of the most important factors is to have an initiative group and a leader who will promote the idea of creating a sustainable workplace. It is made up of colleagues from different departments who have their own ideas. Sustainability is done for our employees and by our employees.” ■



WWF'S LIVING PLANET CENTRE

ENSURING YOUR SUPPLIERS ARE SUSTAINABLE TOO

WWF’s Lauren Wiseman gives her top tips on how you can ensure your suppliers are sustainable too:

Search for suppliers who have sustainability embedded into their business

Look for external accreditations that businesses may hold such as ISO 14001 for environmental management. These demonstrate that they have systems in place to meet a minimum level of consideration for these areas.

Don’t just take an organisation’s word for it

We see a lot of greenwashing happening globally and it’s becoming more important than ever to ensure that products are as green as they say. Look for a logo or certificate to back it up, such as FSC® for paper and timber.

Look for evidence that they’re going above and beyond

It’s not just greenwashing products, many businesses greenwash themselves too. Claims that an organisation is “green” or “eco-friendly” mean nothing unless it’s demonstrating how it’s achieving this. Look for organisations that have taken steps to go above and beyond.

Do your due diligence

Research a company. *Ethical Consumer Magazine* is a great portal of information and rates companies – the results are sometimes surprising. Obviously do your own research as well but this is a great place to start.

Develop a sustainable procurement policy

This should be a comprehensive list of typical business purchases, divided by product categories (paper, textiles, food etc), clearly detailing what staff can and cannot purchase, and what they should look for when identifying the most sustainable option.

GAME ON?

THROUGH THE USE OF GAME MECHANICS, GAMIFICATION CAN TAP INTO OUR INNATE SENSE OF COMPETITION AND DESIRE TO IMPROVE. AND WHILE MANY OF US HAVE ADOPTED IT IN OUR PERSONAL LIVES, BUSINESSES OFTEN STILL STRUGGLE TO USE IT EFFECTIVELY. BUT WHAT BENEFITS CAN GAMIFICATION BRING TO AN ORGANISATION, AND HOW CAN COMPANIES ENGAGE THEIR STAFF WITH IT?

ALTHOUGH THE LABEL GAMIFICATION was coined in 2002, almost 20 years later many people still struggle to explain what it is. Research company **Gartner** defines the phenomenon as “the use of game mechanics and experience design to digitally engage and motivate people to achieve goals”.

Gamification can include tracking of progress, and its impact has certainly been felt in our lives outside the workplace. The ‘Quantified Self’ is the cultural phenomenon of self-tracking through the use of technology. This may be by keeping count of the calories you consume or even by measuring the amount of sleep you have had. And while the term has been around since the 1970s, the rise of smartphones, GPS watches and fitness monitors in recent years has seen the number of people that track themselves skyrocket.

So why has gamification failed to revolutionise the workplace in the same way? The theory has arguably been around long enough. Its ability to promote certain behaviours in the workplace was also first proposed in 2002.

By 2011, Gartner was so confident in its potential that a report from the organisation predicted that by 2015, half of businesses would have gamified part of their processes. Yet a **Penna** study from 2015 found that 70 per cent of HR Directors said that it was not used in their workplace at all. By 2018, **TalentLMS** data still revealed that around half of employees had yet to experience gamification in the workplace.

While its value as an industry is still growing each year, it seems that some organisations are still struggling to implement gamification technology in the first place or engage employees once they have. Early

difficulties revolved around a lack of real clarity as to what gamification is and how it can help an organisation. This fed into poor initial results that have dampened enthusiasm among early adopters. There was also a belief that a one-size-fits-all approach could be used, regardless of the circumstances, the demographics of the teams involved or the processes being gamified. For the persistent, these early forays provided valuable lessons that rendered future projects more successful.

HOW IT WORKS

Gamification works because it gives people control over what they’re doing, and also provides them with clear markers as to their progress to date, a map to guide them in future actions and prizes to clearly indicate when they’ve undertaken the right behaviours. Toss in the competitive element that most gamification programs employ and it’s easy to see why it is touted as an effective engagement tool.

“Gameful design works through triggering factors of intrinsic motivation, such as our drives for social interaction, meaningful contributions, achievements, increasing challenges and self-challenges to demonstrate our competence, and giving us the ability to autonomously self-express,” Dr Lennart Nacke, Director of the **HCI Games Group** at the **University of Waterloo’s Games Institute** in Canada, says. “Designing for successful gamification means to engage people meaningfully with interactions that would otherwise be considered bland.”

Arguably the most common form of gamification to date has been in learning and development, with 2019 research from **Harvard Business School**

- ▶ highlighting the potency of gamification on our ability to learn at work. The study found that applying gamification during the learning process had a strong impact on the willingness of employees to not only engage with learning, but to complete the programmes more consistently.

