

# HumanResources

HONG KONG

The smart HR professional's blueprint for workforce strategy September-December 2021

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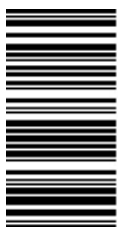
## Jardines' journey towards a world-class learning function

怡和集團邁向世界  
級培訓的旅程

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## COVER STORY

### LEADERSHIP

#### 領導才能

Handi Kurniawan, Group Head of Leadership & Academies Learning – GHR, Jardine Matheson, on rejuvenating the learning strategy to today seeing a 40-times increase in the number of participants.

怡和洋行全球人力資源執行與管理——集團領導及學習培訓主管Handi Kurniawan分享集團如何改革學習與培訓策略，令今天的學員數目大增40倍。

# 16

### Feature 專題報導

For U+, moving to a 100% remote workforce has been made possible by crafting a culture that evolves per the team's personal and professional needs, says Jan Beránek, CEO of U+. U+行政總裁Jan Beránek表示，因應團隊的個人和專業需求來打造合適的文化，是成功實行百份百遙距辦公的原因。



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### EVENTS

#### 活動概覽

Catch up on all the action from our conference, Inspire HR (page 22), as well as meet the deserving winners from the HR Distinction Awards (page 32) and the HR Vendors of the Year awards (page 38).

重溫「InspireHR人力資源大會」(第22頁)，以及認識「人力資源卓越大獎」(第32頁)和「年度最佳人力資源服務供應商大獎」(第38頁)的得獎者。

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Employee misconduct can take many different forms, be it financial, regulatory, harassment, discrimination, or breaches of company policies. Here's what you need to know.

員工不當行為可以有許多種，涉及範圍包括財務、監管、騷擾、歧視或違反公司政策。所有您需要知的事。

### LAST WORD

#### 結語

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As we close this year's edition, our editors look into their crystal ball on what they think will change the face of the workplace over the next 10 years.

眾編輯預測將會在未來十年改變職場面貌的因素，藉此為今期雜誌作結。



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# THE TIMES THEY ARE (INDEED) A-CHANGIN'

## 時代(的確)在變

I rejoined *HRO* three years to the date after my first stint as a journalist at the publication. In the past 18 months so much has changed around almost every facet of the HR profession – from how a workplace operates to compensation and benefits – thanks to the unprecedented nature of COVID-19.

Yet, much of what has come to fruition is what I wrote about in 2017 and 2018. Talk about clairvoyance, in our June 2018 edition we had the article – '79% of jobs in Hong Kong will be transformed in the next three years' – and it went further by saying: 'By 2021 digital transformation will add an estimated US\$9 billion to Hong Kong's GDP.'

Here we are at the end of 2021, and most, if not all companies, have embraced some kind of hybrid/work-from-home policy for their talent. It's safe to say jobs have indeed undergone a digital transformation.

While some managers may not thank the pandemic for this – the writing was indeed on the wall. The companies that have thrived through this turbulent time, and who will continue to do so, will be ones with agile people policies.

If I can be so bold to make a new prediction – the workplace transformation is not over yet. When I look into my crystal ball I expect more companies will go all-digital, anytime, anywhere.

Just like our feature on page 26 highlights. Jan Beránek, CEO of U+, reveals how it is getting in front of the 'Great Resignation' by hiring for talent rather than geography, and by empowering its employees with trust.

This year's InspireHR returned to a physical format – a two-day exclusive event for the city's most inspiring HR leaders to talk about the most pressing issues facing the industry today.

The highlight for me was Handi Kurniawan, Group Head of Leadership and Academies Learning – GHR at Jardine Matheson. So much so that we invited him to be our cover interview for this edition where he shares his invaluable insights from his background; to setting up Jardine Matheson's learning and development academy; to his crystal ball for HR in the coming decade – all on page 16.

Finally, we celebrated all our winners at this year's HR Distinction Awards, and HR Vendors of the Year, which were combined into one HR star-studded event, where we had vendors and in-house HR teams under one roof to acknowledge the momentous job done by the HR industry over the past two years. Look out for names and photos on page 32 and page 38 respectively.

With that, I would like leave you with my own thanks for welcoming me back to the HR fraternity, and to be at the helm of HRO for Hong Kong. The future of HR has never been more exciting, and we look forward to what 2022 will bring.

三年前,我首次加入《Human Resources Online》擔任記者。如今,我再次加入這個大家庭。過去18個月,前所未有的新冠疫情為人力資源行業帶來翻天覆地的轉變,工作模式以至薪酬福利等幾乎各方面都經歷巨變。

然而,我在2017年至2018年間所寫的,許多都已變成現實。談到預測,我們在2018年6月號雜誌中,有一篇報導的標題是「79%香港職位將於未來三年轉型」,文中進一步指「到2021年,數碼轉型將為香港的本地生產總值增加約90億美元的收益」。

來到2021年末,即使不是全部,但大多數企業已為其員工實行某種形式的混合/在家工作政策,職位的確經歷數碼轉型。

一些管理人員或許會因此歸咎於疫情,但警號其實早已出現。只有採取靈活人才政策的企業,才能順利過渡這個動盪時期並一直蓬勃發展。

我敢大膽作出新預測——職場轉型尚未結束,我預測更多企業會隨時隨地走向全數碼化。

正如U+行政總裁Jan Beránek在今期專題報導中分享,該公司如何在「大辭職潮」出現之前,因應才能而非地理位置進行招聘,並通過信任賦予員工權力。詳文請見第26頁。

今年的「InspireHR人力資源大會」回歸實體形式,為期兩天的獨家活動廣邀一眾本港人力資源領袖分享最啟發人心的見解,共同探討業界目前的一些最迫切議題。

我亦很榮幸邀請到怡和洋行全球人力資源執行與管理——集團領導及學習培訓主管Handi Kurniawan接受今期雜誌的封面專訪。他在訪問中分享自身經驗和寶貴見解、成立怡和學院的過程、以及對未來十年的人力資源趨勢預測。詳文請見第16頁。

最後,恭喜今年「人力資源卓越大獎」和「年度最佳人力資源服務供應商大獎」的所有得獎者。今年這兩個頒獎禮合併成為一項雲集人力資源精英的盛事,人力資源服務供應商與企業內部人力資源團隊聚首一堂,一同表揚人力資源行業在過去兩年的傑出成就。得獎名單和照片請見第32頁和第38頁。

我想藉此感謝大家對我重返這個人力資源大家庭的歡迎,並很高興能夠接掌《Human Resources Online》的香港事務。人力資源行業的未來發展令人感到無比雀躍,我們熱切期待2022年的來臨。



**Bridgette Hall**  
Deputy Editor  
副總編輯



GET INTO THE BOSS'S HEAD  
進入老闆的思維

## suitetalk

**Gordon Watson**  
**CEO, Asia and Africa**  
**AXA**

**韋國敦**  
**亞洲和非洲區行政總裁**  
**AXA安盛**



### For people who don't think of insurance as rewarding, what drew you to the industry when you were deciding on your career?

I've been blessed with an entrepreneurial spirit and had the opportunity to work in many different markets. I've found insurance deeply rewarding because of the opportunities I have had, and the difference I have been able to make to employees, distributors, and, of course, customers.

To me, insurance is the ultimate shared value industry, where social impact is integral to economic success. As defined by Michael Porter and Mark Kramer in their influential Harvard Business Review article, published in 2011, shared value is a business strategy that creates a competitive advantage by aligning profit and purpose.

In 2017, I founded Shared Value Project Hong Kong (SVP HK) with several other business leaders in the region. SVP HK is a non-profit membership organisation acting as a catalyst for shared value in the Greater Bay Area.

### In your role at AXA you oversee a very diverse set of markets. What are some of the challenges and advantages in leading such disparate teams?

I have been fortunate to work in many different markets throughout my career. I began in New York when I was only 21. A couple of years later I was posted to Nairobi in Kenya for three years and then back to New York. From there I moved to Dubai before moving back to New York again. I then went to live in Japan, South Korea, and now in Hong Kong, in my current role.

So, I see working with such a diverse team as a huge advantage. As CEO of Asia and Africa, I deal with people of many different nationalities, languages and local cultures, but we all need to come together as ONE AXA. We have a wide variety of experiences, and can bring this together to tackle challenges and issues from many different aspects.

### What are the most important issues you think leaders will need to tackle in the next five years when it comes to company culture?

History shows us that circumstances can completely change overnight; the latest being the COVID-19 pandemic. Everyone in an organisation needs to be agile and move quickly to make the most of new opportunities or counter risks that arise.

The COVID-19 pandemic has taken a heavy toll on the mental health of people all around the world, which we need to address. A recent WHO-led study estimates that depression and anxiety disorders cost the global economy US\$1 trillion each year in lost productivity. With many companies returning to the workplace, offering necessary support is a top priority.

### Are there any other issues that you think organisations need to address?

Embracing inclusion and diversity are paramount to the success of any organisation. At AXA, around the world, inclusion and diversity are closely linked to our values – we act for human progress by protecting what matters – and to our culture of respect for employees, customers, and the communities around us. We always aim to create an environment where everyone feels they belong, are included and can thrive.

有些人認為從事保險行業缺乏成就感。什麼原因吸引您入行？

幸好我擁有創業家精神，並有機會在許多不同市場工作。我認為從事保險行業十分有成就感，因為我得到很多機會，並能為員工、分銷商、當然還有客戶帶來改變。

我認為保險屬共享價值行業，當中對社會的影響是經濟成功不可或缺的一個重要因素。正如Michael Porter與Mark Kramer於2011年在《哈佛商業評論》發表的重要文章所定義，共享價值是一種將利潤與目標掛鉤來創造競爭優勢的商業策略。

我在2017年與區內多位商界領袖共同創立Shared Value Project Hong Kong (SVP HK)，是一所非牟利會員機構，催化大灣區內的共享價值。

### 您在AXA安盛負責管理非常多元化的市場，當中有哪些挑戰和優勢？

我在整個職業生涯中，曾有幸在許多不同市場工作。我21歲便投身紐約職場，幾年後獲派駐肯尼亞內羅比三年，然後回到紐約。之後又前往杜拜，然後再回到紐約。後來我去了日本和韓國，現在來到香港出任我目前的職位。

能夠與如此多元化的團隊合作，我認為是一個巨大優勢。作為亞洲和非洲區行政總裁，我需要應對不同國籍、語言和當地文化的員工，但我們所有人都需要團結一致成為「ONE AXA」。我們可結合各自擁有的豐富經驗，解決許多方面的挑戰和問題。

### 您認為在公司文化方面，領袖在未來五年最需要解決的問題是什麼？

歷史證明，情況可以一夜之間徹底改變，新冠疫情就是最新的例子。企業的每個人都需要靈活應變並迅速採取行動，以充分把握新機遇或應對出現的風險。

新冠疫情對世界各地民眾的精神健康造成沉重打擊，這個問題亟待解決。最近一項由世衛組織主導的研究估計，每年由於抑鬱症和焦慮症而導致的全球經濟生產力損失達一萬億美元。隨著許多企業陸續復工，首要任務是為僱員提供必要的支援。

### 您認為企業還有其他需要解決的問題嗎？

擁抱多元共融，是任何企業成功的關鍵。在全球各地的AXA安盛分公司，多元共融與我們「致力守護，推動未來」的宗旨，以及尊重員工、客戶和周邊社區的文化緊密相連。我們一直致力營造一個健康的環境，讓每位員工都覺得有歸屬感、獲得包容、並能茁壯成長。

### 疫情為職場帶來一些戲劇性的變化，經歷這百年一遇的大事件，您認為未來的職場會變成怎樣？

AXA安盛早在疫情前已推行「智能辦公」政策，日後亦會繼續沿用。智能辦公政策在於訂立一個團隊達成共識的機制，妥善分配員工遠距和在辦公室的工作時間，



充分善用兩種工作模式的各自優勢，以迎合當地實體企業和工作的具體職責和需求。

這意味著我們不一定每天都會見到同事，因此建立一支緊密聯繫的團隊很重要。此外，我們亦致力維持更好的工作與生活平衡和培養較長遠的應變能力，齊心合力保持我們的團隊精神。

#### 帶領團隊渡過疫情的最大挑戰是什麼？

我認為疫情反覆無常一直是最大的挑戰。自2019年12月爆發疫情起，我們的亞洲管理團隊一直採取靈活的工作架構作出應對，而確保最高衛生標準和照顧同事亦同樣相當重要。

溝通也是關鍵，我們已擴大與員工、保險代理和客戶之間的溝通次數和途徑，透過電郵、訊息圖表和網絡研討會等不同方式講解衛生習慣的重要，在家工作期間獲取支援的途徑、與身心健康相關的網上互動和資訊活動通知，以及員工和客戶在決定接種新冠疫苗時須考慮的好處和影響等，以確保他們在新冠疫情期間獲得所需的可靠資訊以保障他們的安全。

#### 在這個充滿未知的時期，您如何保持自己的精神健康？

我通過各種方式來保持精神健康，例如注意自己的呼吸技巧，我覺得這非常有用。我嘗試放空身心和恆常散步，亦透過繪畫來放鬆。

#### 在您的職業生涯中，有何得著或建議值得與團隊分享？

我堅信人唯才，這樣才能讓最合適的人擔當最適合的角色。我和管理層團隊的職責，是發掘擁有不同長處的人才，並確保他們擔任合適的角色。我相信這就是我們有那麼多女性擔任領袖角色的原因，人唯才可孕育多元化。

#### 形容一下您的領導風格？

我會說培養強大的賦權和合作精神，兩者相輔相成。讓員工掌管自己的角色（和職業），可為未來培養下一代領袖。

當然，合作也相當重要，因此我們舉行如此多跨部門會議，分享不同部門的成功（和失敗）例子，讓大家可以互相學習，精益求精。AXA安盛成為利物浦足球俱樂部的訓練服合作夥伴和訓練中心合作夥伴，正好體現了這種團隊合作精神。利物浦足球俱樂部身體力行，向我們示範賦權和合作如何帶來出色的成果和培育成功的文化。

#### 如果沒有從事這個職業，您會選擇什麼其他職業路向？

老實說，我曾考慮其他金融服務職業機會。但從事保險業30多年，我相信自己已找到最適合的角色。這個行業不斷發展並迎合轉變，看看我們如何運用人工智能和保險科技便知道。能夠成為以客戶福祉為依歸的行業一份子，我感到很高興。我們「致力守護，推動未來」的全球宗旨，就是最佳的說明。H

#### The pandemic has brought about some dramatic shifts in the workplace. What do you think the future of the workplace looks like, now that we've had this once-in-a-generation seismic event?

Prior to the pandemic, AXA initiated its 'Smart Working' policy, which we intend to continue in the future. Smart Working is all about our teams agreeing on a system of splitting their time between remote working and office hours – making the most of what each working style has to offer, and fitting local entities and jobs specificities and needs.

This means that we do not necessarily see our colleagues every day, so it is essential that we build an engaged team. At the same time, we are also creating better work-life balance and more long-term resilience, as we work together to protect our sense of team spirit.

#### What was the hardest part of leading through the pandemic?

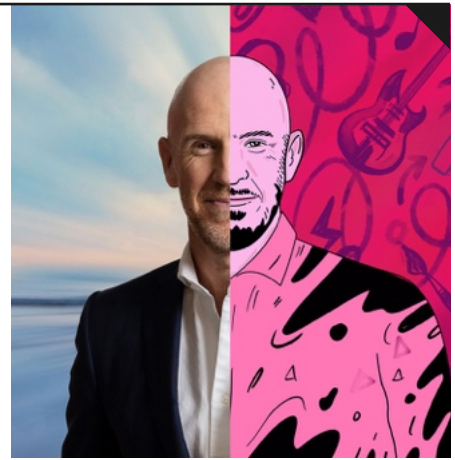
I think the uncertainty was – and remains – the hardest part of the pandemic. In Asia, we have been dealing with the pandemic since its first outbreak in December 2019, and being flexible with our work structure while ensuring we maintain the highest levels of hygiene and care for our colleagues has been vital.

Communication has also been key and we have upscaled the quantity and type of communication among our employees, agents and customers to ensure they have the facts and information they need to keep themselves safe while we endure COVID-19.

This communication varies from emails, to infographics, and to webinars explaining the importance of hygiene practices: where to obtain help while working from home; alerts on interactive and informative events taking place online relevant to both mental and physical health, and the merits and implications that employees and customers need to consider when deciding to have their COVID-19 vaccine.

#### What have you been doing for your own mental wellbeing during this time of uncertainty?

I do a variety of activities to maintain my mental health. For example, I focus on breathing techniques, which I find incredibly useful. I try to empty my mind



and go for walks on a regular basis. I also relax by painting.

#### What is the one thing you learnt or piece of advice you received coming up the ranks that you try to pass on to your team?

I am a firm believer in meritocracy. This enables people to be in the best roles. It's my job and responsibility, along with the rest of the leadership team, to identify people with different strengths and ensure they are in the right role. I believe this is a key reason why we have so many women in leadership roles; meritocracy breeds diversity.

#### How would you describe your management style?

I would say fostering a strong sense of both empowerment and collaboration. They go hand-in-hand. By allowing people to take control of their own roles (and careers) we are building the next generation of leaders.

But, of course, collaboration is critical, which is why we hold so many cross-functional meetings and share the results of different departments' successes (and failures) so we can all learn to excel. This sense of teamwork is exemplified by AXA being a training kit partner and training centre partner for Liverpool Football Club. LFC has shown us by example how empowerment and collegiality leads to great results and a winning culture.

#### If not this career, what alternative career path would you have chosen?

It is fair to say that I have considered other financial service opportunities during my career. However, after being in insurance for more than 30 years, I believe I am in the right role. The industry continues to grow and adapt to change; we only have to look at the use we are making of AI and insurtech to see this. It's great to be part of an industry where the wellbeing of our customers is the number one priority. Our global purpose of 'acting for human progress by protecting what matters', says it best. H





15 minutes with ...  
與...的15分鐘訪談

**Lekha George**  
Formerly Head of People and  
Communities for ASEAN and  
Korea, Cisco  
前東盟和韓國人力資源和社區主管  
思科

### 1. Take us through your rise up the ranks in HR, what drew you to the industry and what has kept you in it for almost two decades?