PUTTING IT INTO PRACTICE

One company that can relate to the findings is **Deloitte**, which utilised gamification in its Deloitte Leadership Academy training programme. It found that after integrating gamification into the Academy, there was a 37 per cent increase in the number of employees returning to the digital platform every week.

Deloitte aimed to stand out from previous implementations of gamification by making it very personal to each employee. For instance, the leaderboard is customised to each person, and only shows those nearest to them in the overall organisational standings. They also provide users with extensive onboarding to ensure that they are familiar with the mechanics of both the learning management system and the game elements behind it.

The aim of this personalisation is to help each employee take ownership of their own training and development. They can then tailor the courseware provided through the platform in a way that best suits their needs and work patterns.

Similar results have been achieved by home, car and life insurance company **Farmers Insurance**, which has been working with VR company **Talespin** to provide AI-driven training to employees across 500 different scenarios in the home insurance space. The training application is gamified to add an element of fun and competition to the process. Farmers Insurance says that the tool has helped to accelerate learning, build confidence among the workforce and reduce the time and cost associated with training programmes.

Global software company **Red Hat** has also been using gamification and 'serious game' techniques as part of an immersive experience in its Open Innovation Labs. The company has used a serious game (a game designed for a primary purpose such as training, problem solving or skills-practising) that allows people to collaboratively build a Lego city, using the same methods and practices it wants employees to use with customers.

The aim was to make learning more fun, and there have been immediate results, with the programme having one of the highest Net Promoter Scores the company has ever seen. Red Hat now wants to use gamification in other learning settings too.

HEALTHY OUTLOOK

Gamification can also be deployed to boost employee physical wellbeing. The importance of physical activity

in the workplace was illustrated by a recent Australian study from **Curtin University**, which found that employees who walked during their lunch break were less stressed than their more sedentary peers.

Projects such as *Step Ahead: Zombies* aim to use gamification to encourage activity among the workforce. The project includes a walking challenge, with participants having to escape a virtual zombie invasion courtesy of the steps they undertake in the real world. Employees are placed into teams, who are encouraged to get to a safe house as fast as possible, with the team element designed to encourage employees to support and help their colleagues be more active. Those who fail to walk enough are caught by the zombies and henceforth become part of the zombie team. The game has already seen considerable success, with the developers reporting that 20 per cent improvements in employee engagement were common among participating organisations.

Lee County Schools district in Florida deployed the program for their workforce over a one-month period, and saw an 87 per cent participation rate, and health risk reduction savings of more than \$132,000. What was most pleasing, however, is that the healthy behaviour changes stuck among employees.

GAMIFICATION: TIPS FOR SUCCESS

While challenges, such as cultural clashes, undoubtedly exist with a gamified approach to work, they are not insurmountable. Wharton's Kevin Werbach runs a course on gamification at Coursera, and he has a number of tips on how to design gamification successfully:

1. Make sure that tasks involve a degree of problem solving.
2. Incorporate exploration that encourages people to learn new skills to solve the aforementioned problems.
3. Ensure that participants work together as a team.
4. Provide employees with recognition for the successes they achieve.
5. Break down problems into smaller sub-goals so that participants feel a regular sense of achievement.
6. Regularly add new features and challenges so that employees experience surprise and novelty.
7. While competition is important, so too is the ability for participants to share tips and stories from their journey.





“SUCCESSFUL GAMIFICATION MEANS TO ENGAGE PEOPLE MEANINGFULLY WITH INTERACTIONS THAT WOULD OTHERWISE BE BLAND”

— LENNART NACKE, HCI GAMES GROUP, UNIVERSITY OF WATERLOO

“We had people on our teams meeting before work to walk for an hour, and they’re still currently doing that months and months after the challenge is over. People still walk in the halls, but they’re also still doing those things that they weren’t doing beforehand,” reports Heather Parker, Employee Wellness Coordinator at Lee County Schools district.

Perhaps the largest case study of gamifying wellbeing comes from the research undertaken by **RAND Europe** on behalf of health insurer **Vitality**, which worked with the Apple Watch and behavioural scientists such as Nobel prize winner Richard Thaler to create a gamified process to encourage activity among insurance customers.

In total, around 400,000 Vitality consumers were equipped with the Apple Watch, and a range of incentives were provided to encourage activity, the ultimate one being the offer of keeping the device if they maintained a certain level of activity for two years.

The data found that there was a 34 per cent increase in activity levels from across the research group, with the increase common across demographic profiles and previous activity levels. It’s an outcome that the team believes exemplifies the improvements that are possible.

It can also be used to improve engagement, whether it’s retailer **Target**, which made the checkout process more like a game, or the pharmacy software company **Omnicare**, which gamified the customer service process, with leaderboards awarding the best performers cash prizes.

RISK OF FAILURE

Alas, gamification is no guarantee of success. A study from **Washington University** highlights how some employees can try to manipulate these kinds of schemes, while **Wharton** research showed that trying to force fun at work often has the opposite effect than the one intended. These risks help to contribute to the 80 per cent or so of gamification projects that Gartner believes fail to deliver on set objectives.

“Gamification has raced up the HR agenda in recent years as employers look to find creative and innovative ways to recruit, train and engage employees, as well as allow teams to learn about themselves and others,” John Hackston, Head of Thought Leadership at **The Myers-Briggs Company** says. “But gamified approaches aren’t a magic bullet and are often most effective when they are used together with more traditional methods.”

This approach should involve the parking of any presumptions you may have, as there is no one demographic that is particularly in tune with gamification. Indeed, research from TalentLMS suggested that 90 per cent of workers aged 45+ felt they were likely to be more productive if work was more game-like, compared with 73 per cent of 18–24-year-olds and 87 per cent of 25–44-year-olds.

It can also be challenging to implement gamification across cultures, especially in multinational organisations with teams spread across the globe.

“It has often been tricky to get everyone in a group to ‘play a game’; this can be due to cultural reasons (we work across the world and many different cultures), and sometimes down to personality,” Jeremy Brown, Director, Red Hat Open Innovation Labs – EMEA says.

Brown adds that making gamification more collaborative and less formal has made its introduction easier. “We have found that working in teams can help us overcome most of the resistance to trying a new approach.”

Gamification taps into many of the innate motivations that drive us to perform, and as such its promise remains rich across the working world. Implementing a gamified approach is not without risks, however, and these underpin the poor return seen in many gamification initiatives implemented to date. Organisations must offer a balanced approach that engages more of their workforce if they want to get the most from gamification. ■

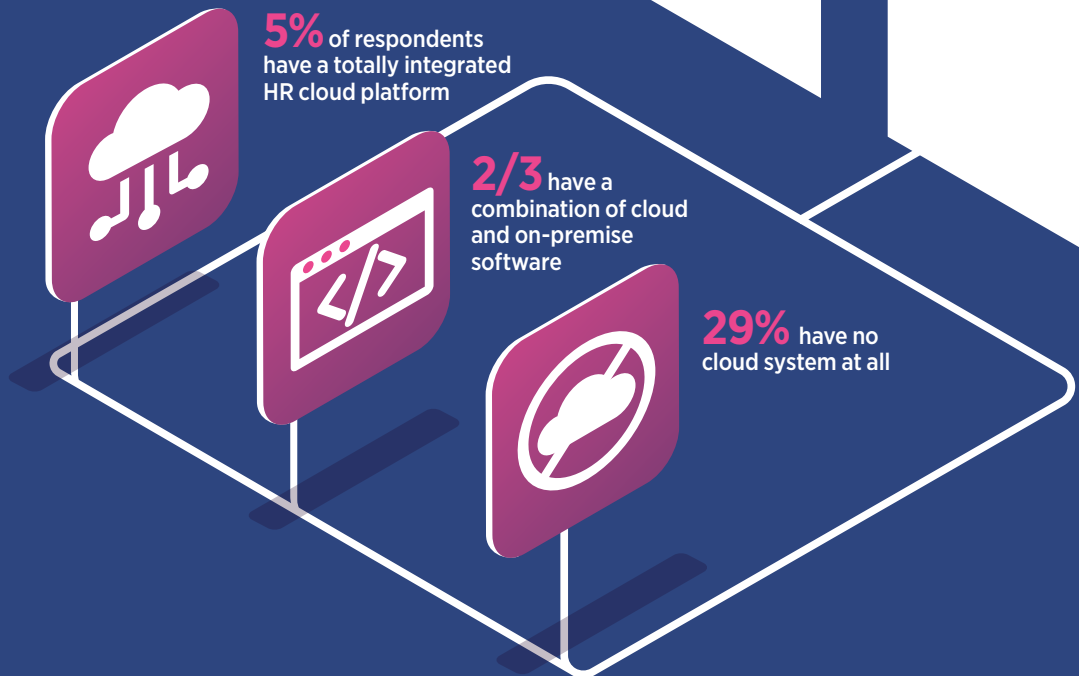
CLOUDED VISION

Deloitte's 2019 Global Human Capital Trends report shows that despite high expectations, many HR professionals are yet to fully embrace cloud technology