Early on, I was fascinated by the realisation that the key enabler for growth and success for companies rests upon the dedication and efforts of the employees that strive to make it happen. The most ambitious business plans can come to nought without a driven, engaged and motivated workforce.

This drew me to human resources and through the years to be involved in multiple areas of HR ... business partnering, learning and development, staffing, compensation, employee relations and HR operations. I found it rewarding to contribute towards improving the employee experience through all these aspects of HR.

It is fundamental for companies to define the right people strategies in line with the needs of the business while recognising the realities and opportunities in the market and environment. The tech industry is incredibly fast-paced and is front and centre to innovations and cutting-edge transformation in the world. It's been very fulfilling to make my contribution in this sector, and a great personal journey of learning and growth.

### 2. How has the conversation around diversity and inclusion evolved in the HR space? What do the HR leaders of tomorrow need to know?

The conversation around diversity and inclusion matters now more than ever as companies embark on their post-pandemic recovery path. The global pandemic has transformed the way we interact and collaborate with others in the workplace, forcing HR leaders to rethink talent management and employee engagement strategies to cultivate an inclusive culture that offers equal opportunities for all, and welcomes diversity across all spectrums.

Clearly, in the hybrid workplaces of the future, work is what we do and no longer a place we go to. Employees are placing greater value on trust, increased flexibility, and their mental and emotional wellbeing.

With the absence of a physical office space, banding teams together and moving to hybrid work and workplaces, organisations need to be purposeful and ensure that every voice is heard and that no employee feels isolated or alienated in a remote work environment.

HR leaders need to have in place inclusive policies, best practices and collaborative technology and tools that support and empower employees to thrive in their roles no matter where they are, as they navigate this new world of work.

With a renewed focus on employee wellbeing, and a keen understanding of the unique challenges employees face today, HR leaders can foster an inclusive, collaborative, hybrid

1.分享一下您在人力資源領域的晉升歷程。什麼原因吸引您入行，並從事這個行業近廿年？明白到企業的發展和成功，主要有賴於員工的貢獻和努力，我最初深受這一點所吸引。沒有一支積極進取、敬業樂業的員工團隊，即使再偉大的企業宏圖也只會落空。

這吸引我投身人力資源行業，多年來亦一直參與不同範疇的人力資源工作，包括業務合作、學習與發展、人員調配、薪酬、員工關係和人力資源營運，能夠通過這些方面改善員工體驗，我覺得很有滿足感。

企業必須因應業務需求制定合適的人才策略，同時認清市場和大環境的現實情況和機遇。科技行業的節奏非常急促，並且站在全球創新和轉型的最前端和中心。能夠在這個領域作出貢獻，並經歷一段精彩的個人學習和發展旅程，我覺得非常充實。

### 2. 人力資源業界對多元共融議題的態度有何轉變？未來的人力資源領袖需留意什麼？

隨著企業踏上疫後復甦之路，多元共融議題變得比以往更為重要。全球疫情改變我們在職場與人互動和合作的方式，驅使人力資源領袖重新思考人才管理和員工聯繫策略，以培養共融文化，為所有人提供平等機會，並提升各領域的多元性。

在未來的混合工作模式之下，員工不一定在辦公室工作，因此他們更重視信任、提升彈性、以及精神和情緒健康。

由於沒有實體辦公空間，並且轉向混合工作模式和工作場所，企業需訂立明確目標將團隊凝聚起來，確保每位員工的聲音得到聆聽，不會有員工在遙距辦公環境下感到被孤立或疏遠。

人力資源領袖需要制定共融政策和最佳實踐，並提供促進合作的技術和工具，以支持和賦權員工，讓他們無論身在何處，都能駕馭這個新工作世界，在工作中茁壯成長。

通過重新關注員工福祉，以及深入理解員工當前面臨的獨特挑戰，人力資源領袖可建立一個互相合作的共融混合工作環境，讓所有員工都感到獲重視和聆聽，並培養歸屬感，使他們能夠盡展所長。

### 3. 您大部分職業生涯均從事科技行業的人力資源管理工作，當中遇到的最大人才管理挑戰是什麼？

眾所周知，科技行業一向由男性主導。雖然近年在性別多元方面取得相當大的進展，但仍需加倍努力吸引和留住行內的女性人才。



無意識偏見和「玻璃天花板」往往窒礙科技業女性晉升至領導角色。展望未來，人力資源領袖必須正視並努力消除這些障礙，這有助培育未來女性領袖，使科技行業邁向更性別多元的未來。

科技行業在吸引和留住人才方面也充滿獨特挑戰，因而導致激烈的人才爭奪戰。在此情況下，制定完善周詳的人才策略，同時掌握推動和鼓勵人才的因素至關重要。

這些因素包括確保工作環境能夠讓員工發揮所長，在團隊之間培養信任和共同目標；真正向員工賦權和提供支持，保持公開透明的關懷領導方式；經常就工作重點和職業發展進行對話，協助員工闡述職業抱負；提供指導、培訓和贊助機會，協助員工不斷學習、獲取技能和成長。

#### 4. 職業生涯中對您啟發最大的人是誰？為什麼？

一個人的成功從來不是單靠自己的努力，而是需要許多人齊心協力才能「如虎添翼」。我的家人是我的最強後盾，他們不斷鼓勵我追求自己的理想和目標，我的一切成就歸功於他們對我的支持、鼓勵和愛護。

#### 5. 面對當今瞬息萬變的環境，您認為人力資源人員的首要職責／為企業增值的首要方式是什麼？

人力資源職能非常重要，在後疫情時代更甚。隨著我們過渡至混合工作未來，我們需要明白工作文化、規範和員工期望將無可避免出現巨大轉變。

未來理想職場背後的概念已完全轉變，面對瞬息萬變的環境和職場轉型，員工如今有不同的優先考慮和需求。

人力資源領袖現時須把握這個獨特機遇，協助企業和員工工作好裝備以適應轉變，重新構想工作和合作方式，並建立靈活彈性的共融文化，這將會對企業未來數年的發展產生持久的影響，我認為這應是人力資源領袖未來數年的首要任務。

#### 6. 您預測2022年及往後將有何最重要的勞動力趨勢？

隨著周遭的世界迅速轉變，角色和技能要求亦將隨之繼續演變。在多變的環境下，相比專注於傳統線性職業發展道路，制定靈活職業規劃，並致力學習重要技能以開拓不同機遇將更重要。

展望未來，科技將繼續成為令遙距員工保持快樂、投入和高效率的關鍵推動因素，並有助提升團隊間的合作質素，使工作流程變得更順暢。例如，自動化的興起將有助員工擺脫平凡重複的工作，轉而擔當更高價值的角色，從而大大提高工作滿意度，並建立高績效文化，讓員工能夠盡展所長。[1]

work environment where all employees are welcome and heard, feel a sense of belonging and can realise their full potential.

#### 3. You've spent most of your career in HR in the technology industry. What are some of the biggest HR challenges you've faced managing talent in the sector?

It is no secret the technology sector has traditionally been a male-dominated one. While there has been considerable progress made in advancing gender diversity in recent years, more needs to be done to attract and retain women in the field.

The presence of unconscious bias and glass ceilings may serve as barriers for women to advance into tech leadership roles. Looking ahead, it is key HR leaders recognise these barriers exist and work to eliminate them. This will go a long way in uplifting our women leaders of tomorrow as we work towards a more gender diverse future for the technology industry.

Attracting and retaining talent in the technology sector has also been uniquely challenging leading to a war for great talent. In such circumstances, driving a thoughtful and holistic talent strategy while recognising what drives and motivates talent is vital.

Elements of these include ensuring a work environment that plays to the strength of employees, fosters trust and a shared sense of purpose among teams; empathetic leadership that is truly enabling and supportive, open and transparent; frequent dialogue on work priorities and career development that helps employees articulate career aspirations; and opportunities for coaching, mentoring and sponsorships to help employees continuously learn, gain skill adjacencies and grow.

#### 4. Who is the one person who has inspired you the most in your career, and why?

An individual's success is never truly only their own and it takes a village that comes together to be the 'wind beneath their wings'. For me, it's been my family that has stood rock solid by my side, encouraging me to lean into whatever I chose as my passion and priorities, and I owe everything I am to their support, encouragement and their celebration of me.

#### 5. With today's rapidly evolving environment, what do you believe is HR's No.1 responsibility/the top way that it can add value?

The human resources function is a hugely critical one, and is even more so in a post-pandemic world. In the transition to a hybrid future of work, we need to acknowledge the inevitable and seismic shift in work cultures, norms and employee expectations.

The notions behind an ideal workplace of the future have completely shifted, and employees today have differing priorities and demands engineered by the rapidly changing environment and a transformed workplace.

As a result of this, HR leaders today have the unique opportunity to equip the business and employees to successfully navigate changes, reimagine ways of working and collaboration, and build a culture that is inclusive, agile and resilient – one which will have a lasting impact on their organisation in the years to come. This, in my opinion, should be the top priority for HR leaders in the coming years.

#### 6. What are some of the most significant workforce trends you predict for 2022 and beyond?

With the world around us changing rapidly, roles and skill requirements will continue to evolve. Recognising the fluidity of the environment, dynamic career planning with a focus on acquiring critical skills that can open multiple opportunities, will be of greater value than a focus on traditional linear career paths.

Looking ahead, technology will continue to be a key enabler in keeping remote workers happy, engaged and productive, allowing for quality collaboration among teams and smoother work processes. The rise of automation, for instance, will allow employees to move away from mundane, repetitive tasks and take on higher value roles, greatly improving job satisfaction and creating a high-performance culture in which employees are empowered to be their best selves. [1]

# GROOMING THE NEW GENERATION OF “INNOTALENT” THROUGH ONE-OF-A-KIND INTERNSHIP PROGRAMMES



**The Hong Kong Productivity Council (HKPC) knows that preparing the future workforce starts today.** Through its various internship programmes, HKPC is future-proofing the workforce of tomorrow.

Set up in 1967, HKPC's mission is to promote productivity excellence through integrated advanced technologies. It may be more than half a century old, but its focus remains on the industries of tomorrow – research and development (R&D), Internet of Things (IoT), big data analytics, artificial intelligence (AI), robotics and digital manufacturing. This means finding, mentoring and skilling the next generation of talent.

HKPC's internship programmes not only create hands-on experience and learning opportunities for tertiary students to equip themselves for their future careers, but they also groom a new generation of 'Innotalent' and give impetus to Hong Kong's technology and industrialisation initiatives.

"The unstoppable wave of innovation and technology (I&T) has swept through the world in recent years," said Mohamed Butt, Executive Director of HKPC.

The pandemic has also propelled the market to adopt new technologies such as IoT, robotics, real-time monitoring, and automated systems, all of which require extensive R&D support.

"Talent is undoubtedly the most essential element of I&T which is why HKPC is attaching great importance to talent training and is committed to equipping young people with the necessary job skills to cope with future trends at work," Butt said.

Taking the 'HKPC Summer InnoTalent Programme 2021' as an example, interns were deployed to nine divisions to gain hands-on experience in different specialities which included everything from green living and innovation to robotics and AI. They also had the opportunity to participate in workshops jointly organised by HKPC and the MIT Hong Kong Innovation Node for the first time, deepening their understanding of AI, big data and other technologies.

This programme allows interns to immerse themselves in a multitude of skills they will need as a future-ready employee and gain distinctive hands-on experience.

"The interns also go on job shadowing with the management to sample their hectic work life and strengthen their understanding of business management for nurturing themselves into all-round InnoTalents," said Eliza Ng, Chief People and Culture Officer of HKPC.

Mentorship with the HKPC experts allows interns to test their capabilities and put into practice what they have learnt.

But HKPC internship programmes go beyond an extracurricular activity. The primary goal is to create long-term careers for tertiary students, empowering these home-grown talents to engage in the I&T industry.

HKPC will keep in touch with the interns and provide them with industry information through the 'Intern Graduate Ambassador' programme, helping them to get ready to enter the R&D profession; or even rejoin the HKPC family after graduation as full-time employees, where they continue to grow their skills, as learning and development remains a core part of HKPC's values.

"The interns this year are no longer just empty talk," Ng added. "During the internship, they have the chance to experience first-hand the results of our R&D and reindustrialisation projects."

The next cohort of the 'Winter InnoTalent Programme' will be held from December 2021 to January 2022.



# Spacial Awareness

## HUAWEI'S DONGGUAN CAMPUS IS AKIN TO A MODERN FAIRYTALE

### 華為東莞基地儼如現代童話世界

Huawei started out in 1987 in a small apartment in Nanshan District, Shenzhen. As the business expanded, so did its need to house its growing talent.

華為於1987年在深圳市南山區的一間小公寓起家。隨著業務發展，該公司需要一處合適的地方來容納不斷增長的人才。



Situated in Shenzhen known as the Silicon Valley of China, and nestled among peers Alibaba and Tencent, is the behemoth Huawei headquarters.

In 1998, the technology giant started construction on its first campus in Bantian. In 2003, the 400-acre campus became its global headquarters that today is home to 38,000 Huawei employees. Worldwide the company employs almost 200,000 people and is now the world's largest telecommunication equipment provider with operations in over 170 countries.

By the end of the decade Huawei needed another campus to house its ambitions for the future; this time, however, it had something different in mind.

In this issue, we go inside the global technology giant's European-themed model village – Ox Horn campus in Dongguan, and how this workplace, which might conjure images of quaint nostalgia, is actually at the forefront of Huawei's talent plans for the future.

Built on the south shore of Songshan Lake in Dongguan, Huawei's Ox Horn Campus looks like it's straight from a Disney fairytale.

Opened in June 2018, the 300-acre, or 1.4 million square-metre campus, is divided into four zones each with 12 blocks modelled after a renowned

位於號稱中國矽谷的深圳，毗鄰同業阿里巴巴和騰訊，是偌大的華為總部。

這家科技巨頭於1998年開始在坂田興建其第一所基地。到了2003年，佔地400英畝的園區成為華為的全球總部，如今容納38,000名華為員工。該公司在全球擁有近20萬名員工，是現時全球最大的電訊設備供應商，業務遍及超過170多個國家和地區。

首十年過去，華為需要另闢新地來實踐其鴻圖大計；然而這一次，其想法與之前有所不同。

今期雜誌將走進這家全球科技巨頭的歐式主題模範村——東莞市「牛角」園區，一睹這個予人古樸懷舊印象的工作場所，如何成為華為實現未來人才規劃的最前沿。

位於東莞松山湖南岸的華為牛角校區，令人彷彿置身迪士尼童話之中。

牛角校區於2018年6月正式入伙，佔地300英畝（約140萬平方米），分為四個區域12個「城鎮」，每個城鎮均以歐洲著名城市為設計藍本。園區內共有108棟建築，除辦公室外，還有一個可見到黑天鵝的湖、健身房、圖書館、咖啡店、住宅、酒店、以及眾多休閒聚會場所，集美觀與實用於一身。





European city. There are a total of 108 buildings on the campus, which aside from offices, includes a lake with black swans, gym, library, coffee shops, housing, a hotel, and plenty of casual meeting spots. The perfect blend of form and function.

Huawei invested about 10 billion yuan (about \$1.45 billion) in the construction and infrastructure of the campus. The 12 villages include replicas of the Heidelberg Castle from Germany, and Cité Internationale Universitaire de Paris. As well as Freiburg, Burgundy, Bologna, Windermere, Luxembourg, Bruges, Oxford and Grenada.

The zones are connected together using a tram system modelled on trains supplied by Stadler Rail for the Jungfrau Railway in Switzerland – the main mode of transport around the campus which runs 7.8 kilometres.

With many of the megacities in China and Shenzhen already taken up by skyscrapers, the architects wanted to avoid the oppressive weight of a single, massive building imposed on the landscape.

Instead they created human spaces, in relaxed harmony with the environment, to provide a counterpoint and release from the pressures of work. They are also a nod to founder Ren Zhengfei's training as an architect and engineer.

What's inside one might call quaint if it weren't for its sheer size. More than 25,000 employees are focused on research and development (R&D) – an important part of Huawei's business and talent development strategy. As of the end of 2020, 105,000 employees are working in R&D, accounting for 53.4% of Huawei's global workforce.

"Disruptive innovations are valuable to the company even if they are ultimately proven to be failures," said Huawei's CEO and founder Ren Zhengfei at

華為投資約100億元人民幣 (折合約14.5億美元) 來建設園區和基礎設施。12個「城鎮」建有仿照德國海德堡城堡和巴黎國際大學城、以及弗萊堡、勃艮第、博洛尼亞、溫德米爾、盧森堡、布魯日、牛津和格林納達等城市的建築物。

這些區域以一條有軌電車系統貫通，列車以瑞士施泰德鐵路公司營運的少女峰登山火車為原型，全程7.8公里，是穿梭園區的主要交通工具。

由於中國許多大城市和深圳市的摩天大廈林立，建築師希望避免單一大型建築物對景觀造成壓迫感。

因此園區內有許多與周圍環境和諧共融的人文空間，提供休憩處讓員工遠離工作壓力，也是向曾經修讀建築工程的公司創辦人任正非致敬。

撇除龐大的體積，園區內的一切可謂古雅別緻。超過25,000名員工專注於研發工作，這是華為業務和人才發展戰略的重要一環。截至2020年底，有10.5萬名員工從事研發工作，佔華為全球總員工人數的53.4%。

華為首席執行官兼創辦人任正非於8月在華為「中央研究院」創新先鋒座談會上，與科學家、專家和實習生對話時說：「顛覆性的創新，即使最終證明是完全失敗，對我們公司也是有價值的。」

「因為在失敗的過程中，也培養出一大批人才。正因為我們研發經歷過的一些不成功經驗，才成長出很多英雄豪傑。」

對於培養未來人才，華為認為不僅在項目上，人才方面也要作出長遠的規劃。





a meeting in August with the Central Research Institute's Innovation Vanguarders that included scientists, experts, and interns.