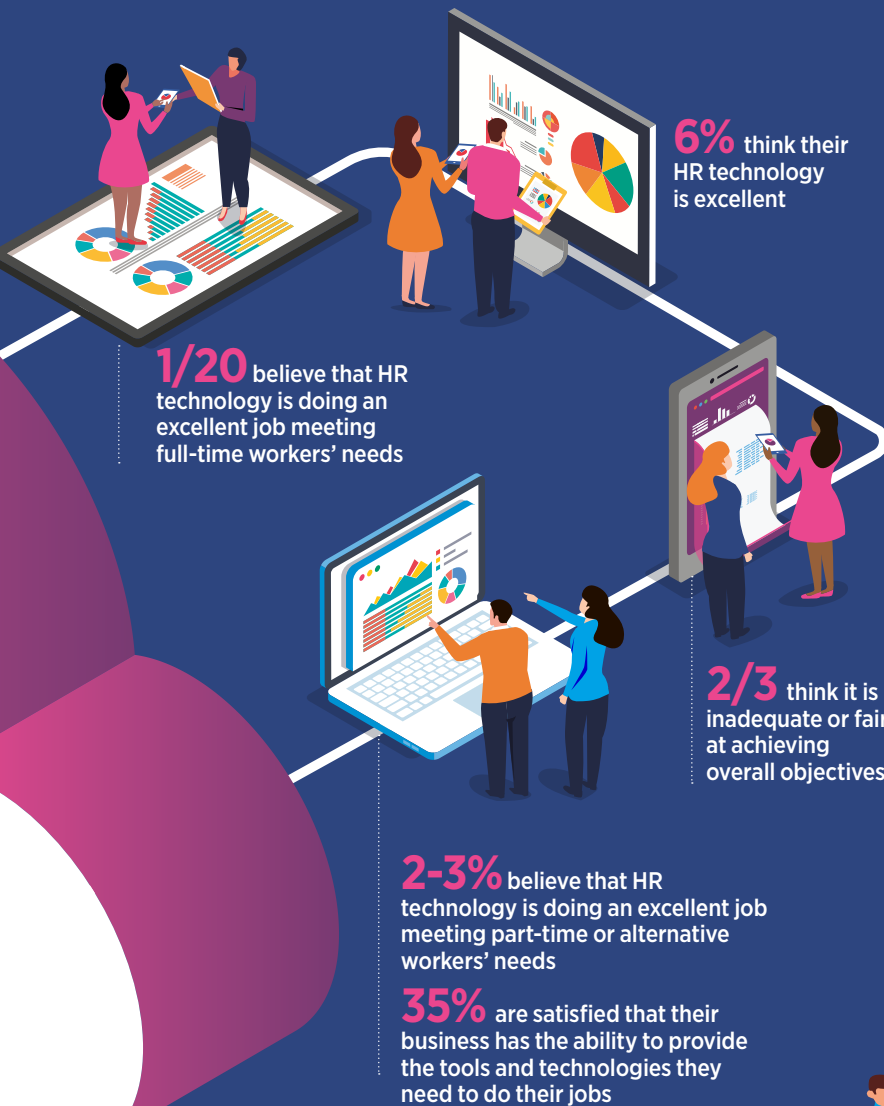
Few senior leaders are underestimating the importance of cloud technology. In fact, according to the report, almost three-quarters of business leaders rate the topic as important or very important.

And while they recognise that it can free up time for businesses to focus on more urgent challenges, it is far from being employed to maximum effect. This survey of 10,000 business leaders highlights where improvements can be made:

MANY HR PROFESSIONALS ARE YET TO FULLY ADOPT CLOUD TECHNOLOGY



CONFIDENCE IN HR TECHNOLOGY IS STILL LOW



HR CLOUD TECHNOLOGY HAS NOT MET EXPECTATIONS



39% found that HR cloud systems led to a better employee experience, *compared with*

65% who thought it would



40% found it led to better data and workforce insights, *compared with*

60% who had thought it would



59% thought it would be easier to use and require less training, *but only*

35% found that to actually be the case



59% expected it to mean a lower cost of ownership, *but only*

33% said that was true



61% believed it would herald a shift towards becoming a strategic HR function, *but only*

28% said that had happened

HOW HR CAN TAKE THE NEXT STEP

The report states that while HR has “blazed new trails” through the early adoption of cloud technology, “automating and enhancing HR with advanced digital solutions that reshape how work gets done” is vital.

It notes that, while many organisations are now applying robotic process automation and AI technologies to HR processes, the next step will be introducing VR, machine learning and social collaboration. This will make it

possible to reinvent the function of HR, rather than simply automate existing responsibilities.

The report concludes that this will allow organisations to “rewire their people operations, creating new connections that yield many benefits: a better workforce experience; a stronger connection between performance, learning and development, and rewards; and greater insights from using analytics across the enterprise”.

ALL DUE PRAISE

HEADLINE-GRABBING PERKS HAVE BEEN A TREND FOR MANY COMPANIES IN RECENT YEARS. HOWEVER, SOME ORGANISATIONS ARE NOW EXPLORING IF OFFERING IMPROVED RECOGNITION COULD BE MORE BENEFICIAL FOR THEIR PEOPLE

IN RECENT YEARS, unusual perks and rewards have increasingly been used as differentiators for many organisations. From taking 6,400 staff on holiday, as Chinese conglomerate **Tiens Group** did in 2015, to offering egg freezing to female employees as **Apple** and **Facebook** have done, businesses are finding new ways to attract and retain staff. But could it be much simpler?

World at Work's 2017 Trends in Employee Recognition report found that nearly three-quarters (72 per cent) of organisations have a budget for recognition programmes, with over half of senior management members viewing employee recognition programmes as an investment. Yet the *2017 Global State of Employee Engagement* study, which surveyed 1,000 organisations in 157 countries, found that 63 per cent of employees feel they don't get enough praise, with eight per cent never receiving it.

The fact that so many workplaces are foregoing recognition is concerning, given the impact doing so can have on a business, including its culture.

"Workplace culture comprises six elements: purpose, opportunity, success, appreciation, wellbeing and leadership," explains **O.C. Tanner's** Alexander Lovell, Manager of Institute Research & Assessment.

"Recognition has a tangible impact on each one of them. When it is used to improve culture, we have seen a significant impact on an organisation's ability to retain, engage and attract talent. For example, we saw engagement increase 129 per cent in organisations that move from weak to strong recognition practices. Additionally, people stay with an organisation two to four years longer when best practice service recognition is implemented."

MAKING A CONNECTION

But how do employers define employee recognition? While many would relate rewards and recognition to

monetary bonuses or extravagant awarding events, employee appreciation doesn't have to be connected to anything financial.

"Employee recognition is about creating an emotional connection between employees and the company, while supporting the work employees do and staying authentic to the company's values," says Tatiana Braz Garbossa, HR Manager LATAM at **Hays**.

"If you don't listen to your people, and if you don't know what their aspirations and motivations are, you can invest a great deal of time money and energy on employee recognition without getting any real results."

The fact that recognising employees costs considerably less than rewarding them with monetary bonuses etc. doesn't make it any less effective. Taking the time to show recognition is likely to be considered a more personal and therefore more effective way of rewarding staff.

Good recognition fundamentally begins with treating people as individuals and recognising what motivates them personally, says Kirsty Bashforth, CEO of corporate advisory business **Quayfive**. "That sense of belonging, identity, motivation, confidence, mood, engagement: these are all required in all forms of life to get the best out of people. It's no different in work," she says.

LEAD WITH A THANK YOU

It is important to remember that there are many modalities of recognition and that each one has a different impact. Lovell says: "We found that a deliberate 'thank you' increases an employee's feeling of appreciation by 116 per cent, spontaneous praise increases it by 172 per cent, while formal recognition increases appreciation by 355 per cent."

Many experts agree that an effective employee recognition strategy has to be led from the top, and that its success rests with the leadership.



“IT IS HUMAN NATURE TO WANT OTHERS TO ACKNOWLEDGE YOU AND VALUE YOUR CONTRIBUTIONS”

— ALEXANDER LOVELL, O.C. TANNER

“For a company to succeed in this area, everyone – the leaders especially – should be more aware, and in some cases trained or coached on when and how to recognise their teams,” says Garbossa. “In many cases, leaders need a formal methodology to help them apply recognition effectively, and that will support them in using it as a powerful management technique.”

There are different types of recognition programme. In a top-down recognition scheme, for example, it is the employer or manager who recognises the contributions of employees, often in tangible ways such as presenting an award, or intangible, such as verbal praise. In peer-to-peer recognition, everyone in the organisation plays a part in recognising the often quiet but critical high performers.

Many modern recognition programmes use internal social media, such as recognition-specific tools or apps, to instantly recognise workers who go the extra mile, with the results displayed on the staff intranet or company social channels so that anyone can see them.

Annual recognition awards events single out the top performers, for example in the customer service arena, or for simply demonstrating company values. The effect is often to inspire other employees to do the same.

However, Bashforth challenges the notion that leaders could benefit from formal training in employee recognition. She says: “For me, the bottom line is that someone is not ready to be a leader if they do not hold recognition as a valuable part of their role, along with boundaries, direction, space, support and development.”

MEASURE MOTIVATION

Employers will want to compare recognition strategies with other forms of employee benefits in terms of any potential business benefits or drawbacks. A key benefit of recognition, for example, is that it serves something ▶



- ▶ that most forms of compensation and benefits cannot address: feeling valued.

“It is human nature to want others to acknowledge you and value your contributions,” says Lovell. “It serves a unique psychological need and increases the connection between peers and leaders. This connection is critical because it forms and strengthens a relationship that can be leveraged in the future, and it helps the employee feel like they belong.”

A potential drawback is that recognition can be used as an incentive, blurring the line between compensation, benefits and recognition. “This can lead to systemic failures in a recognition strategy, and employees feeling more unappreciated,” adds Lovell.