"That is because we would have cultivated a large group of talented people during the process. Failures experienced by our R&D department have cultivated many heroes at Huawei."

One thing Huawei understands about developing talent for the future is planning for the long game not just in projects, but in its people.

"Your contributions to future basic research might be seen only dozens of years or even hundreds of years later," Ren added at the same meeting. "Your papers might be like Vincent van Gogh's drawings, which attracted no attention for over 100 years, but are now priceless."

"We don't require the same person to concurrently make contributions to these two goals: 'Survive today' and 'build for tomorrow'."

Part of that strategy, said Ren, is attracting global talent. "We must open up our minds, emancipate our thoughts, and boldly attract the best people from around the world."

"Our company is now in a critical period of strategic survival and development, so we must have the required talent as we charge ahead."

This approach is two-pronged for the technology firm. First, it plans to recruit global talent by benchmarking employee compensation against local talent markets, while offering compensation packages that are attractive to senior talent.

"To succeed in the future, we must recruit people who are more capable than us," Ren said. "Our compensation packages must align with international talent markets, higher than those offered by local talent markets. This is necessary to attract the best talent."

The other approach is through creating opportunities for digital talent through comprehensive training, competitions, and job fairs. Huawei's programmes such as 'Seeds for the Future', and the 'Learning Academy', leverage decades of experience and expertise to help tackle ICT workforce challenges in APAC.

任正非在同一會議上補充說：「因此，面對未來的基礎研究，或許需要幾十年、幾百年以後，人們才看到你作出的貢獻。你的論文或許就像梵高的畫，一百多年無人問津，但現在價值連城。」

「我們不要求一個人同時具有兩面的貢獻：『為今天而生存』和『為明天而建設』。」

任正非表示，策略之一是吸引全球人才：「我們要敞開胸懷，解放思想，敢於吸引全世界最優秀的人才。」

「公司處在戰略生存和發展的關鍵時期，衝鋒沒有人才是不行的。」

該科技公司採取雙管齊下的做法，首先對應當地人才市場的薪酬標準招聘全球人才，同時向高級人才提供具足夠吸引力的薪酬待遇。

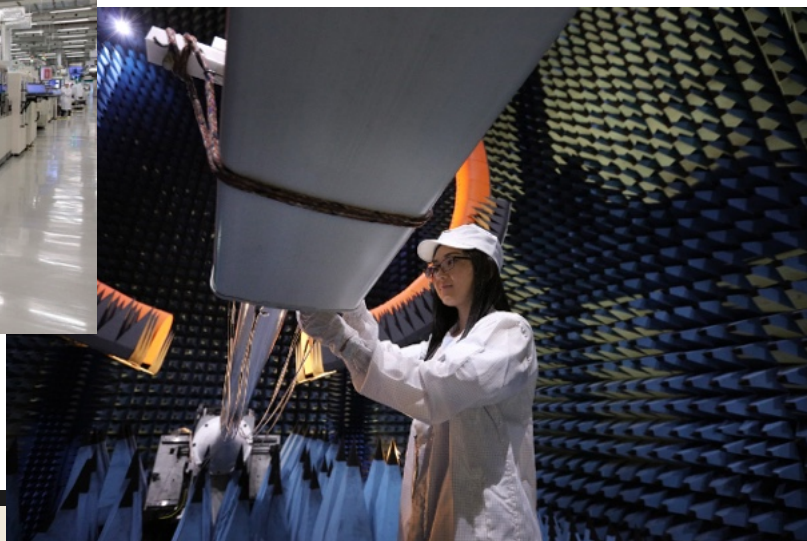
任正非說：「我們未來要勝利，就必須招到比自己更優秀的人，要與國際接軌，薪酬標準就要高於人才所在地，這樣才能吸引到最優秀的人才。」

另一策略是透過完善的培訓、競賽和招聘會，為數碼人才創造發展機會。例如華為的「未來種子」和「培訓學院」等項目，運用公司數十年來的經驗和專業知識，以應對亞太地區的資訊及通訊科技人才挑戰。

華為可能早在30年前已預計到今天會出現5G、雲端運算、大數據、人工智能、物聯網和區塊鏈等技術，而為迎合未來的發展步伐，該公司預計需要大規模提升人才和員工的數碼技能。

華為於2013年啟動華為ICT學院校企合作項目，至2020年，已經與72個國家和地區的高等教育機構和行業領先企業，以及103個亞太區ICT中心達成合作。

華為亞太總裁劉宏雲在《未來工作：2022年數字人才洞察》報告中寫道：「通過全球『TECH4ALL數字包



Huawei may have predicted 30 years ago today's technologies such as 5G, cloud computing, big data, AI, IoT, and blockchain, but to keep pace with the future it predicts the need for wide-scale digital upskilling of talent and people.

In 2013, Huawei launched its ICT Academy, a school-enterprise co-operation project that involves higher education institutions and industry-leading enterprises in 72 countries and 103 ICT centres in Asia Pacific by 2020.

"Through our global 'TECH4ALL' initiative, specifically targeted to drive digital inclusion, we expect to develop two million ICT professionals over the next five years," wrote Jeffery Liu, President for Asia Pacific, in Huawei's *Future of Work 2022 Digital Talent Insight* report.

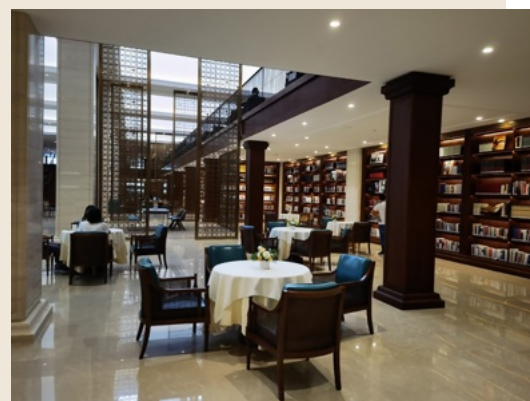
"Together with our partners, Huawei will invest US\$50 million in the next five years to develop 500,000 digital talents in the Asia Pacific region," Liu announced in his keynote speech at The Asia Pacific Innovation Day – Digital Talent Summit 2021.

Its flagship CSR programme – 'Seeds for the Future' – was launched in 2008 in Thailand and selects top university students to receive technology training on cross-cultural exchanges. It is now in 131 countries and regions, reaching 9,000 students from over 500 universities.

In July 2021, Huawei announced its Seeds for the Future programme 2.0, through which the company plans to invest US\$150 million in digital talent development over the next five years. This programme is expected to benefit more than three million additional people.

Additionally, Huawei has announced the ASEAN edition of the Seeds for the Future initiative. In partnership, the ASEAN Foundation and Huawei ASEAN Academy will strive to build the digital capacities of youth in the 10 ASEAN member states so they can thrive in the era of the digital economy.

"Innovation and development rely on a talent ecosystem. Huawei is prepared to work with its partners to build a talent development ecosystem conducive to innovation," Huawei's Senior Vice President and Board Member, Catherine Chen, noted during her opening remarks at the summit.



容』行動計劃，預計未來五年培養200萬ICT專業人才。」

劉宏雲在2021年亞太創新日——數字人才峰會上的主題演講中宣布：「華為將與我們的夥伴攜手合作，未來五年投資5,000萬美元，支持亞太國家培養超過50萬數字人才。」

華為的旗艦企業社會責任項目「未來種子」於2008年在泰國發起，遴選全球優秀大學生進行跨文化技術培訓交流，至今已吸引131個國家和地區、超過500所大學達9,000名學生參與。

華為於2021年7月宣布「未來種子2.0」計劃，未來五年將投入1.5億美元用於培育數碼人才，新增受益人數預計將超過300萬人。

在數字人才峰會上，該公司宣布東盟基金會與華為東盟學院合作開展「東盟未來種子」項目，以提高東盟十個成員國青年的數字能力，助力青年們在數字經濟時代茁壯成長。

華為高級副總裁兼董事陳黎芳在開幕致辭中說：「人才培養和基礎設施建設將促進亞洲數字經濟發展。華為願意盡己所能，攜手各方夥伴，共同打造利於人才發展的生態平台，鼓勵創新。」



# GETTING INTO THE BUSINESS OF ESG



**The ability to attract and retain talent is one of the most pressing issues** for companies in Hong Kong as they plan for post-COVID-19 recovery and growth opportunities.

While border restrictions over the past two years have impacted the flow of human capital, competition for talent will only intensify as companies invest back into the business again – and most are already doing so.

While remote working, wellness, and flexibility are all important talent management trends of the post-COVID landscape, a clear position and commitment to environmental, social, and governance (ESG) can also be an important differentiator when competing for talent.

While ESG and sustainability are not new concepts, the pandemic has catapulted them to the top of businesses' agendas. According to a 2015 Nielsen survey, 66% of consumers globally (and 73% of Millennials) are willing to pay more for sustainable products, which include being eco-friendly, ethical, and contributing to the community or planet.

This trend grows stronger in younger age demographics, so if you are looking to capture the current and future generations of customers, ESG is important to embed into your company's purpose, value, culture, and brand.

"Employees, especially the younger generations, are less interested in working for organisations that don't have a purpose aligned to their values," said Vicki Fan, Mercer Hong Kong, CEO.

One in three employees would prefer to work for an organisation that shows responsibility towards all stakeholders, not just shareholders and investors, according to Mercer's *Engaging Today's Workforce: Insights from 25 Years of Research* report.

The Harvard Business Review (HBR) reported in 2016 that organisations which have clear ESG actions and accountability show 16% higher productivity, with measurable impact on shareholder value.

As a workforce strategy, ESG can help address or close gaps on a number of challenges, including more complex employee expectations, the evolving dynamics of employee-employer relationships, organisational resilience, future of work, and talent. Moreover, ESG-led employee retention has benefits beyond market competitiveness.

Research indicates 55% higher employee morale and up to a 50% reduction in employee turnover, saving 90-200% of a retained employee's salary, the same HBR report said.

ESG requires a people-centric transformation approach, one based on authentic dialogue and true co-creation. Measuring, managing, and reporting are key to ensuring progress and accountability.

Three quarters of boards are not yet mandating ESG targets for executives, and when they do the onus is often on CHROs (23% of CEOs/COOs have environment metrics versus 44% of CHROs).

Being explicit about your organisation's ESG goals is what lies behind a winning ESG strategy. Organisations that are the most successful in their ESG endeavours not only tie their goals to their purpose, they also keep the process transparent to their employees. Just over three in five (63% and 64%) businesses in Hong Kong and China, respectively, say this action has the biggest impact, according to the Mercer *Global Talent Trends 2021* report, Hong Kong and China edition.

As vaccination rates go up and borders reopen, employers must expect more movement in human capital. Companies in Hong Kong are already seeing or started experiencing "The Great Resignation" – an area that needs meaningful and preventative action.

"More than ever, employers need to listen to their people," Fan said. "Organisations should be proactive in thinking about the levers of employee attraction and retention, and embedding ESG as a key lever of their workforce strategy."



# WHY AXA HONG KONG AND MACAU IS THE BEST EMPLOYER TO WORK FOR



**AXA Hong Kong and Macau (AXA), the winner of the 2021 Grand Prize** at the HR Distinction Awards, puts its employees at the heart of all its people initiatives. The AXA employee experience can be summed up in three words – flexible, personal, and inclusive.

Working at AXA is all about creating a 360° employee experience, says Isabel Lam, Chief People and Corporate Management Officer of AXA Hong Kong and Macau. “From our talents’ first interaction with AXA, the time they join the ‘AXA Family’, to when they leave the organisation for another career challenge, we’re fully committed to delivering our employer promises - ‘Grow your potential’, ‘Shape the way you work’, ‘Thrive within a diverse community’, and ‘Move the world forward’ - to our talents.”

## ‘Shape the way you work’

Formally underway since September 2021, AXA has adopted what it describes as ‘Smart Working’. This arrangement allows employees to work from home two days a week if they so choose. Moreover, they have the flexibility to

arrange their working hours so long as they meet their business objectives.

The adoption of a flexible work strategy has accelerated culture change as well as grown empowerment and trust while co-creating a greener way of living with enhanced resilience.

“We use AXA offices as a hub for interaction, and to collaborate and feel connected as a team; while we use our technology to make sure we’re just as productive and able to contribute equally whether working remotely or on site – being ‘One AXA’, wherever we are working,” said Lam.

## ‘Grow your potential’

AXA believes everyone has the potential to become a future leader. It has tailor-made learning & development opportunities across different levels, from general staff to people managers. It offers LinkedIn Learning to every employee to grow and learn anytime at anywhere, as well as has featured campaigns like ‘Learning Friday’ and ‘Learn & Earn’ that come packed with incentives.





Further, AXA's 'AXELERATE' programme for people managers is an experiential training programme to support its transformational leadership. This adds to the company's mission to create cultural enablers through collaboration, agility, and empowerment that shape the overall corporate culture of the business. Another programme, 'Shine through your Uniqueness' identifies and nurtures high potential employees. In fact, AXA encourages both vertical and horizontal internal mobility across the company. This is made easy with features like its agile talent pool, and personalised employees' growth journey powered by self-directed mentorship and job shadowing.

#### **'Thrive within a diverse community' & 'Move the world forward'**

Fostering diversity and inclusion is at the heart of AXA's corporate culture. It has built a diverse workplace community that cares about its people and makes inclusion and wellbeing a priority. Moreover, its contribution in the environmental, social, and governance (ESG) arena is how AXA manifests its values to the broader society.

"We are committed to promoting diversity and inclusion (D&I) by creating a work environment where all employees are treated with dignity and respect, and where individual differences are valued," said Lam.

On this note, the 'AXA Health Campaign' this year is a joint initiative among HR, marketing, and employee benefits teams. They organised various wellbeing activities and volunteering opportunities. Focused on all-round staff wellbeing (mental, physical, financial and social), the campaign included activities like 'AXA Master Chef' to promote a green diet and 'AXA Fitness Challenge' to keep its employees fit and healthy.

Furthermore, AXA provides an employee assistance programme that offers a 24/7 free professional consultation hotline for mental health support; and has launched a series of holistic wellness digital tools via 'AXA BetterMe' on the Emma by AXA mobile app.

Completing its all-encompassing employee strategy is 'AXA TV'. The newly launched staff communication channel engages employees, keeps them informed, and helps build an inclusive company culture. The team produces its own signature content like 'AXA Master Chef', 'Game Master of AXA', 'AXVENTURE', and its 'Smart Working' series to explore some common challenges with smart working, together with professional advice from a registered organisational psychologist.

"AXA's purpose is to 'act for human progress by protecting what matters'," said Lam. "We believe that progress is all about giving employees, customers, and communities the confidence to thrive. That's why, AXA HR's vision is to be a top-notch inspiring and inclusive employer, enabling employees to realise their full potential to drive progress."









# Q & A

## Handi Kurniawan

### Head of Leadership & Academies Learning Group Human Resources

#### Jardine Matheson

BY BRIDGETTE HALL

**Q Tell us about yourself.**

My background was in finance, business planning, and business development before I transitioned to HR, and these blended experiences really help in my current job at Jardines – Group HR – because I need to deal with multiple stakeholders and multi businesses.

Before Jardines, which has very diversified businesses, I worked at General Electric (medical system, lighting, capital, corporate), Standard Chartered Bank, and Sinar Mas (Indonesian conglomerate that also has diversified businesses from agriculture and property to telecommunications). So, I'm accustomed to complex business structures.

Also, I'm blessed to have had opportunities working in different countries. That's beneficial to appreciating people from different backgrounds and developing the ability to work well with the best talent from around the world within the company.

**Q Before moving to Hong Kong, you worked across the world, but especially in APAC (Indonesia, Singapore, Malaysia, China, and Taiwan). Tell us about your experiences working in these countries. Could you share the challenges and opportunities in these markets you think are not being recognised?**

Each country has its own uniqueness and similarities. Human beings are the same, we all have dreams, ambitions, and needs, but each individual is unique.

We can't generalise and stereotype people, but some insights from Geert Hofstede remain useful. For example the five dimensions along which cultural values can be seen: individualism-collectivism; uncertainty avoidance; power distance (strength of social hierarchy); masculinity-femininity (task-orientation versus person-orientation); and long term orientation.

These help to understand people when you work with those from different cultures. People also have their own values and personalities. By understanding all the factors, we will be able to work better with people.

APAC is huge and each country has its own dynamic. In the countries I worked in, the Indonesia market is definitely growing. With a population of 275 mn, digital is on the rise.

**VITAL STATS**

Jardines is a diversified Asian-based group comprised of a broad portfolio of market-leading businesses, which represent a combination of cash-generating activities and long-term property assets that are closely aligned to the increasingly prosperous consumers of the region.

The group's range of activities encompass motor vehicles and related operations, property investment and development, food retailing, health and beauty, home furnishings, engineering and construction, transport services, restaurants, luxury hotels, financial services, heavy equipment, mining, and agribusiness.

怡和集團是一家建基於亞洲的的多元化跨國集團，經營多項具有市場領導地位的業務，為區內日益富裕的消費者提供密切相關的金融投資活動及房地產長期投資綜合服務。

集團業務範圍包括汽車及相關業務、物業投資及發展、食品零售、美容健康產品、家居用品、工程及建設、運輸服務、餐飲、豪華酒店、金融服務、重型設備、採礦及農業等。

**問：請介紹一下自己。**

轉型成為人力資源人員之前，我從事金融、業務規劃和業務發展方面的工作，這些多元化的經驗，對我現時擔任怡和集團人力資源管理職位有莫大幫助，因為我的工作需要面對不同持份者，並要應付不同範疇的業務。

加入擁有多元化業務的怡和集團之前，我曾任職於通用電氣（醫療器械、照明、資本、企業）、渣打銀行、以及金光集團（一家印尼綜合企業公司，業務涵蓋農業、房地產及電訊等），因此我能夠適應豐富多元的業務架構。

此外，我有幸曾於不同國家和地區工作，使我學會欣賞來自不同背景的人，並能與公司內部的環球頂尖人才和表合作。

**問：來港前，您曾於世界各地工作，尤其在亞太區（印尼、新加坡、馬來西亞、中國內地及台灣），分享一下您在這些市場的工作經驗。當中有哪些挑戰和機遇？**

每個國家和地區都有其獨特之處，亦有相似的地方。正如人一樣，所有人都有夢想、目標和需要，但每個人都是獨一無二的。

我們不能以偏概全，將所有人定型，但 Geert Hofstede 的一些見解仍然相當有用，例如他提出的五大文化維度：個人主義／集體主義、不確定性規避、權力距離（社會地位差距）、男性化／女性化（任務為本與個人為本）和長期導向。

這些理論有助我們了解不同文化背景的人的做事方式，而且每個人都有自己的價值觀和性格，能夠理解這些因素，與人合作時便會更融洽。

亞太區幅員遼闊，每個國家和地區都有自己的特色。在我工作過的國家和地區之中，印尼市場正明顯增長。在這個人口達2.75億的國家，數碼行業正在起飛。





Singapore continues to drive innovation, and in Hong Kong, we need to tap the potential of the Greater Bay Area.

These regions have their own unique challenges. From the HR perspective, the challenge is all about upskilling and reskilling talent, wellbeing issues, and the overall employee experience.

What I love about working in different countries is seeing different cultures, visiting wonderful places, and tasting so many different foods!

**Q Tell us more about the Jardines Learning Academy that you helped establish, as well as the other several functional academies.**

Jardines appointed Peter Attfield, Group Chief Talent and Learning Officer, in June 2018 who played a pivotal role to develop and implement an entirely new learning strategy to address unmet business needs across the Group.

I joined Jardines in April 2018, so since day one, we have worked very closely to analyse the existing programmes, meet with internal and external stakeholders, and then come up with new recommendations. I'm very lucky to work alongside experienced and transformative HR leaders such as Peter, and our visionary Group HR Director, John Nolan.

What we found was that we needed to rejuvenate the previous learning strategy that was no longer relevant in delivering the impact expected of a conglomerate such as Jardines.

Despite being a group with annual revenue of US\$ 90.91bn and 403,000 employees today,

including some 18,000 at managerial level back in 2018, learning opportunities were available only to a 'select few', and Jardines' spending on L&D at group-level was significantly less than global industry benchmarks back then.

Jardines developed a new learning strategy to address key issues such as lack of scale and visibility of group-led L&D programmes; conventional programme design and delivery; linkages to overall business priorities; and a talent development strategy.

We transformed the whole of Jardines Group's L&D curriculum, and in 2020, we rebranded our function as Jardines Learning Academy. Our mission is to enable lifelong learning through access to world-class learning programmes and digital content libraries, developmental mentoring/coaching, and subject matter knowledge/expertise.

This includes opportunities to:

- Help people perform better today (learner-centric and personalised).
- Build people capabilities (skills and competencies) for the future (strategically aligned, and aligned to career development road maps).
- Integrate learning with work (learning in the flow of work).

Our learning solutions now range from the flagship leadership programmes to functional academies such as the Digital & Innovation Academy, HR Academy, and Finance Academy, and we're enriching the learning options with various high quality digital learning.

越來越多初創企業不再單靠印尼市場，並開始進駐鄰近國家和地區。新加坡繼續推動創科發展，而香港亦要把握大灣區的發展潛力。

當然，這些市場各自面對獨特的挑戰，而人力資源方面的主要挑戰在於提升及重塑人才技能、解決福利相關問題、以及提升整體員工體驗。

我熱衷到不同國家和地區工作，感受不同地方的文化，遊覽各式美景，並品嚐五花八門的美食！

**問：請介紹一下您有份創立的怡和學院和另外幾所業務學院。**

怡和集團於2018年6月任命Peter Attfield為集團首席人才及培訓總監，領頭制訂和實行全新學習培訓策略，以滿足集團的不同業務需求。

我剛巧於2018年4月加入怡和集團，因此由一開始就和Peter一直緊密合作，仔細分析當時的培訓課程，並與多位內部和外部持份者會面，最終提出新建議。我十分榮幸能與Peter和集團人力資源總監John Nolan等如

此經驗豐富、具有改革思維和遠見的人力資源領袖並肩合作。

我們當時發現，集團以往的培訓策略已經不合時宜，不能滿足怡和這類集團的期望，因此決定重整。

即使集團現時年收入達909.1億美元，並擁有40.3萬名員工，2018年的管理層人數多達18,000人，但當時只有「少數特定員工」獲得培訓機會，而怡和當時投放在集團學習與培訓的支出亦遠低於全球行業標準。

於是，怡和制訂了一套全新的培訓策略，以應對多個重要問題，例如集團主導的學習與培訓計劃缺乏規模和宣傳、課程設計和教學方式不合時宜、未能配合整體業務發展重點、以及缺乏人才發展策略等。

我們全面革新怡和集團的學習與培訓課程，並於2020年改名為「怡和學院」。我們的使命是希望透過世界級的培訓課程、電子圖書館、事業發展指導／輔導、以及深入發展專業知識／技能，以達致終身學習，包括：

- 協助員工提升工作表現（學員為本和個人化課程）；
- 為將來（有策略地配合事業發展藍圖）做好裝備（技能及能力）；
- 寓工作於學習（在工作過程中學習）。

除了旗艦領導培訓課程外，集團現時的培訓策略亦涵蓋不同職能相關的學院，例如「數碼及創科學院」、「人力資源學院」和「金融學院」。我們亦提供各種高質素的電子培訓課程，令選擇更多元化。

我們對這項培訓策略的成果感到欣慰，參與的員工人數亦大幅增加。相比2018年剛推出計劃的時候，學員數目大增40倍。但怡和集團的規模實在十分龐大，因此我們仍要加倍努力宣傳各項課程。

**問：您認為目前香港和鄰近地區的中高層領導發展最大挑戰是什麼？**

我記得2019年疫情前，很多人用VUCA（動盪、不確定、混亂、模糊）來形容整體經濟，尤其是營商環境。



但至今未見終點的疫情才是真正的VUCA，也是對人類抗逆能力的真正考驗。

現時大大小小的企業和各级管理層正面對多方面的挑戰——從能否過渡日常營運難關，令企業不僅能夠生存，而且能夠蓬勃發展，以至能否帶領、吸引和鼓勵員工保持健康並獲取成功。

業務挑戰主要在於TESP（顛覆性的科技、經濟、社會及政治環境）。至於人才管理方面，從招聘到退休整個員工生命週期均被徹底打亂。

「大辭職潮」，或稱「大洗牌」的趨勢正席捲全球。企業難以覓得人才和僱員，同時又有許多人正尋找工作，這種現象可謂前所未見。我們需要找到新平衡，這正是管理層面對的挑戰。

以往，員工期望領袖為他們提供保障、方向、以及安全感。疫情之下，領袖面對排山倒海的挑戰，包括其自身個人問題，但員工對領袖有既定的期望，因此領袖需要及時排除萬難。那些最能應對逆境、並為員工提供清晰指引的領袖，將能脫穎而出。

**問：現時您全面統籌所有領導及技能學院的培訓計劃和營運，數據和科技對您盤算策略和作出決策有何重要？**

數據和科技的角色無疑非常重要。其實將數據和科技應用在業務之中並非新鮮事，但現時面對大量資訊和工具，問題在於如何將其簡化、整合和善用。

幸好我們在設計新策略時，試驗了多個新學習模式。我們於2019年初試行了幾套學習模式，後來證明相當有效，尤其在疫情期間，因此由傳統課堂面授形式過渡至混合式、單元式和全網上授課模式的過程相當順利。

混合學習模式結合面對面授課、虛擬網上教學和按需求網上學習，令員工有公平的學習機會。此舉體現了學院的信念，同時展示怡和致力確保個人和專業發展是以「多數人」而非「少數人」為依歸的決心。

我們亦正推行學習體驗平台，員工可隨時隨地透過任何裝置參與為他們度身訂造的課程，以塑造學習文化。這有賴我們的世界級培訓合作夥伴，他們擁有深厚的專業知識和培訓經驗，能夠透過多種形式滿足不同學習需求。

正如企業監察業績一樣，數據和運算分析對我們監察和分析培訓成果十分重要。我們會在集團內部自行進行數據分析，亦會與培訓夥伴合作，其中一些培訓夥伴擁有相當成熟的培訓分析系統。

**問：您認為未來十年最重要的一個學習與發展趨勢是什麼？**

學習科技正蓬勃發展，若要我選出未來十年的一個趨勢，我認為是「元學習」，或稱「元宇宙學習」。這意味著學習科技的逼真度高，不僅可以模擬現實生活中的學習，更能提升整體學習體驗，從而產生更顯著的影響。

元學習將融合現有所有學習科技，例如傳統學習、混合學習、普適學習、擴增實境/虛擬實境、以及人工智能等，可透過人的五感來感受和沉浸於學習過程，打造一種升級仿真學習體驗。

We're grateful that our strategy has paid off. Internally, more staff across the group participated in our programmes. We saw 40-times increase in the number of participants from where we started in 2018, but Jardines is so diverse that we still need to do our homework to better communicate our programmes.

**Q What currently are the greatest challenges that you're seeing in middle-senior leadership development in Hong Kong, and the wider APAC region?**

I remember back in 2019 before the pandemic, the word VUCA (volatile, uncertainty, chaotic, ambiguous) was used a lot to describe the economy in general, and business landscape specifically. But the pandemic, without the end in sight, is the true VUCA, and test of human resilience.

The challenges businesses and leaders are facing right now across all levels are multi-dimensional. From their ability to navigate the business operations' challenges so they not only survive, but thrive – to leading, engaging, and motivating their people to stay healthy and win.

For the business challenge, it's about TESP (technology that's really disruptive, economical, social, and political). For people management, the whole employee life cycle from recruitment to retirement has been disrupted.

Globally, the trend of the 'Great Resignation' or 'Great Reshuffle' is happening. It's an unprecedented phenomenon that companies are struggling to find talent and workers, and at the same time, many people are looking for a job. We need a new equilibrium, and this is the challenge of leadership.

In the past, people looked for leaders to give them stability, direction, and a sense of security. During the pandemic, leaders are facing lots of challenges, including their own personal issues. So, they need to immediately resolve their challenges as people have natural certain expectations of their leaders. Those who are the most resilient and can provide clearer direction will win the game.

**Q With you being responsible for the full learning portfolio, what is the role of data and technology in your strategy and decision making?**

Data and technology absolutely play important roles. The role of data and technology in the business is not new, but we now live with an abundance of information and tools. The questions are how to simplify, integrate, and leverage them.

We're fortunate enough that in early 2019, we tried several learning modalities that have proven to be quite transformational, especially during the pandemic, so we had a relatively smooth transition from conventional face to face learning to blended learning, bite-sized, and fully virtual learning.

A blended learning approach that would encompass face-to-face learning, virtual online learning, and on-demand online learning, emerged as a clear solution to democratise access to learning – demonstrating Jardines' commitment to ensuring that personal and professional development is for 'the many' rather than 'the few'.

We're also implementing LXP, which enables a learning culture by giving access to learning anytime, and anywhere, and which is curated and personalised on any device. This means partnering with world-class learning partners with deep expertise and learning portfolios that can meet a range of learning needs in multiple formats.

The role of data and analytics is also crucial for us to monitor and analyse learning effectiveness, like how business monitors performances. We do this both internally as well as in collaboration with our learning partners, some of who have some sophisticated learning analytics.

**Q What do you believe will be the single most important L&D trend in the coming decade?**

Learning technology is booming, but if I may pick one trend for the coming decade, I predict it will be 'meta learning' or 'metaverse learning'. What this means is the high fidelity of learning technology, which not only simulates real-life learning, but also enhances the entire learning experience, and hence, creates more visible impact.

This meta learning will integrate all the existing technologies such as conventional learning, blended, pervasive, AR/VR, and AI, which can be felt and immersed with a human's five senses. It's like real learning with a heightened experience.

But L&D trends are not for the sake of trying cool new learning tech. It's to enable our organisation to win. It's about the application back to the business, otherwise, our CEOs and CFOs won't buy in. Whatever we do in the L&D space needs to align with business priorities and enable people to perform their job today, tomorrow, and beyond.

**Q Describe your management style.**

I'm a result-oriented person and value productivity, but I don't like to micromanage. Normally, once I set outcomes, I will let the team accomplish them in their own ways. There are many ways to accomplish stuff and I love to see creativity. I believe this way people will also be happier because they are being trusted that they can accomplish tasks in their own way, and sometimes, the results are better than what you expected.



Kurniawan flanked by his team, Dorcas Lai, L&D Assistant Officer (on the left), and Joyce Chan, L&D Assistant Manager (on the right).

Of course, this may not be applicable during a crisis, where, as leaders we need to guide and make decisions fast. And that's why I like to plan well. I come from the school of thought that with better planning, you have accomplished 30% of your tasks upfront. The rest is better execution.

I have learned to listen more. I love people sharing their thoughts and ideas, and I'm pretty good at leveraging people's strengths. I also believe in leading by example. You can't expect people to work harder if you yourself do not work hard.

**Q** What's the most important lesson you were given by a mentor that you try to instil in your own team?

Self-confidence. My mentors and best managers always gave me trust and used every opportunity to instil confidence that I can do my job, that I can do great things, and what I do matters. This is what I always instil in my own team, that what they do matters, and that they have the capabilities to do their job well, and have my support.

**Q** Looking into your crystal ball, what will the future of work, and the workplace, look like in 10 years?

Nobody sings *Que Sera, Sera – Whatever Will Be, Will Be* anymore because the new trend is human-centred design. And I think it's a healthy thing that we do our best to shape things that we have control over.

Humans will use their consciousness and science to make livelihoods better. For example, sustainability is now emerging as a very important topic, as we don't have a planet B option.

It's important at the country level and company level that businesses play a role in the sustainability agenda. And this will bring impact to the technology.

Digital and innovation will continue to play a role in the future of work. There will, of course, be more automation and more apps, but I predict there will also be a new awareness in the younger generations that technology that does not serve a purpose will not be used.

And lastly, human beings need to be loved, to be recognised, and to be healthy and happy. When people are elevated, so too, will their employee experience evolve. **H**



Peter Attfield, Group Chief Talent and Learning Officer, Jardine Matheson

但學習與發展趨勢並非為了試驗新科技，而是為了幫助集團取得成功，因此重點不是學習科技有多厲害，而是在於如何將科技應用到業務之中，否則不會得到行政總裁和首席財務總監的支持。所有學習與發展方案都需要配合業務發展重心，幫助員工做好今日、明日和將來的工作。

**問：**形容一下您的管理風格。

我是一個重視結果和工作效率的人，但我不喜歡每事管。通常我一旦訂立目標，就會放手讓團隊用自己的方式去完成。條條大路通羅馬，我亦樂見團隊發揮創意。我相信這樣會令員工更開心，因為他們獲得信任，可以用自己的方式去完成任務，有時候這樣出來的結果反而比預期更好。

當然，在危急情況下這套方法未必適用，領袖需要在這種時候提供指引和果斷作出決定。而且當團隊內有新人的時候，更需要領袖從旁指導，因此我喜歡預先做好規劃。我的信念是，只要有好的計劃，任務就已經完成30%，剩餘的就靠好好執行。

我亦學會多聆聽。我十分歡迎員工分享他們的意念和想法，亦擅於善用員工的長處。我亦相信要以身作則，如果自己不努力，就不應指望別人加倍努力。

**問：**您從導師那裡得到、並想向團隊灌輸的最重要教誨是什麼？

保持自信。我以往的導師和出色上司一直很信任我，並善用每個機會給予我信心，讓我相信自己可以做得到，相信自己可以成就一番大事，相信自己的工作是有意義的。因此我經常將這個信念灌輸給我的團隊，讓他們相信自己所做的事很重要，他們有能力做好自己的工作，而且背後有我的支持。

**問：**您預測十年之後，工作和職場未來會變成怎樣？

以人為本的設計將會是新趨勢，所以沒有人會再唱「Que Sera, Sera – Whatever Will Be, Will Be」。我認為我們應當盡最大努力去塑造可控制的事物。

人類將憑意識和科學去改善生活。譬如，可持續發展近年成為十分重要的議題，因為我們沒有第二個星球可以居住。

不論在國家層面抑或在公司層面，企業都要為可持續發展作出貢獻，這一點十分重要，並將會為科技帶來影響。

數碼和創新對未來工作仍然重要。自動化技術和應用程式固然會越來越多，不過我預計年輕一代將會意識到，沒有實際功用的科技將不獲採用。

最後，人類需要被愛、需要被認可、需要健康和快樂。當員工自身得到提升，員工體驗自然會隨之提升。 **H**



# BEYOND THE BUZZWORDS – HOW SCHNEIDER ELECTRIC MAKES DIVERSITY, INCLUSION, AND WELLBEING, THE CENTRE OF ITS EMPLOYEE ENGAGEMENT STRATEGY



**The past year and a half can be summed up in one word – uncertainty;** making it more important than ever for companies to lead through empathy, and demonstrate inclusive leadership.

Schneider Electric, which was recently crowned the gold winner for Excellence in Diversity, Equity and Inclusion at the 2021 Hong Kong HR Distinction Awards, believes D&I drives high performance.

Diversity is Schneider's foundation – it brings new business value for the company, customers and communities, and generates more innovation and engagement.

In an increasingly complex business environment, finding a way to blend diversity in thought and ideas not only makes an organisation more human, more competitive, and more fun, it might be the only way to achieve sustainability.

Creating an inclusive workforce started with transitioning from its headquarters to a multi-hub business model to create a true global leadership structure at Schneider Electric.

Its global family leave policy recognises that the definition of family, life, and work is changing every day. It offers primary and secondary parental leave for both natural birth and adoption, care leave, bereavement leave, birthday leave, and even volunteer leave.

A global pay equity framework has been implemented in all countries, covering 99.6% of Schneider's total workforce. The framework includes four main areas (methodology and analysis, HR processes, governance and audit, education and communication) to address the challenges in establishing a global process across different geographies, statutory approaches, and close pay gaps across genders.