In implementing any sort of employee recognition programme, the one question that employers need to be clear about is what they are recognising people for. All too often, recognition is for something they have done, the outcome.

Bashforth says: “If an organisation really wants to shift the way it behaves, and change its culture, it has to start recognising what people have done and how they have done it. It is important to recognise both.”

Equally, she points out, organisations should be aware of the risks of individuals’ overexpectations around recognition. She says: “For example, some people confuse recognition with promotion, and take it as a sign that the company doesn’t value them when it doesn’t happen. The flip side of that is that leaders must offer enough of the truth. Honest constructive feedback is just as valuable as a part of recognition.” ■

ENSURING YOUR ORGANISATION CAN MEET DIVERSE NEEDS

While some may expect that recognising employees through feedback may be more attractive to younger workers, it’s unwise to make sweeping generalisations about employees within different demographics. Within every employee generation, there are individuals who are all motivated by very different things. There is no ‘one size fits all’. There are certain types of recognition such as financial incentives that are equally appreciated by all groups of employees, but there are other factors that matter for different ages, as Elena Fomina, HR Director at **MSD Pharmaceuticals**, Russia, explains.

“Given the fact that modern organisations have about five generations working side by side, the leadership should strive to develop an effective recognition approach that would resonate with all the employees of all generations,” she says.

“At MSD globally we have a special D&I chapter – ‘Generations’, which helps us to build a network of people of different ages and we invest a lot in providing them with equal opportunities, while at the same time understanding their personalised needs.”

Fomina says that the programme has revealed that Gen X professionals tend to prefer to be financially and formally motivated to achieve better results, while baby boomers tend to want stable periodic bonuses.

Meanwhile millennials are less formal, and motivated by new developmental opportunities, short-term assignments and meaningful purpose to the job they are doing.

“Organisations should provide various types of recognition programme. The key element is feedback from the employees,” says Fomina.

“Involving them in the identification and selection of their rewards and incentives not only gives an indication of what rewards will be more attractive, it also reassures employees that their needs are being considered and well appreciated as well as encouraging them to buy in to the scheme.”

GREATER BAY AREA

A ROAD TO OPPORTUNITY

INVESTMENT IN INFRASTRUCTURE AND INNOVATION IS OPENING UP NEW OPPORTUNITIES ACROSS THE GUANGDONG-HONG KONG-MACAU GREATER BAY AREA. BUT ATTRACTING TALENT IS PROVING DIFFICULT



IT HAS BEEN a time of new beginnings for the Guangdong-Hong Kong-Macau Greater Bay Area (GBA) since 2018. Made up of nine cities and two special administrative regions across South China, the concept for the area was first mentioned in 2016 in the *13th Five-Year Plan for Economic and Social Development of the People's Republic of China*. Since then, steps have been taken to create stronger links across the region.

The opening of the state-of-the-art Hong Kong-Zhuhai-Macau Bridge last September has improved the flow of goods between all ports and increased the number of tourists crossing the border.

Shortly after the bridge's opening, China unveiled the GBA development plan, which aims to build the region into a globally influential innovation and technology hub.

Dean Stallard, Managing Director for **Hays Greater Bay Area**, says that businesses in the area are preparing for the changes these developments will bring.

"Most multinational companies, particularly those who have a presence in Hong Kong SAR, have a GBA expansion plan strategy," he explains. "They're taking it seriously and are looking at opening offices that side of the border and exploring where they should invest to capitalise on the opportunities available to them."

One industry taking particular interest in the region is banking, as many Chinese firms strengthen their presence in Hong Kong SAR. "Traditionally, candidates have always wanted to stick to the international banks as there has been glamour attached to them," says Wisely Wong, Senior Manager, **Hays Hong Kong SAR**.

"However, with the investments China has put into their Hong Kong SAR branches, candidates are able to

see a brighter future in Chinese banks, not only from a compensation perspective but also in terms of strategy.

"They are aware that Chinese banks will be the future and, in order to get ahead of the curve, they are making their move to these businesses now – or are at least more open to joining them."

SECTORS WITH CHALLENGES

While banks are certainly looking to take advantage of the investment in the region, the industry still faces challenges to recruit the talent it needs. And it's a similar story for the supply chain and technology sectors.

For supply chain businesses, an ambitious scheme launched by China in 2015 has meant a new range of professionals are needed. The *Made in China 2025* initiative aims to move production in the country away from traditional outputs such as fashion items and phones to new high-tech industries such as quantum computing and self-driving cars. Government subsidies have allowed organisations to make heavy investment in research and development.

"One result of this change is in how the roles within the supply chain have altered, creating a new demand for professionals in the industry who can guide this transformation," says Cece Tang, Team Manager, **Hays Guangzhou**.