It's not just about pay though – Schneider's women leaders' programme creates a customised leadership training programme to elevate them to leadership roles. Its 'Women Mentoring Circle' provides young female talent with direct mentorship opportunities from senior female leaders.

Its Hong Kong office, as a global hub, includes 500 employees from more than 20 nationalities, and during Pride month, activities include inviting employees from the LGBT+ community to share their experiences, so as to raise awareness on hidden biases, and build a workplace free from stereotypes.

Schneider's wellbeing initiatives and policies are aimed at helping its people reinforce their agility to better cope with permanent changes. This is done by promoting practices that enable a more productive and flexible work environment, and leveraging technology to become more of a global team.

A smart working culture fosters a better work-life integration, and drives wellbeing, allowing employees to effectively manage their work, life, and family needs.

Schneider's flexi-working policies include a hybrid working option – two days a week, and flexible working

hours where outcomes replace hours worked. Truly, a workplace strategy that provides people with a combination of hot desks and office space depending on the type of work they need to perform, and a flexible dress code to promote an inclusive culture, aligned with the local culture.

Achieving this global inclusive workforce is done through driving digital and automated solutions to improve the employee experience and engagement.

To support employees' career development, Schneider launched its open talent market where an artificial intelligence-based platform matches employees with personalised opportunities within the company across the globe. While its global recognition portal creates a 'constant culture of recognition'.

Finally, Schneider's '#LearnEveryDay' motto is how it truly empowers its global workforce. Schneider believes in lifelong learning and through its digital learning platform – 'My Learning Link' – helps its people learn and grow on the go.

Schneider understands its success is very much reliant on the happiness and satisfaction of its employees, hence, it goes the extra mile to support them – both in and out of the office.

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## WORKING IN A POST-PANDEMIC WORLD

### 後疫情時代的工作模式

Two years since its last physical conference, *Human Resources Online* (HRO) welcomed back HR professionals for its InspireHR summit at Hotel ICON on 7-8 September 2021. Attended by more than 100 speakers, delegates and sponsors, the two-day affair hosted human resources leaders from around Hong Kong and the region to discuss some of the most pressing issues of the industry.

When COVID-19 was declared a global pandemic, the world changed in a blink of an eye. Offices shut, health and safety became paramount and HR departments were the ones navigating their organisations through endless government guidelines, new protocols, and employee concerns.

There was no way to avoid the elephant in the room that the pandemic had changed things for better or worse, and as HR leaders embraced a changed workforce the globe over, this brought with it both challenges and opportunities.

Akina Ho, board member of the Hong Kong PropTech Association, and Head of Digital Transformation and Innovation at The Great Eagle Company, kicked off the conference with the opening keynote address: Future of work – humanised automation.

Her message for attendees was clear; that the skills of tomorrow don't exist yet, so start basing your hiring decisions not on skill sets, but on talent.

"Great talent is hard to come by," she said. "Treat them like your lost lover."

相隔兩年，《Human Resources Online》再度舉辦實體會議，於2021年9月7至8日假Hotel ICON舉行「InspireHR人力資源大會」。過百名演講嘉賓、與會者和贊助商出席為期兩天的會議，會上雲集本港和區內人力資源領袖，共同探討業界目前一些最迫切議題。

當新冠肺炎被定性為全球大流行病時，整個世界眨眼間徹底改變。辦公室關閉、健康與安全變得至關重要，而人力資源部門成為帶領企業應對無止境的政府指引、新規定和員工憂慮的重要領航。

不管好與壞，疫情已改變一切，這是無法迴避的現實。隨著人力資源領袖適應全球勞動力轉變，當中帶來了挑戰和機遇。

香港房地產科技協會董事會成員兼鷹君集團有限公司數碼轉型及創新主管Akina Ho首先發表主題演講，題為「工作的未來——人性化的自動化」，為會議揭開序幕。

她向與會者明確表示，明天的技能尚未存在，因此作出招聘決定時不應基於技能，而要基於人才。

她說：「優秀的人才可遇不可求，像對待你失去的愛人一樣對待他們。」

隨著勞動力轉變，人力資源人員是時候善用人工智能、數據和自動化，從行政管理角色轉型成為策略角色，透過嶄新的文化、人才、以及管理和規劃方式來實現業務藍圖和目標。

隨後，題為「人才都去了哪裡——人才儲備困境」的小組討論繼續探討吸引和留住人才的議題。





早上的主題演講還包括「2021年要留意的人力資源數碼趨勢」、「數據分析的興起 — 運用數據制定績效指標」、「人才挽留印象 — 人工智能如何有助員工職業發展」、以及「培養強大品牌與文化 — Carlyle & Co員工挽留策略的成功秘訣」。

Workday特邀一眾資深人力資源人員貴賓參加一場特別午餐會，話題主要圍繞人力資本發展。人力資源人員比以往任何時候都更需要善用科技。Workday大中華區總經理湛致遠與美心人力資源數碼解決方案負責人Ben Tam討論美心如何運用Workday的技術來提升內部人才技能，並增加和留住內部人才，以及在疫情期間更改、部署和實施人力資本管理系統的詳情。

作為《Human Resources Online》今年的旗艦活動，第二天的會議主要探討多元共融、未來人力資源科技趨勢、以及人力資源人員迎合數碼化新常態的重要。

香港太古集團有限公司集團多元共融總監黃嘉盈說：「從商業角度來看，促進多元共融不僅是正確的事，也是明智之舉。」她分享太古股份有限公司如何透過提倡多元、平等和共融建立更好商業模式的案例。

As the workforce has changed, now is the time for HR to leverage AI, data and automation and move from an admin role towards a strategic one that targets the business' goals and objectives with a new culture, talent, and way of management and planning.

It was not just Ho who addressed the issues of attracting and retaining talent. The panel discussion – 'Where has all the talent gone – the talent pool dilemma' – continued the conversation.

Presentations on HR digital trends to watch out for in 2021; The rise of data analytics – using data to map out metrics of performance, talent retention impressions; How AI helps employees' career development; and cultivating a strong brand and culture – Carlyle & Co's secret to a successful workforce retention strategy rounded out the morning.

For a select group of VIP senior HR professionals Workday hosted a power lunch where the conversations around talents as the new capital continued. With HR needing to leverage technology more than ever before, General Manager – Greater China of Workday, Daniel Cham and Maxims' HR Digital Solution Lead, Ben Tam discussed how Maxim's leveraged Workday to upskill, grow and retain internal talents and all the ins and outs of changing, deploying and implementing an HCM system during the pandemic.

InspireHR was designed as HRO's flagship event for this year, so on day two we came back to focus on diversity and inclusion; HR tech trends of the future; and digitalisation – why it's imperative for HR to embrace this new normal.



# HumanResources Online InspireHR

7-8 SEPTEMBER 2021 • THE MIRA



"Diversity and inclusion is not only the right thing to do, but the smart thing to do from a business perspective," said Olivia Wong, Group Head of Diversity and Inclusion – John Swire & Sons (H.K.). Wong presented a case study on how Swire Pacific has championed diversity, equity and inclusion which has resulted in a better business model for the company.

Meanwhile, Yi Zhang, Human Resources Director, Hong Kong and Macau – Richemont, explained how HR can embrace digitalisation to move from an operational to a strategic model.

Vince Wong, Senior Vice President, COO, Human Resources, DBS Bank, told the conference that it's not just about having the right tech, it's about how you leverage it to create the right culture for a great employee experience. Wong opened up about the bank's experience in transitioning to an employer of the future via new HR tech.

Some may think of HR digital transformation as having the most updated, advanced and sophisticated piece of technology or programme that will miraculously change the way work is done. But rather, it is about the everyday behavioural changes, according to Leo Chan, Director, Human Resources, Microsoft Hong Kong.

As a tech giant as big as Microsoft, Chan explained what is plausible, true and false when it comes to HR digital transformation.

Whether you're focused on talent attraction, reskilling, retention, diversity or inclusion in your HR digital journey, what is clear for HR leaders is future workforces will be all about the employee experience, their happiness and wellness.

InspireHR was held in conjunction with HRO and the following partners: platinum sponsor – Workday; gold sponsor – Mercer; silver sponsors – BDO and Globalization Partners; exhibitor – Ocean Park Hong Kong; and brand sponsor – PERSOLKELLY Hong Kong. **H**

隨後，歷峰集團香港及澳門地區人力資源總監張翼解釋人力資源人員可如何迎合數碼轉型，從營運模式轉為策略模式。

星展銀行人力資源高級副總裁兼首席營運總監Vince Wong在會上表示，除擁有合適的科技外，關鍵在於如何善用科技創造合適的文化以提供一流的員工體驗。她分享該銀行如何運用嶄新人力資源科技，過渡成為未來僱主。

有些人可能認為，人力資源數碼轉型在於擁有最新、最先進和最精密的科技或程式，這樣便可奇蹟般改變工作模式。但微軟香港人力資源總監陳熾超表示，關鍵反而在於改變日常行為。

微軟作為科技巨頭，陳熾超揭開人力資源數碼轉型的假象、正確和錯誤做法。

無論企業人力資源數碼轉型的焦點在於吸引人才、技能重塑、挽留人才、還是促進多元共融，人力資源領袖須明白，要建立未來員工團隊，關鍵在於員工體驗、以及他們的健康與福祉。

「InspireHR人力資源大會」由《Human Resources Online》與以下合作夥伴共同舉辦：白金贊助商Workday、金贊助商美世、銀贊助商香港立信德豪和Globalization Partners、參展商香港海洋公園、以及品牌贊助商PERSOLKELLY Hong Kong。 **H**



# FIVE POST-PANDEMIC TECH TRENDS ESSENTIAL TO HR



As organisations look to move from recovery to reinvention, HR will face what Workday calls ‘Ideas’ (inclusion, digital, enabling, agile, skills) for the changing world of HR.

## ‘I’nclusion and belonging

Organisations that are investing in diversity, inclusion, belonging, and equity, are outperforming companies that don’t invest by 36%, and delivering higher rates of innovation, with employees who feel a deep sense of belonging and commitment, according to McKinsey’s research.

Companies need to be empowered to measure everything from hiring and promotions to their people’s sense of belonging – so they can see where they stand and then take action. With the ability to view the metrics at a glance, companies will also be able to answer those tough questions, and accelerate progress internally.

## ‘D’igital acceleration

“Digital transformation has now become the top priority for more than 90% of corporate leaders and organisations,” said Daniel Cham, General Manager for Workday Greater China.

As more employees continue to work remotely, employee support and services will need to be delivered virtually and digitally. For companies this means the pace towards digitalisation needs to increase, moving away from long-term strategic digital transformation efforts towards digital acceleration.

## ‘E’nabling experience

Intelligent automation across the entire attract-to-pay process helps eliminate manual tasks and empowers people to be their most productive selves. To thrive in the next normal, organisations will use touchless automation, lean on machine learning-assisted decisions, and create engaging experiences to get the most out of their people.

CHROs should act as both strategists and catalysts around talent experience, acquisition and development – with HR driving the right

commitment, as well as having the insights around people and around their skills to enable the business strategy.

## ‘A’gile organisation

Give people the tools and data they need to take decisive action and let them adapt to the changing world. HR can leverage predictive data to gain a comprehensive view of the workforce to identify risks, reveal opportunities, discover trends, and drill into contributing factors.

“Workday provides workforce analytics and transactions in a single system, helping HR uncover what to prioritise and where to invest their valuable resources and enable agility,” Cham said.

Augmented analytics or people analytics will be a guide for HR leaders in the future. This helps leaders know where to focus and identify chances that they might have missed, so they can find out what it takes to actively plan.

Insights are prioritised, tailored to the role, and paired with narrative explanations so people can confidently make critical workforce decisions.

## ‘S’kills Imperative

Building critical skills and competencies for their organisation was the top priority for 68% of HR leaders, according to research firm Gartner’s, *The Top 5 priorities for HR in 2021* report.

Companies are increasingly focused on talent, and looking for the best ways to retain their workforces and encourage growth and development. Future-ready organisations are embracing a skills-based people strategy – where workers are valued and rewarded for their skills, and how they apply them, to create organisational value.

Learning and development will be driven by data and machine learning. “Workday’s talent philosophy is to create an environment where employees can continually build their careers, develop capabilities, deepen connections, make contributions, and feel recognised for their efforts,” Cham said.

Skills are the machine learning thread that connects ‘Workday HCM’, ‘Workday Recruiting and Workday Learning’, ‘Workday Talent Performance’, and ‘Workday Talent Marketplace’, to curate engaging employee experiences that will enable organisations to reskill and emerge stronger.

“In a fast-paced digital world, having access to real-time data and insights has proven to be a game changer in employee empowerment and engagement. With data analytics, companies can harness the full power of data to uncover deeper, actionable truths, enabling a truly agile and resilient organisational culture,” added Cham.



# DOING A U-TURN ON HOW WE WORK

## 顛覆工作方式

While many are still wary if hybrid is here to stay, for global product development company U+, moving to a 100% remote workforce has been made possible by crafting an environment and culture that evolves per the team's personal and professional needs. Here's the inside story, as told by Jan Beránek, CEO of U+.

混合工作模式會否延續下去仍是未知之數，但全球產品開發公司U+致力因應團隊的個人和專業需求，打造合適的環境和文化，成功實行百分百遙距辦公。U+行政總裁Jan Beránek分享背後的故事。

**T**he Great Resignation' has put a spotlight on the shift in global trends related to workforce values. More people are basing their career choices on enlightened, humanistic ideals that lead to a positive work-life balance, and a greater sense of satisfaction in their work.

Employees are asking companies for increased workplace flexibility, more time to be with their families, and roles that provide greater professional development. Companies that embrace this more progressive outlook not only gain an advantage in recruiting and retaining talent, but it also helps ensure steady business growth and customer satisfaction.

Crafting an environment and culture that evolves according to our international team's personal and professional needs has helped our company achieve success as a 100% remote workforce. This has enabled us to double our workforce over the past 12 months, and expand our operations to Silicon Valley, Prague, Toronto, and the Middle East. This rapid growth means we can now serve clients across three continents.

### Giving employees the potential to grow by trusting them to succeed

COVID-19 has transformed the business world in such a way that remote work has become the new norm. A recent study

**全**球掀起一股「大辭職潮」，焦點落在員工價值觀轉變的趨勢之上。越來越多人在選擇職業的時候更重視以人為本的理想主義，希望追求良好的工作與生活平衡，並從工作中獲得更大滿足感。

員工希望企業在工作上提供更多彈性，讓他們有更多時間陪伴家人，並期望擔任有更大職業發展空間的角色。企業必須迎合這種革新想法，方能在招聘和留住人才方面取得優勢，並確保業務穩定增長和提高顧客滿意度。

我們之所以能夠成功實行百分百遙距辦公模式，關鍵在於根據國際團隊的個人和專業需求來打造合適的工作環境和文化，因而令公司的員工人數在過去12個月倍增，並迅速將業務拓展至矽谷、布拉格、多倫多和中東等地，現時可為三大洲的客戶提供服務。

### 相信員工能夠成功，讓他們發揮潛力

新冠疫情已改變商業世界，使遙距辦公成為新常態。最近的一項研究顯示，92%的員工期望在疫情過後，每星期可至少在家工作一天，而80%的員工更期望每星期可至少在家工作三天。另一項調查顯





Some of the U+ crew enjoying our fall 2021 team-building in the Krkonoše Mountains.  
部分U+員工在克爾科諾謝山參與2021年秋季團隊建設活動。

示，30%的受訪者表示在家工作更有效率和更投入。

員工敬業度是企業成功的關鍵，但超過65%的美國員工「不投入」或「積極脫離」工作。員工越來越質疑工作的意義，企業必須正視這一點，否則將難以吸引、留住和聯繫最優秀的員工，他們的貢獻亦將大打折扣。

這些發現表明，某種形式的混合遙距辦公模式是提升員工滿意度、工作表現和留職率的關鍵。

### 因應才能而非地理位置進行招聘

「因應才能而非地理位置進行招聘」的做法，是人才招聘的一個關鍵元素。U+透過這種招聘方式招募世界各地的頂尖人才，同時避免人員調配方面的挑戰。

百分百「在家工作」政策現已成為招聘趨勢，其實U+自12年前在網上開業以來，一直都有為員工提供這個選項。如果員工以數碼游牧方式工作效率最高，我們鼓勵他們這樣做，因為快樂的員工往往能成為更好的員工。

我們有些員工已充分善用自由選擇工作地點的好處，例如首席科技總監Jakub Kovar一邊處理公司的複雜技術事務，一邊與家人乘坐露營車暢遊美國各地。

我們最近也聘請了一位非常出色的阿爾巴尼亞籍自動化測試工程師，她對於無需移居另一個國家工作，可以留在家鄉與家人在一起感到很高興，給予員工這種自由可以激勵他們，並大大提升公司吸引和留住人才的能力。

revealed that 92% of employees expect to work from home at least once per week after the pandemic, and 80% expect to work from home at least three days per week. Another survey reported that 30% of respondents said they were more productive and engaged while working from home.

Employee engagement is vital to a company's success, yet more than 65% of American employees are either 'not engaged' or 'actively disengaged' at work. Employees are increasingly questioning the meaning of their work; companies that fail to realise this will face problems in attracting, retaining, and engaging the best employees, and their returns will drop as a result.

These findings indicate that some form of hybrid remote work is fundamental to employee satisfaction, performance, and retention.

### Hiring for talent rather than geography

A key component of talent acquisition has been a 'hire for talent rather than geography' approach. This recruiting model allows us at U+ to employ top talent located anywhere in the world, without the challenges of relocating them.

While offering a 100% 'work from home' policy has become a recruiting trend, we have been offering our employees this option since U+ opened its virtual doors 12 years ago. If someone is at their most productive working

as a digital nomad, we encourage them to go for it. A happy employee is always going to be a better employee.

Several people in our company have taken full advantage of the freedom to work where they want. For example, our CTO Jakub Kovar is travelling around the US with his family in an RV as he runs our company's complex technical affairs.

We also recently hired a very talented Albanian QA automation engineer (pictured right), who is thrilled that she can stay with her family in her hometown rather than having to relocate to another country to take a job. Giving our employees this freedom motivates them, and provides us with tremendous value in attracting and retaining talented people.

### The challenges of maintaining a remote workforce

Of course, running a remote workforce is not without its challenges. We can have meetings where our project



Life on the road with the Kovar clan.  
與Kovar家族一起踏上旅程。

#### 管理遙距員工的挑戰

管理遙距員工當然亦充滿挑戰，例如美國南加州的項目經理可能要與捷克的工程師、以及希臘的撰稿員開會，對一個人來說是上班時間，對另一個人來說卻是下班時間。

不同員工身處不同時區很正常，解決方法是確保員工互相協調開會時間並達成共識，最終發現只要能夠在家工作，員工都願意早點上班或晚點下班。

另一挑戰是灌輸和維持一致的公司文化。許多企業不敢轉為百分百遙距辦公，是因為他們擔心團隊會分崩離析。

我們透過組織季節性團隊建設活動來培養團隊精神，讓員工互相聯繫，共同制定策略、分享想法、並鞏固關係，藉此建立積極一致的公司文化。





### 相信員工能夠成功，讓他們發揮潛力

目前最常見的問題之一，是員工不願困在封閉的企業環境下工作，認為這種工作模式令他們感到壓力和缺乏動力，並窒礙他們的職業發展。

為嘗試解決這個問題，一些較大型的企業會在較具規模的體制下為員工分配非常具體的角色。然而，這種命令式的微觀管理方式不能適用於所有情況，有時甚至會導致員工出現精神健康問題。

許多員工決定加入U+，是因為我們給予他們更多創作自由，並給予他們空間自行研發解決方法。員工在學習自主應對挑戰的過程中，難免會遇到挫折，但我們相信他們最終會取得成果，而他們對這種做法深表欣賞。

員工在技能方面的成長令人振奮，最終令員工自己、公司、我們的客戶以及他們的終端客戶所有人受惠。

manager in Southern California is talking with our engineers in the Czech Republic, and our copywriter in Greece. That means the beginning of the day for one person is the end of the day for someone else.

The solution lies in ensuring people have common times of the day when they can all agree to meet. The difference in time zones for different employees is a natural impediment, but ultimately we find that people will take the trade-off of working a little bit earlier, or later, if it means they can work from home.

Another challenge can be instilling and maintaining a unified company culture. A lot of companies have been afraid to make the jump to a 100% remote workforce because they fear their teams will become fractured.

We are able to nurture synergy by organising seasonal team building events where employees connect to build strategies, share ideas, and strengthen bonds. This is crucial to building a positive, unified company culture.

### Giving employees the potential to grow by trusting them to succeed

One of the most common issues facing workers today is dissatisfaction from working in a confining corporate environment that leaves them feeling stressed and demotivated, and inhibits their professional growth.

In an attempt to solve this problem, larger companies are giving workers very specific roles within a larger system. However, this overbearing and micromanaging style is not a one-size-fits-all solution, and can even cause mental health issues among employees.

Many U+ employees decide to join us because we offer them more creative freedom, and empower them to



develop their own solutions. Growing pains are common as employees learn to navigate challenges with more autonomy, but we trust that ultimately they'll achieve the right result, and it's something they really appreciate.

The growth we see in our people's skills as a result is exciting and ends up benefiting everyone – our employees and company, as well as our clients and their end customers.

### Paying attention to employees pays off

Listening to employees, giving them the freedom to grow professionally, and providing a better work-life balance are the new tenets of the workplace that global working trends such as The Great Resignation and full-time remote work have spawned.

Throughout the transformation, spurred by COVID-19, we have preached these beliefs as a fundamental pillar of our company. Ultimately, the talent we've been able to recruit, the results and growth we've achieved, and our client satisfaction, attest to the benefits of putting our people first. This people-first approach is a foundation any company can build on to thrive in today's rapidly changing business world.



### 關注員工會有回報

聆聽員工的意見、讓他們自由發展事業、並提供更好的工作與生活平衡，這些都是「大辭職潮」和全職遠距辦公等全球工作趨勢催生的新職場原則。

在新冠疫情推動的整個轉型過程中，我們一直宣揚這些信念以作為公司的基礎。最終，我們所招募的人才、我們取得的成果和發展、以及我們的客戶滿意度，都證明以人為本策略的好處。任何企業想在當今瞬息萬變的商業世界中蓬勃發展，必須建基於以人為本的做法。



# CREATING BETTER LIFESCAPES

## 建構更美好生活

### INTEGRATING SUSTAINABILITY INTO BUSINESS AND OPERATIONS

#### 將可持續發展融入業務和運作



**Founded in 1971, Sino Group is one of the leading property developers in Hong Kong.**

Over the past five decades, it has been 'Creating Better Lifescapes' and building better communities. From architectural planning to green property management, from exploring green innovations to serving the community, Sino Group takes a holistic approach and seeks to make businesses a driver of sustainability.

Encapsulated in its ethos of Creating Better Lifescapes are the ideas to build a better community together. Sino Group brings this vision to life through work in the three interconnected areas of green living, innovative design, and community spirit, and it has in place a wide range of green initiatives, which have also been incorporated into its employee engagement strategies, putting the group at the forefront of promoting employee wellbeing.

"We have formulated a comprehensive employee wellness programme to promote health and wellbeing among employees," said Elaine Liu, Group Associate Director and Chief Human Resources Officer of Sino Group.

This programme covers physical and mental health, family and relationships, and work happiness. From 'webinars of interest' to excursions, and the use of a company holiday house, Sino Group seeks to promote wellness at the workplace.

Employee perks are just one piece of the puzzle. An effective communication strategy is as important for HR as the programmes themselves. Sino Group has launched its proprietary staff mobile app 'inSino', keeping employees updated of the latest corporate announcements and happenings, communications from management, and exclusive staff discounts. Staff can also manage leave applications at their fingertips.

The 'inSino Badges Redemption Programme' was launched in January 2021 to promote continuous learning. It enables employees to redeem rewards through accumulating learning points or participating in wellness activities and various volunteering initiatives.

Fostering an innovation culture is crucial to the long-term development of Sino Group. In June 2019, it launched 'Sinovation', a corporate innovation programme through which staff are encouraged to develop solutions to enhance efficiency and customer experience. The second edition of 'Sinovation' has commenced, and seven teams of 'Sinovators' have been shortlisted to the final stage, when funds will be granted to further develop their concepts into practical prototypes.

"At Sino, employee wellbeing and positive work environment are of paramount importance. We seek to provide a happy environment for our staff, and extend the wellness efforts to the community to 'Create Better Lifescapes' together," adds Liu.

**信和集團創立於1971年，為香港主要發展商之一。**

半個世紀以來，集團致力建構更美好生活，建構更美好社區。從建築規劃到綠色物業管理，從探索綠色創新意念到服務社群，採取全面方針，涵蓋業務各層面，推動可持續發展。

信和集團以「建構更美好生活」為願景，透過「綠色生活」、「創新構思」和「心繫社區」等重點範疇，建構宜居、宜作、宜樂的社區。集團推出一系列綠色環保生活倡議，並將其融入僱員身心健康計劃。

集團聯席董事兼人力資源總監廖懿妮女士表示：「集團透過員工身心健康計劃，提升員工的身心健康和福祉。」

計劃涵蓋員工身心健康、家庭與人際關係、以及愉快工作環境，活動包括網上興趣班至本地遊及租用集團度假屋等。信和集團能夠成為「人力資源卓越大獎2021」的得獎者，可謂實至名歸。

除了員工福利計劃，有效的溝通對人力資源管理同等重要。信和集團為員工推出一站式手機應用程式「信誌」(inSino)，讓員工能即時接收公司最新資訊、管理層通訊及員工專享折扣優惠以及輕鬆管理年假等。

信和集團於2021年1月推出「信誌獎章換領計劃」，鼓勵員工透過參加培訓累積學習積分、參與身心健康活動和義工活動換領禮品，鼓勵員工參與。

「信·共創」計劃於2019年6月推出，推動企業創新文化及鼓勵員工探索創新科技，歡迎各級員工分享提高工作效率及客戶服務的創新提議。計劃已進入第2屆，有7隊同事脫穎而出，及獲得資金將構思意念轉化為實測原型。

廖女士表示：「員工福祉及正向工作環境是集團一貫首要的考慮。我們致力締造開心工作環境，將健康舒泰推廣至更廣社區，共建更美好生活。」



HumanResources  
*Online.net*

# HR DISTINCTION AWARDS 2021

SILVER SPONSORS





# Honours with high distinction

## 至高榮譽

**T**he HR Distinction Awards made a triumphant return this year. This awards ceremony celebrates organisations with success-proven records of exceeding performance in delivering organisational growth, alongside strategic human capital strategies, solutions, and executions.

It has been a mainstay for the HR community for the past seven years. This year, however, was the first time we combined the HR Distinction Awards with HRO's flagship HR Vendors of the Year Awards (see page 38) under the one roof, bringing together the crème de la crème of anyone involved in HR.

To stay in tune with HR-related practices and news across industries, HRO refreshed its awards categories to reflect some of the challenges of our time.

This year included five new categories: Excellence in Diversity, Equity, & Inclusion; Excellence in Innovative Use of HR Tech; Excellence in Adaptable Workspace Environments; Excellence in Flexible Working Strategy; and Excellence in Internal Communications.

In a year that has challenged HR professionals beyond any other in recent memory, it was apt to celebrate and recognise the very best in the HR industry.

The standout winner of the evening was AXA Hong Kong and Macau, which walked away with four gold awards, three silver and a bronze – recognising its HR team as true superstars.

Gold trophies for Excellence in Employee Branding; Excellence in Leadership and Development; Excellence in Learning and Development; and Excellence in Talent Management; were just some of its accolades that contributed to it being crowned the HRDA Grand Winner.

For the inaugural category – Excellence in Diversity, Equity, & Inclusion – Schneider Electric walked away with gold. While DBS Bank (Hong Kong) took home top honours for Excellence in Flexible Working Strategy, and Excellence in Innovative Use of HR Tech.

As always Hong Kong's foremost HR professionals adjudicated the HR Distinction Awards. The judging panel this year included HR leaders from City Super Group, Eaton Hong Kong, Swire Properties, and more.

Winning at the HR Distinction Awards is both an affirmation of the exceptional quality of work in the industry, and among peers, and a significant tool for celebrating the breadth of in-house talent in the region.

Keep reading to see the full list of winners. **H**

**今**年，「人力資源卓越大獎」載譽歸來，旨在表揚在推動組織發展，以及在推行策略性人力資源戰略、解決方案和執行方面取得卓越成就的企業。

過去七年，「人力資源卓越大獎」一直是人力資源業界的盛事，今年更首度與《Human Resources Online》的另一旗艦頒獎活動「年度最佳人力資源服務供應商大獎」（見第38頁）合併，雲集人力資源業界的所有精英。

為迎合不同行業的人力資源相關實踐和最新發展，《Human Resources Online》更新獎項組別，以反映當前的一些挑戰。

今年新增五個組別：多元、平等與共融卓越大獎；人力資源科技創新應用卓越大獎；高適應力工作環境卓越大獎；彈性工作策略卓越大獎；以及內部溝通卓越大獎。

在面對前所未有挑戰的一年，更應向人力資源行業的佼佼者予以表彰和嘉勉。

AXA安盛香港及澳門成為當晚的大贏家，共贏得四金、三銀、一銅，使其人力資源團隊成為真正的超級巨星。

該公司分別在僱主品牌推廣卓越大獎、領袖發展卓越大獎、學習與發展卓越大獎和人才管理卓越大獎四個組別贏得金獎，並勇奪「人力資源總大獎」的最高殊榮。

新增組別方面，施耐德電氣在多元、平等與共融卓越大獎組別奪得金獎，而星展銀行（香港）則分別在彈性工作策略卓越大獎和人力資源科技創新應用卓越大獎兩個組別奪得金獎。

跟往年一樣，今年的「人力資源卓越大獎」繼續邀請本港一眾人力資源業界翹楚擔任評審，包括來自City Super Group、香港逸東酒店、太古地產等企業的人力資源領袖。

「人力資源卓越大獎」既是對業界從業者的出色工作表現予以肯定，也是表揚區內豐富企業內部人才的重要獎項。

以下是完整得獎者名單。 **H**



# HumanResources HRDISTINCTION AWARDS 2021

## Full list of winners: HR Distinction Awards 2021, Hong Kong

Excellence in Diversity, Equity & Inclusion	Schneider Electric	GOLD
	Fidelity International	SILVER
	Societe Generale	BRONZE
	PURE International (HK)	BRONZE
Excellence in Employee Development	MTR Corporation Limited	GOLD
	Hong Kong Productivity Council	SILVER
	Societe Generale	BRONZE
	Quality HealthCare Medical Services	BRONZE
Excellence in Employee Engagement	Cigna	GOLD
	AXA Hong Kong and Macau	SILVER
	Zung Fu Company	BRONZE
Excellence in Employee Wellbeing	Schneider Electric	GOLD
	Cigna	SILVER
	DBS Bank (Hong Kong)	BRONZE
Excellence in Employer Branding	AXA Hong Kong and Macau	GOLD
	Hong Kong Productivity Council	SILVER
Excellence in HR Digitalisation	Airport Authority Hong Kong	GOLD
	Societe Generale	SILVER
	Hong Kong Productivity Council	BRONZE
Excellence in Innovative Use of HR Tech	DBS Bank (Hong Kong)	GOLD
	Schneider Electric	SILVER
	Zung Fu Company	BRONZE
Excellence in Internship Recruitment/Development	Hong Kong Productivity Council	GOLD
	foodpanda Hong Kong	SILVER
	Fidelity International	BRONZE
Excellence in Leadership Development	MTR Corporation Limited	GOLD
	AXA Hong Kong and Macau	GOLD
	Airport Authority Hong Kong	SILVER
	Societe Generale	BRONZE

Excellence in Learning & Development	AXA Hong Kong and Macau	GOLD
	MTR Corporation Limited	SILVER
	Hong Kong Productivity Council	BRONZE
Excellence in Talent Management	AXA Hong Kong and Macau	GOLD
	Hong Kong Productivity Council	SILVER
	Societe Generale	BRONZE
Excellence in Workplace Culture	DBS Bank (Hong Kong)	GOLD
	AXA Hong Kong and Macau	SILVER
	Lacoste	BRONZE
Excellence in Adaptable Workspace Environments	The Hoffman Agency	BRONZE
	Zung Fu Company	1
	Societe Generale	2
Excellence in Flexible Working Strategy	DBS Bank (Hong Kong)	1
	AXA Hong Kong and Macau	2
	Fidelity International	3
Excellence in Internal Communication	Sino Group	GOLD
	foodpanda Hong Kong	SILVER
	AXA Hong Kong and Macau	BRONZE
Employer of the Year	Cigna	GOLD
	DBS Bank (Hong Kong)	SILVER
Excellence in Employee Caring	Cigna	GOLD
	Zung Fu Company	SILVER
	Societe Generale	SILVER
	Tamjai International Co. Limited	BRONZE
Excellence in Crisis Management	Lee Kum Kee	GOLD
	Cigna	SILVER

## Overall HR Grand Winner

AXA Hong Kong and Macau



# LEADING THE WAY IN HEALTH

## 積極引領健康



As a leading global health service company currently ranked No. 13 in 2020's Fortune 500 list, Cigna's mission is to improve the health, wellbeing, and peace of mind of those it serves by making healthcare simple, affordable, and predictable.

### Embracing the future by addressing emerging wellbeing needs

The COVID-19 pandemic has caused significant career and personal upheaval, with changing expectations and emerging needs from the workforce. Guided by pandemic-related insights generated by its Cigna *COVID-19 Global Impact Study* over the past 18 months, the health insurance provider has refined its flagship '360 Joyful Employee Experience Programme' that was first launched in 2019. A highlight of this programme is a hybrid work arrangement that addresses the needs for flexibility, and connects its employees through an all-rounded wellbeing campaign that pans across the physical (#StayHealthy); mental (#StayAtEase); social (#StayConnected); and intellectual (#StayLearning) domains.

#### #StayHealthy

Cigna offered enhanced medical benefits to its employees during the pandemic so they can enjoy the same level of support it provides to clients. This includes coverage of COVID-19 treatment costs for hospitalisation, simplification of claim procedures, and the trailblazing Cigna Telehealth Service for virtual consultations with a waiver of medication delivery charges.

#### #StayAtEase

Its employee assistance programme offers free counselling services and employee assistance funds for those with immediate financial needs as impacted by COVID-19. Cigna's philosophy is to focus on holistic health, providing resources to encourage employees to practise self-care, and recover from stress and adversity.

#### #StayConnected

Collaboration and connecting employees are hallmarks of working at Cigna. It adopted flexible hybrid working practices that balance both employees' preferences and operational needs. It also launched a wide range of staff engagement activities to connect employees of all departments.

#### #StayLearning

To unlock the full potential of its employees, and foster a culture of continuous development, Cigna is committed to supporting its employees to achieve their personal and professional development goals. Cigna not only continues to provide structured classroom and virtual trainings, but it also established Cigna University, an online learning platform that provides personalised and data-driven learning experiences for employees to pursue at their own learning preference, time, and pace.

### An ever-evolving commitment to staff wellbeing

To embrace the new normal in a post-pandemic world, with its expertise in health and wellness, Cigna continues to identify prevailing and emerging wellbeing needs from its employees so as to provide an engaging and meaningful employee experience that best aligns its corporate values and commitment to its customers.