"Roles like demand planners, supply chain analysts and logistics analysts are sought as they can assist companies in moving businesses from heavily manual processes towards an increasingly automated process. They're able to build businesses that can cater to larger scales with a lower cost of production."

GREATER BAY AREA

▶ Tang says that while the change in the industry appears to be happening fast, pay levels are failing to keep pace with IT and e-commerce businesses that want similar talent. She suggests that offering a vision of the future for each individual is a better way of attracting applicants: "Instead of looking for an immediate jump in salary, candidates also value job stability. They want to work for organisations that can provide them with long-term career development. Showing that your company offers career progression and solid training programmes is a good way to attract candidates."

In Hong Kong SAR, the banking industry is also facing a shift in its talent needs as more virtual banks and fintech firms look to hire. Firms in this space require a blend of traditional banking abilities and virtual and fintech skills.

But uncertainty surrounding virtual banks compared with established, stable organisations can put some candidates off, says Wong.

"On the other hand, for more traditional banking segments like corporate, investment banking, private banking and wealth management, the challenges appear to be finding the right match.

"This extends to the technical competencies as well as the cultural fit of the candidates. There are many cases where banks find someone to fit their technical requirements, but they have unrealistic expectations on compensation and development paths."

To tackle these challenges, Wong suggests a two-pronged approach. First, he advises offering those

coming into the organisation training and development to help them understand the culture. Second, he suggests that, in order to cope with the transition from a traditional banking environment to a fintech-driven sector, banks should consider expanding their change management teams. This may involve working with professional consultancy firms, helping them to make changes in culture and practices.

Virtual banks and fintech companies are also providing challenges for the technology industry, says Riley King, Senior Manager, Hays Hong Kong SAR, as many professionals are excited to join these organisations over established technology businesses.

He says that while businesses can attract candidates through improved compensation, looking internationally for talent and taking steps to widen candidate pools can also be effective.

"Organisations can address the supply problem by being more open to hiring staff from other countries. Companies that are not able to do so, due to language requirements, can increase the chance of being able to fill their vacancies by focusing on transferable skills rather than insisting on the perfect candidate."

READY FOR HOMECOMING?

One pool of talent that many organisations in the region are open to is workers who were born locally but have since moved away. *The 2019 Hays Asia Overseas Returnees Report* indicates that 82 per cent of employers are willing to hire a returnee in the next year.

▶ A WEALTH OF OPPORTUNITIES

Our experts discuss what they think the biggest opportunity is for organisations in the Greater Bay Area that wish to attract new talent



▶ **Dean Stallard**
Managing Director,
Hays Greater Bay Area

"There's a huge opportunity to showcase the economic stability of the area. Globally, there are many regions facing challenges, but GBA looks very good. In fact, GDP for the area grew by seven per cent in 2018, accounting for 13 per cent of China's total economy. This allows people to excel in their career, earn well and fast-track their professional growth."



▶ **Cece Tang**
Team Manager,
Hays Guangzhou

"Organisations tend to be more open-minded to international candidates than before, as some companies are looking to transfer their manufacturing from South China to South East Asia. They can communicate that candidates with diverse and international backgrounds and multi-language skills have advantages in securing senior supply chain jobs."

The research found that China's overseas returnees, or those who had education or work experience abroad, are more likely to get a better salary than local candidates when compared with the regional average. In fact, 61 per cent of Chinese organisations said they would be willing to pay returnees a premium salary, compared with 57 per cent across Asia.

Known colloquially as 'sea turtles' (due to their migratory behaviour), the report states that "those who have had an education or experience working abroad are perceived as the answer to the modernisation of the Chinese economy and are highly regarded for being able to transfer knowledge from more mature markets, such as those of the West".

However, overseas returnees do not have an optimistic outlook on their salaries for their first job back on the mainland. While 47 per cent expect a salary equivalent to their wages overseas, one-third (33 per cent) are willing to take or have taken a lower salary.

Meanwhile the reverse is true in Hong Kong SAR. The research found that 61 per cent of potential returnees said they would expect an increase. However, 58 per cent of employers were only willing to pay the same salary as they would for local talent.

Yet better income is not the key reason why talent is returning home. The report found that being close to family is of "paramount importance" to professionals.

Stallard says that building overseas strategies that link businesses to talent in other countries is key.

"Our GlobalLink team at Hays helps us find returnees

working in the UK, for example, to bring back to the region," he explains.

"A lot of companies are also working hard to find returnees and forming partnerships with overseas universities to pick up younger talent. Employer brand has never been more important and organisations must show prospective candidates why they're unique compared to their competitors."

MEETING EXPECTATIONS

Despite a growing need to find new talent, many employers are failing to match the expectations in some areas. While candidates and businesses were aligned for the most part on the platforms they use, 30 per cent of jobseekers search for jobs on search engines such as Google, Baidu and Yahoo. Just three per cent of businesses are posting on these platforms.