作為2020年《財富》500強排名第13位的環球健康保障專家，信諾的使命是透過為客戶提供負擔到、保障到、及預計到的健康保險服務，幫助客戶提升健康及提供安心的保障。

### 正視不斷變化的健康需求

新冠肺炎疫情對工作及個人生活帶來重大影響，僱員的期望和需求亦隨之轉變。根據過去18個月持續進行的「信諾新冠肺炎疫情的全球影響研究」調查結果，信諾運用得出的數據革新其2019年推出的「360全方位員工體驗計劃」。該計劃的一大亮點是推行混合工作模式，以迎合員工對彈性工作的需求，並透過不同範疇，包括身體健康 (#StayHealthy)、心靈健康 (#StayAtEase)、緊密聯繫 (#StayConnected) 及持續學習 (#StayLearning) 的全面健康推廣活動以聯繫員工。

#### #StayHealthy

信諾在疫情期間為員工提升醫療福利，讓他們享用與客戶相應的醫療保健支援，當中包括涵蓋新冠肺炎住院治療的醫療開支、簡化索償手續、以及信諾首創的信諾視像診療服務，並豁免藥物運送費用等。

#### #StayAtEase

其員工支援計劃為受新冠肺炎疫情影響而急需財政支援的員工，提供免費心理諮詢服務及員工援助基金。信諾的理念是提升整體健康，因此提供資源以鼓勵員工自我保健，及協助他們紓緩壓力，走出逆境。

#### #StayConnected

互相合作及保持緊密溝通互動是信諾推廣的工作文化。公司推行靈活的混合工作模式，在便利員工與營運需求之間取得平衡，並舉辦一系列網上及實體活動供員工參與，以聯繫各部門員工。

#### #StayLearning

為了讓員工充分發揮潛能並培養持續學習的文化，信諾致力支持員工實現個人及職業發展的目標。除了持續提供正規課堂和虛擬培訓外，信諾亦成立網上學習平台「信諾大學」，為員工提供個人化及以數據主導的學習體驗，讓他們根據自己的喜好、時間及節奏學習。

### 對員工健康的持續承諾

因應後疫情時代的新常態，信諾將運用其在健康及保健方面的專業知識，了解員工現今及未來的健康需要，從而為員工提供參與度高及有意義的體驗，以秉承其企業價值觀及實踐對客戶的承諾。



# MANAGING A POST-COVID RESURGENCE OF EMPLOYEE MISCONDUCT CASES

## 處理疫情後捲土重來的員工不當行為



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楊芷彤

**E**mployee misconduct can take many different forms, be it financial, regulatory, harassment, discrimination, or breaches of company policies. Allegations and complaints regarding misconduct or the discovery of incidences of misconduct may come from a variety of sources and functions, ranging from routine compliance checks to external sources, whistleblowers or even regulatory dawn raids.

### How to protect the organisation

Companies should ensure that they have solid employment documentation, policies and procedures in place, including employment contracts; employee handbooks and policies; a code of conduct; a whistleblower policy; and, particularly following the impact of COVID-19 on work practices, a bring-your-own-device and/or IT use policy as well as a work-from-home policy. Obligations and standards must be reinforced through regular training and communications.

### How to define the investigation's objectives and weigh considerations

If, despite stringent measures in place, a case of misconduct is unveiled, consideration must be given to the underlying purpose and aim of an investigation before embarking on the process.

The employer should question:

- Are the issues or allegations credible and do they require a full investigation?
- Will the financial cost outweigh the damage caused/loss incurred?
- Is there a reputational risk, and how to manage it?
- How to manage the pressure on resources?
- How will it affect staff morale and leadership?
- Does it involve cross-border data transfer?

### How to prepare for an investigation

It is important to meticulously plan investigations by considering which departments to involve – legal, compliance, HR, IT, forensics,

## 員

工不當行為可以有很多種，涉及範圍包括財務、監管、騷擾、歧視或違反公司政策。企業可通過各種消息來源和途徑，包括例行合規檢查、外部消息來源、舉報人，甚至監管機構的「黎明突襲」行動，接獲關於不當行為的指控和投訴，或揭發不當行為。

### 如何保障企業

企業應確保齊備僱傭文件、政策和流程以保障公司，包括僱傭合約、員工手冊和政策、行為準則、舉報政策；尤其鑑於新冠疫情對工作模式的影響，亦應制定自攜設備和/或資訊科技應用政策，以及在家工作政策。企業必須進行定期培訓和溝通，以確保員工遵守相關規定和準則。

### 如何定義調查目標並權衡考慮

除了制定嚴格的措施，一旦發現不當行為，展開調查前須先考慮調查的基本目的和目標。

僱主應質疑：

- 提出的問題或指控是否可信？是否需要進行全面調查？
- 財務成本會否超過造成的損害/損失？
- 是否存在聲譽風險，如何處理？
- 如何管理資源壓力？
- 這對員工士氣和領導管治將有何影響？
- 是否涉及跨境數據轉移？

### 如何準備調查

必須就調查進行細心規劃，考慮涉及的部門——法律、合規、人力資源、資訊科技、法證、管理、總部等，決定由誰統籌調查，確定相關司法管轄區，並檢查要為受查員工提供的文件。

內地分別由2021年9月1日和2021年11月1日起實施新《數據安全法》和《個人信息保護法》，這將影響日後所有涉及內地的跨境調查。兩條法例均規定必須得到「中華人民共和國監管部門」批准才能將數據轉移





到內地以外地區，企業和法律與法證顧問需了解如何在新監管框架下運作。

### 如何展開法證調查

法證調查人員是受過訓練的科技專家，他們與企業及其法律顧問攜手合作，在調查期間收集、保存和分析數據。

單靠企業內部資訊科技部門處理可能對調查至關重要的證據，或會增加處理不當、篡改和損壞的風險。僱主必須考慮何時啟動法證調查程序，並搜集所有適用的相關數據和設備。

要取得最佳成果，調查必須具針對性、有組織、保密和謹慎，並盡量避免搜證過程妨礙業務運作。若數據儲存在雲端系統上，可在工作時間以外秘密搜證，或在某些情況下遙距進行相關操作。

監管機構進行「黎明突襲」行動期間，一般會搜集特定交易和個人的數據。法證調查人員將會與法律顧問和監管機構協商收集數據的最佳方式，以盡量減少對業務的干擾。

### 進行面談並作出跟進

要取得最佳成果，必須在多方面作出策略和務實決定，包括受訪者和證人的身份；面談的時間和地點，一般會遠離辦公場所；首席訪談員和其他與會者；以及牽涉的部門。有系統的調查程序和清晰的提問也有助調查取得成果。

面談後採取的具體行動，因面談結果而定。可行的步驟包括：與員工就調查狀態、保密協議和持續配合進行溝通；要求員工停職或放有薪假；即時歸還公司設備、硬盤和禁止遙距登入公司系統；即時解僱。僱主亦可考慮加強公司和大廈出入口保安。

### 因情況而異

員工不當行為為個案各有不同，沒有統一適用的調查方式。企業應時刻做好對策準備，與所有持份者進行清晰的溝通，並與外部法律顧問、法證科技專家和公關專家等關鍵聯繫人保持聯繫。

management, HQ; identifying who will lead and co-ordinate the investigation; determining relevant jurisdictions; and checking what documentation is in place for the employee to be investigated.

The new Data Security Law effective from 1 September 2021 and the Personal Information Protection Law enforced from 1 November 2021 will impact all cross-border investigations involving Mainland China in the future. Both require approval from “competent authorities of the PRC” to transfer data outside of Mainland China and companies and legal and forensic advisers will need to learn how to operate within this new regulatory framework.

### How to lead a forensic investigation

Forensic investigators are technology experts trained to collect, preserve, and analyse data during an investigation. They work hand-in-hand with companies and their legal advisers.

Relying on in-house IT departments only could increase the risk of mishandling, tampering and corruption of evidence that may be vital to the investigation. Employers must consider when to launch the forensic investigation, and gather all available and relevant data and devices.

For best results, investigations must be targeted, organised, confidential and discreet. Forensics operate to minimise disruption to the business. Collections can be done covertly outside business hours, or remotely in some instances, when data is stored in the cloud.

In regulatory dawn raid situations, regulators are generally looking for data on specific transactions and individuals and forensic investigators will co-ordinate with legal advisers and regulators to negotiate the best data collection strategy to minimise interruption.

### Conducting and following up on interviews

Several strategic and practical decisions must be made concerning the identity of interviewees and witnesses; timing and location of interviews – generally away from office premises; the lead interviewer and others in attendance; and departments involved. A structured process and clear questioning are also key to a fruitful investigation.

The course of action to take after the interview may vary significantly depending on the interview outcome. Possible steps include: communication with the employee regarding status of the investigation, confidentiality obligations and need for ongoing co-operation; suspension or garden leave; immediate return of company devices, hard drives and remote log-in capability; immediate termination of employment. Employers may also consider enhancing security and access to the building.

### No one-size-fits-all

There is no one-size-fits-all when it comes to employee misconduct cases, but companies should always be prepared and strategic, communicate clearly with all stakeholders, and have key contacts, including external legal counsel, forensic technology experts and public relations experts, readily available.



HumanResources  
Online.net

# HR VENDORS OF THE YEAR 2021

HONG KONG

## Best of the best 精英中的精英

This year marked the return of Human Resources Online's (HRO) HR Vendors of the Year (VOTY) Awards. After a brief hiatus in 2020, thanks to the pandemic, the 2021 in-person event was the first time we brought the city's top in-house HR teams for the HR Distinction Awards (see page 32) and HR Vendors under one roof to break bread.

These awards aim to reward and showcase the diverse range of best-in-class HR service providers who are well-placed to strengthen and future-proof HR capabilities.

With the increasing need to build deep functional capabilities, HR teams greatly leverage on HR solution providers who are committed to supporting the growth of the HR function, which in turn, supports the needs of businesses to stay competitive, seize new opportunities, and unlock the potential of their organisations and people.

In a particularly challenging year for HR teams the world over, having the correct systems in place has been the difference in being successful during a monumental moment in history.

With 14 competitive categories, and three Grand Prize winners, in everything from payroll to outsourcing, and HR technology, the occasion brought to the fore the very best HR service providers in the region.

HR management platform Workday walked away as gold winners for Best Performance Management System, Best Digital Learning Platform, and Best HR Management System. It also took home the overall Grand Prize as Best Technology Solution Provider for the year.

BIPO was also successful with gold in Best Consultancy of the Year, and Best HR Outsourcing Provider, along with two silvers and a bronze to top off its haul for the evening.

Recruitment firm Ergon, which won gold for Best All-Round Recruitment Agency, and Best Recruitment Outsourcing Partner, also walked away as a Grand Prize winner – Best Recruitment Agency of the Year.

Each year, a panel of top HR leaders judge the awards. This year, the panel included senior HR professionals from brands such as Jardine Matheson, Richemont Asia Pacific, Moody's Corporation, Swire Properties, and more.

The HR VOTY honours and recognises the incredible efforts of HR solution providers who strive relentlessly to help HR keep up to date with workforce transformation by providing superior client services and solutions.

Keep reading to see the full list of winners. **H**

**繼** 2020年受疫情影響短暫停辦之後，《Human Resources Online》主辦的「年度最佳人力資源服務供應商大獎」於2021年強勢回歸，更首度與「人力資源卓越大獎」（見第32頁）合併，讓本港一眾頂尖企業內部人力資源團隊與人力資源服務供應商在頒獎典禮上聚首一堂，共享殊榮。

這些獎項旨在獎勵和表揚一眾傑出人力資源服務供應商，並展現他們如何協助人力資源人員提升能力，為未來做好準備。

人力資源服務供應商致力支援人力資源團隊培養深厚專業能力和擴展職能，以滿足企業需求，協助企業保持競爭力、抓緊新機遇，並發揮其組織和人才的潛能。

在這別具挑戰的一年，制定合適的機制是協助全球人力資源團隊在這個重要歷史時刻取得成功的關鍵。

獎項共設有14個競爭激烈的組別，並選出三個大獎得主，涵蓋薪酬、外包服務、以及人力資源科技等各個範疇，以表揚區內最優秀的人力資源服務供應商。

人力資源管理平台Workday在最佳績效管理系統、最佳數碼學習平台／系統和最佳人力資源管理系統三個組別贏得金獎，並勇奪「年度最佳人力資源科技解決方案供應商」大獎殊榮。

BIPO亦榮獲「年度最佳顧問公司」大獎，並奪得最佳人力資源外判服務供應商組別金獎，以及兩銀一銅，滿載而歸。

獲得最佳全方位招聘機構和最佳招聘外包合作夥伴兩個組別金獎的招聘公司Ergon，亦成為當晚「年度最佳招聘機構」大獎的得主。

每年的獎項均由頂級人力資源領袖組成的評審團進行甄選，今年的評審包括來自怡和洋行、歷峰集團亞太區、穆迪公司、太古地產等品牌的高級人力資源專業人員。

「年度最佳人力資源服務供應商大獎」對致力為客戶提供卓越服務和解決方案、努力不懈協助人力資源人員緊貼勞動力轉型步伐的人力資源服務供應商作出表彰和嘉許。

以下是完整得獎者名單。 **H**





## Full list of winners: Vendors of the Year Awards 2021, Hong Kong

Best HR Outsourcing Service Provider	BIPO Service North Asia Limited	<b>GOLD</b>
	Mercer (Hong Kong)	<b>SILVER</b>
	Ergon Global	<b>BRONZE</b>
	Elements Global Services	<b>BRONZE</b>
Best Compensation & Benefit Consultancy	Mercer (Hong Kong)	<b>GOLD</b>
	Willis Towers Watson	<b>SILVER</b>
	Pretium Partners	<b>BRONZE</b>
Best Payroll Outsourcing Partner	Links International	<b>GOLD</b>
	BIPO Service North Asia Limited	<b>SILVER</b>
Best Contract Staffing Solution Agency	Links International	<b>GOLD</b>
	CGP Enterprise Solutions	<b>SILVER</b>
	Peoplebank	<b>BRONZE</b>
Best Recruitment Outsourcing Partner	Ergon Global	<b>GOLD</b>
	HotelsHR	<b>SILVER</b>
	Links International	<b>BRONZE</b>
Best All-round Recruitment Agency	Ergon Global	<b>GOLD</b>
	Links International	<b>SILVER</b>
	Chandler Macleod	<b>BRONZE</b>
Best Performance Management System	Workday	<b>GOLD</b>
	SAP Hong Kong	<b>SILVER</b>
Best Payroll Software	SAP Hong Kong	<b>GOLD</b>
	BIPO Service North Asia Limited	<b>SILVER</b>
	Take5 People	<b>BRONZE</b>
Best Digital Learning Platform/System	Workday	<b>GOLD</b>
	SAP Hong Kong	<b>SILVER</b>
	LSF Global	<b>BRONZE</b>
Best HR Management System	Workday	<b>GOLD</b>
	SAP Hong Kong	<b>SILVER</b>
	BIPO Service North Asia Limited	<b>BRONZE</b>

### Overall Grand Winners

#### Best HR Technology Solution Provider of the Year

**Workday**

#### Best Recruitment Agency of the Year

**Ergon Global**

#### Best Consultancy of the Year

**BIPO Service North Asia Limited**



# BANKING ON WELLBEING AND A HOLISTIC CULTURE



**DBS Bank took home five awards at HRO's HR Distinction Awards 2021,** including gold for Excellence in Workplace Culture. HRO sits down exclusively with Sharon Cheng, Head of Human Resources, DBS Hong Kong, to find out why employee wellbeing is at the core of building a holistic office culture at the bank.

## **Q Why is employee wellbeing so important to DBS as a company?**

People are our greatest assets and their wellbeing is always our top priority. We are committed to providing our employees with comprehensive wellbeing support to forge strong employee relationships with a nurturing and caring culture that engages employees, their families, and the community.

We adopt a holistic view to look after employees' wellbeing – 'live well, eat well, stay well and save well'; as we aim to empower our employees to stay healthy – physically, emotionally, financially, and to sustain healthy lifestyles.

We understand the needs of our employees may vary from each other and may also evolve during different stages of their life cycles. As such, at DBS we offer hyper-personalised benefits and wellness for our people to support their different needs.

For example, the 'iFlex@DBS' programme combines a flexible medical plan with a flexible spending account. This allows employees to tailor their own benefits packages where they can select from a variety of medical benefits, and spend on items related to wellness – from gym memberships to massages, and even work-from-home gadgets.

We also understand that the mental wellbeing of our people is equally important. 'Our iHealth Well App' was launched in January 2021 to support their mental wellbeing. The app maximises healthy behavioural change through a personalised health coach, engaging activities, gamification, social interactions, and rewards.

## **Q What are some of the challenges you have faced over the past year and how did you overcome them?**

In view of the massive changes brought about by COVID-19, DBS introduced a comprehensive range of transformation initiatives under our 'Future of Work' strategic agenda that started in November 2020.

We have implemented a permanent hybrid work model where all DBS employees can allocate 40% of their time to working remotely. Besides that, flexible work arrangements initiatives such as job sharing will be introduced to help our employees fulfil both personal needs and the demands of work.

## **Q You won gold for Excellence in Workplace Culture. How does DBS foster a holistic office culture, and what are some of the lessons that you have learnt?**

As a purpose-driven organisation, DBS reimagines steering human capital strategies in hiring, and developing the people who can drive this transformation and support the bank's growth. Building a future-ready workforce starts with hiring the best talents. We are committed to providing a joyful candidate experience from start to finish.

To 'create culture by design' is the responsibility of DBS HR, and we have played a key role in ensuring our values and culture are embedded into the fabric of the bank, and every individual. We embrace a mindset of continuous growth and development to thrive in the new 'normal' world.

## **Q What are some trends with regard to employee wellness and talent management you foresee in the future?**

We believe the working world will continue to change in the post-pandemic future. Employees in almost every role and industry will need to acquire new skills. To cope with rapid and continuous changes, the need to reskill and upskill our entire workforce is one of the most significant challenges we face today, and in the foreseeable future.

For employee wellness, we believe the trend of hybrid work serves as an opportunity for optimal work-life balance – the demand is not only from job seekers from the younger generation, but the resilient workforces across generations that enable productivity in the new normal.

## **Q What does the future of work look like at DBS?**

We will accelerate transitioning into operating models of project-specific data-driven squads for an end-to-end journey with employees from cross-functional teams so we can work in an agile manner.