Stallard says that the companies having the most hiring success are doing so by connecting with partners outside their organisation.

"Furthermore, we've also seen an increase in companies asking us to recruit 40 or 50 roles for them versus using 40 to 50 agencies to find as many candidates as possible. The top companies are looking for strategic recruitment partners with a global reach, allowing them to tap into the very best talent globally."

He concludes that, most importantly, organisations must remain prepared for future developments. "More opportunities will come to the GBA. Businesses must be ready to take full advantage of them." ■



➤ **Riley King**
Senior Manager,
Hays Hong Kong SAR

"The increased investment and attention given to the GBA can serve to attract the best talent and brightest minds, encouraging them to consider working in the region. The fact that the GBA is where a lot of future technological advancements will happen is a selling point in itself to convince people to consider relocating to or staying in the region."



➤ **Wisely Wong**
Senior Manager,
Hays Hong Kong SAR

"We believe front office bankers, such as relationship managers, will have great opportunity across the GBA area due to the rapid expansion and demand in business. They are also the revenue centre and by hiring them, banks and institutions can bring in extra income."

A FOUR-DAY FUTURE?

Jo Fairley co-founded global chocolate company Green & Black's. She has since launched other companies including The Perfume Society and Beauty Bible. Despite working 18-hour days when founding the chocolate company, she now advocates a four-day work week. See why she challenges leaders to consider what advantages this could offer their organisation...



BE OPEN TO INDIVIDUALISM

I'm very big on wellbeing in the workplace generally. Personally, I go to exercise classes every Friday morning, I make time every day to get my 10,000 steps in, and I also happen to live and work by the

beach and go for a swim in the sea almost every day.

For me, being able to do those things is really important. Unless you are taking care of yourself, you're not going to be any good at doing your job. You'll be running on empty and you're not going to be a good team member or a good manager.

So, when my team are going to a yoga class or want a bit of extra time for lunch because they want to go for walk, that's fine.

Personally, I like to work to set tasks and will keep working to finish them. But I know people have different styles so there is a lot of freedom in my businesses. I'm not breathing down anybody's neck.

FIND AN APPROPRIATE BALANCE

At **Green & Black's**, when we were building the business, there were many, many days when I worked 18 hours. I was also still working as a journalist full time so a lot of juggling was required. It was pretty hard having two full-time jobs actually at that point. Often in the very early stages of a business that's an easy trap to fall into.

A lot of people start their businesses as a side hustle, but you have to factor in some time to look after yourself, because otherwise you will run out of steam.

I chose to work such long hours because, alongside growing **Green & Black's**, I didn't want to turn my back on a very successful journalistic career that fed into what I was doing with the company, helping me keep my finger on the pulse of trends.

This was also before email, so to communicate with people in California or Australia meant speaking to them at either end of a UK day.

I know plenty of people in the early stages who do work incredibly long hours – and if you don't want to do that, my advice would be to work for someone else, not yourself.

While I was happy to work these 18-hour days for myself, I do not believe this is something that should ever be encouraged among your employees. In fact, I believe moving to a four-day week would be

beneficial to a huge number of companies. In the summer of 2019 I spoke at **Henley Business School** as it launched research on the subject. The research showed that many people, and in particular millennials, are looking for more flexibility.

To them, this idea that you give people more time off is a sign of stronger values. It's a sign of a company appreciating that employees are not automatons. We respond best when we're rested and when we're allowed to explore a passion outside of our business life. Those things feed back into our day-to-day work by making us feel better about life generally.

ADAPTING TO A FOUR-DAY FUTURE

That's why the idea of the four-day week is so powerful. It should not see people doing 20 per cent less work. The aim is to have people work more receptively in those four days. They should be 20 per cent more effective with the incentive of having a whole extra day to themselves.

From a productivity point of view, that stands up. The Henley research shows that there are also vast financial benefits to the companies who have imposed a four-day week.

The survey of over 500 UK businesses found that two-thirds of those operating on a four-day week reported improvements in productivity.

However, it's not suitable for all organisations. If you're a service business and you've got people who are working behind a till or in a restaurant you would just be increasing your staffing bill. Effectively you'd be giving them a 25 per cent pay rise. However, it's absolutely viable for many businesses.

For those considering implementing it, I believe it has to be an across-the-board offer for your whole organisation. If you allow some people to have a four-day week while being paid for five but not everybody, your whole office infrastructure could come tumbling down. People don't want to feel that somebody else is getting special treatment.

You should be prepared to change back if it isn't right for your organisation; however, stay open to other versions of the policy. If a four-day week isn't right for you, a nine-day fortnight or one Friday off a month might be better.

Whatever you decide, be open and communicative with your people. It's important that people know what's going on. ■

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