To facilitate co-creation as well as supercharge ideation and cross-team discussions, our workplace will be reconfigured and transformed into 'Joyspace' to enable greater collaboration and ideation.

In Hong Kong, we started this journey in 2019 to redesign our office for the technology and operations team in Kwun Tong into an agile collaboration workplace. We will further reconfigure our workspaces in other premises to enable greater collaboration and ideation, aiming to blend the best physical and virtual mode for working under our 'Future of Work' vision.



# DRIVING A BEST-IN-CLASS WORKPLACE EXPERIENCE

## 打造一流辦公室體驗

A FRIENDLY AND COLLABORATIVE CULTURE IS AT THE  
HEART OF EVERYTHING ZUNG FU DOES

仁孚擁有友善、協作的職場文化，並視之為企業的核心



**Zung Fu is synonymous with modern** luxury and unique lifestyle experiences. Its first-class office facilities and services match both its commitment to employee happiness, and the prestige of its customers' exceptional car ownership experiences, making it one of the best employers to work for in Hong Kong.

The recently relocated Zung Fu House consists of up to 10 newly designed facilities. It brings all its staff together under one roof to facilitate better two-way communication, reinforce a collaborative culture, and provide a better working environment.

The office and meeting rooms are open-plan to facilitate a friendly and collaborative culture founded on its value to advocate openness and transparency. Moreover, it is designed to be both agile and flexible so the space is easily adaptable to meet the varying needs of its employees. An opinion board has been installed in the office where employees can express their feelings and offer feedback. Zung Fu takes these on board by investing in and implementing a wide range of wellness activities to support its employees' holistically.

There are no 'hangry' employees at Zung Fu, with a canteen that offers a variety of meals for different palates at a subsidised rate. A shuttle to the office takes care of transport, and a newly installed gym with a licensed physical trainer offers a variety of classes.

Staff are able to de-stress, keep fit, and maintain their work-life balance. These facilities make the employee experience at Zung Fu a true 360-degree experience.

Creating an incredible office is just one part of Zung Fu's employee engagement strategy. Its 'Key2Wellness' programme optimises employee wellbeing, and aims to support employees' physical, mental, financial, and social health.

At Zung Fu, learning, development, and onboarding are complemented by its innovative use of HR technology, which has enabled it to reduce over 90% of the usage of paper on processes that include leave applications, performance management, and merit reviews.

A 360-degree panoramic virtual tour allows staff and new joiners to explore the entire operation's facilities through the lens of its customers, and experience how it makes every journey exceptional. This immersive experience is available on its well-designed company learning website, at its staff's fingertips anytime, anywhere.

Further, the use of a digital learning platform promotes continuous learning and enhanced communication for staff. The platform allows employees to create content and share their own learning with the company, including through articles and videos.

'Exceptional Journeys' is Zung Fu's promise to its customers, partners, communities, and to each other. It speaks to its commitment to harness the power of its collective talents, strengths, and capabilities to deliver great experiences that exceed expectations and make every journey exceptional.



仁孚是現代豪華尊貴生活體驗的代名詞，其一流的辦公室設施和服務，體現對同事及顧客的承諾，為員工打造非凡工作環境，為顧客帶來卓越駕乘體驗，使其成為香港最佳僱主之一。

嶄新的仁孚港島汽車中心設有10多項新設施，將所有員工雲集一堂，以促進雙向溝通，加強合作文化，並提供更好的工作環境。

秉承公開透明的價值觀，辦公室和會議室採用開放式設計，以培養友善、協作的職場文化，員工亦可因應不同需求靈活調動空間。辦公室另設有意見板，同事可自由表達自己的感受並提供回饋。仁孚因應這些意見投放資源推行各類健康活動，為員工提供全面的支援。

仁孚的員工飯堂以優惠價格提供不同口味的膳食，保證不會「餓壞」員工。在交通方面，公司提供專車接送員工往來辦公室。公司亦另設健身房，由註冊健身教練教授各種課程，助員工減壓、保持體態、維持工作與生活平衡。林林總總的設施都能全方位照顧每位同事的需要。

完善的工作環境只是員工體驗的一部分。仁孚亦推出「Key2Wellness」活動，旨在提高同事對身心靈健康的關注，促進員工的身體、精神、財政和社交健康。

結合數碼科技運用也是仁孚成功之道。仁孚運用創新人力資源科技為同事提供嶄新的學習和入職體驗，同時在假期申請、績效管理和評估等過程中，有效減少超過90%的用紙量。新入職的同事可透過精心設計的公司學習網站，透過360度全景虛擬導覽，以顧客的視角探索整體營運設施，並體驗仁孚如何締造每一趟非凡旅程。

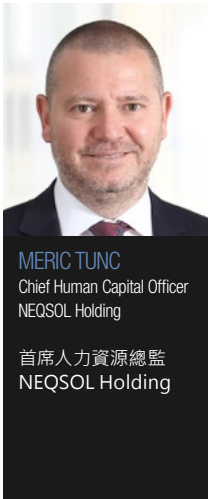
在個人發展方面，仁孚的數碼學習平台鼓勵同事持續學習。員工可透過撰寫文章和拍攝影片等方式創建內容，分享他們的學習體驗，公司亦可藉此加強與員工的交流。

「非凡旅程」是仁孚對顧客、合作夥伴、社區以及彼此的承諾，透過結集業界精英及專業知識，開拓前瞻性視野，締造每一趟非凡旅程。



Zung Fu 仁孚





MERIC TUNC  
Chief Human Capital Officer  
NEQSOL Holding

首席人力資源總監  
NEQSOL Holding

# The future of human resources in the post-pandemic digital age

## 後疫情數碼時代下的人力資源未來發展

COVID-19 has proved society's ability to work through volatile circumstances and successfully adapt to rapidly changing environments. Over the past 18 months, the workplace has become a centre of this change and organisations have felt the pressure to keep their workforces engaged, productive and resilient in a new digital age.

More recently, public discourse has been consumed by conversations around what the new normal will look like, particularly for the workplace. Against this backdrop, human resources has become more integral than ever.

It is expected that most companies will continue to conduct some, if not all, of their operations remotely. Though there are positive outcomes to this, including more flexible and agile ways of working, there are also a number of challenges that HR professionals will need to overcome to ensure their workforces remain competitive, driven and content.

Employee connections and communication that occurred naturally in the office must now be facilitated by online platforms; recruitment is being conducted virtually, increasingly for jobs that are based remotely; and the training and development of staff is being transferred to the digital space.

Post-pandemic, a robust business strategy will include digital investment in the core business as a priority. HR teams must make a clear business case for how their roles can be adapted to fit within the framework of limited in-person contact, and for the resources they need to execute their functions.

At NEQSOL Holding, we have chosen to view the challenges of the pandemic, and accelerated digital processes, as an opportunity for our business, particularly for our HR team. From the earliest stages of the global lockdown, we took the strategic decision to prioritise identifying new ways to retain and develop talented individuals within our business.

As our business continues to expand across multiple geographies, it is vital we support and bolster our workforce across all subsidiaries and to develop a cohort of strong, collaborative and conscientious leaders. Now, in an increasingly 'digitised' world, more than ever.

We embraced these times of uncertainty by focusing on the development needs of our workforce, and introduced our 'Succession Readiness Programme' – the first of its kind in the region. The programme aims to create valuable and constructive career development opportunities for NEQSOL Holding management employees, ensuring the company has the critical talent required to achieve its strategic ambitions.

Alongside this, we have also accelerated our investment in 'NEQSOL Academy', a digital learning platform that builds bridges between colleagues across borders and industries.

新冠疫情已證明社會有能力應對突如其來的轉變，並成功適應瞬息萬變的環境。過去18個月，職場已成為這一轉變的核心，在新數碼時代下，企業必須致力令員工團隊保持敬業、工作效率和應變能力。

坊間最近的主要話題圍繞新常態會是怎樣，尤其是職場環境。在此背景下，人力資源管理變得比以往更重要。

預計大多數企業將繼續採取混合工作模式，遙距營運部分業務。雖然這種做法較靈活彈性，但人力資源專業人員仍要克服許多挑戰，以確保員工保持競爭力、工作動力和滿足感。

員工以往在辦公室的自然互動和交流，現時必須通過網上平台來維繫；招聘正以虛擬方式進行，遙距辦公的工種也越來越多；員工培訓與學習亦移至數碼空間。

疫情過後，穩健的業務策略會將核心業務方面的數碼投資納入為首要任務。人力資源團隊必須制定明確的業務指引，釐清在有限的面對面接觸框架下，如何調整他們的角色以作適應，以及他們履行職務所需的資源。

NEQSOL Holding視疫情帶來的挑戰和加速的數碼化轉型為一個機遇，尤其對於人力資源團隊。我們早在全球採取封鎖措施的初期階段已制定對策，致力尋求新方法來留住和培養內部人才。

身處現今日益「數碼化」的世界，隨著我們繼續在多個地區拓展業務，支持和壯大所有子公司的員工團隊，並培養一批互相合作和盡責的出色領袖十分重要。

面對不明朗的時期，我們致力關注員工的發展需求，並推出區內首創的「繼任人準備計劃」，旨在為NEQSOL Holding的管理層員工提供寶貴而有益的職業發展機會，確保公司擁有所需關鍵人才實現我們的戰略大計。

此外，我們亦加快對數碼學習平台「NEQSOL學院」的投資，為不同地域和行業的同事架起聯繫橋樑。

該平台獲得LinkedIn Learning等認可機構的支持，並提供哈佛商學院和麻省理工學院史隆管理學院的一流教育資源，同時結合社交元素，鼓勵用戶在學習期間進行交流、討論和聯繫。



The platform is supported by accredited institutions, including LinkedIn Learning, and facilitates access to top-tier educational resources from Harvard Business School and the Massachusetts Institute of Technology (MIT) Sloan School. It also combines a social element, encouraging users to exchange, discuss and connect as they learn.

As our owner and founder Nasib Hasanov likes to remind us, human capital is our company's greatest asset. We are both very proud of the work we have done – particularly in the context of the global pandemic – to protect this.

Eighteen months on from the first global lockdown, we are yet to fully understand the long-term impact of COVID-19 on working practices. Yet, as we emerge from this pandemic, and the dust settles thanks to successful vaccination programmes, C-suite professionals will be looking to human resources teams to ensure their workforces remain competitive, driven and content.

Human resources teams will be essential in managing the organisational changes that have been ushered in by COVID-19; this is an opportunity that should be embraced.

正如企業持有人兼創辦人Nasib Hasanov經常提醒我們：人力資源是公司最重要的資產。我們致力保護公司的人力資源，尤其在全球疫情大流行的環境下，我們對自己所作出的努力深感自豪。

全球首次採取封鎖措施至今18個月，我們尚未完全了解新冠疫情對工作實踐的長遠影響。然而，有賴疫苗接種計劃成功展開，我們逐步走出疫情陰霾，最高管理層將依靠人力資源團隊來確保員工保持競爭力、工作動力和滿足感。

人力資源團隊對於管理新冠疫情帶來的組織變革將十分重要，這個機會應好好把握。



# HOW LEE KUM KEE EMBEDS CORPORATE CULTURE IN THE HEART OF CRISIS MANAGEMENT



## 李錦記如何將企業文化融入危機管理核心

**The way that companies lead through a crisis correlates strongly with employee retention intent.** According to the 2021 Global Employee Survey by Globalization Partners, more than half (56%) of respondents reported their perception of their company leaders had stayed the same or worsened since the outset of the pandemic. However, for the 44% that reported an improved perception of company leaders, they plan to stay at their current company for more than three years.

As the economy bounces back, HR teams brace for a wave of resignations. How companies have steered through the COVID-19 crisis will reflect in their business performance. HR is critical in developing a strong corporate culture and a collaborative and engaged workforce.

"Maintaining employee morale as well as a steady supply of product and services is critical to retaining stakeholders' trust and loyalty during a crisis," said Derek Wu, Executive Vice President – Global HR at Lee Kum Kee.

The Hong Kong-based company, which has been in operation for more than a century, has seen its way through its fair share of crises. The key, according to the award-winning brand, is adopting a holistic approach to managing its human resources, strengthening its people strategy, and prioritising the impact of people.

Communication may seem simple enough, but it can easily be the missing link between crisis and calm. During COVID-19, Lee Kum Kee established a task force to ensure potential risks and issues were being considered and managed, as well as to keep the staff abreast of news, both internal and external. Keeping dialogue open means Lee Kum Kee is able to readily support and take care of its staff according to their needs.

Employee wellbeing and safety are the top pillars of Lee Kum Kee's crisis management strategy. "Only when our staff feel protected, safe and secure can Lee Kum Kee deliver safe and high-quality products to its consumers," Wu said.

Keeping staff motivated can be tough during a crisis. That's why Lee Kum Kee offered its employees both compensation and non-monetary awards to demonstrate its commitment to its staff. It also provided online learning opportunities for staff to acquire new knowledge and develop skills for future career development.

"Fostering trust, integrity and a collaborative team spirit between the organisation, leaders and employees is one of the critical success factors for a company to achieve sustained development before, during and after a crisis," Wu added.

企業應對危機的方式與員工留職意願密切相關。據Globalization

Partners的「2021年全球員工調查」顯示，逾半（56%）受訪者表示自疫情爆發以來，他們對公司領袖的觀感保持不變或變差，但亦有44%的受訪者表示對公司領袖的觀感變好，並計劃在目前公司留任三年以上。

隨著經濟復甦，人力資源團隊應做好準備應對新一波辭職潮。公司的業務表現將反映其應對新冠疫情危機的成效。人力資源團隊必須培養強大的企業文化，並建立相互合作且敬業樂業的員工團隊。

李錦記全球人才資源執行副總裁胡君仲表示：「在危機中保持員工士氣，以及產品供應和服務質素，是保持持份者信任和忠誠度的關鍵。」

這家百年香港老字號不止一次克服危機，關鍵在於以全面的方式，管理人力資源，加強人才策略，以及將人才的影響放在第一位。

溝通看似簡單，但面對危機的時候很容易會忽略這一點。在新冠疫情期間，李錦記成立了一隊專責小組，專注審視和處理潛在風險和問題，並為員工提供最新的內部和外部資訊。

保持公開透明的溝通，使李錦記能夠因應員工的需求，提供適切的支援和照顧。

員工的健康與安全是李錦記危機管理策略的重點。胡君仲指：「令員工感到受保護、安全和安心，李錦記才能為消費者提供安全優質的產品。」

在面對危機期間令員工保持積極並不容易，因此李錦記為員工提供薪酬補償和非金錢獎勵，以表明重視員工，又提供網上學習機會，助他們掌握知識和培養新技能，為未來職業發展作好準備。

胡君仲補充道：「在公司、領導與員工之間培養信任、誠信和團隊合作精神，是在危機發生之前、期間和之後，公司得以持續發展的關鍵成功因素之一。」



## MORE THAN A JOB – SOCIETE GENERALE’S BEST PRACTICES TO BOOST THE EMPLOYEE EXPERIENCE



**Societe Generale's Hong Kong office, opened in 1977, and currently** with more than 1,200 employees, is its centre of operations in the Asia Pacific region. Some of its biggest strengths lie in adapting to the changing needs of the workforce. From caring for employees, to leadership and talent development, it knows its most successful investment to date has been in its people. Here are five HR-led initiatives that offers a glimpse of how Societe Generale is nurturing promising and fulfilling careers for its staff.

### **'Returnship' programme**

In 2021, Societe Generale launched the Returnship programme in Asia Pacific. It is a six-month paid contract designed for talent looking to reintegrate into the workforce and develop their skills. In the rapidly evolving banking industry, the Returnship programme offers a smooth and empowering transition back to work for experienced professionals who have been on an extended career break. The programme includes a tailored onboarding journey with training, mentoring, and networking events.

### **Family-friendly policy**

Societe Generale has designed a robust and holistic benefits plan surrounding leave entitlements; flexible working arrangements, including remote working; an employee assistance programme; and parental transition support to assist its employees at different stages of their lives. Staff can enjoy up to 30 days

of annual leave, 20 weeks of maternity leave, 15 days of paternity leave, and other personal leave entitlements. For prospective parents, parental transition support and coaching is provided. The employee assistance programme has a noble mission of supporting staff facing personal, family, or financial issues. Meanwhile, remote working has been in place at the firm since 2016. On top of that, its flexible working policies give staff the peace of mind they need to adapt to any personal circumstance. For example, once a month, staff can leave work two hours early to run errands.

### **'Live My Life' programme**

The Live My Life programme enables employees to understand and discover job departments outside of their own, as well as access to cross-learning opportunities. Open to all APAC employees, the initiative includes meetings (in-person and online) with senior representatives, at least eight hours of job shadowing, lunch and learn sessions, and internal career fairs; thus, opening up a world of mobility and growth for the regional workforce.

### **Traditional, group, and reverse mentoring**

A variety of mentorship programmes are designed to engage employees no matter the stage of their career journey. As part of the traditional programme, motivated employees can develop leadership skills, assume more responsibility, and gain visibility in the organisation. Group mentoring allows more communication, collaboration, and counselling among peers, while reversed mentoring swaps the traditional role of mentor and mentee to facilitate the exchange between different seniority levels.

### **'Sponsorship' programme**

In its Sponsorship programme, senior management shares insider knowledge with their protégé on how to advance in the organisation, and fills any development gaps blocking their progress. The programme enables introductions to influential people in their network, provides high visibility opportunities and projects, and brings out a public advocate for their protégé.





# How to design an equitable organisation (and why it's crucial for business)

## 如何設計一個公平的組織 (以及對企業有何重要)

In June 2019, 500 Wayfair employees walked out of the company headquarters in Boston to protest the sale of beds to US Immigration and Customs Enforcement detention centres where children and parents seeking refuge were being separated and locked in cages.

In March 2020, dozens of employees at publishing company Hachette walked out of their company's headquarters in New York City to protest its decision to publish a memoir by alleged child molester Woody Allen.

Later, in 2020, in the middle of the pandemic, hundreds of Facebook employees staged a virtual walkout by taking the day off to protest their leadership's decision to allow Donald Trump to post false, inflammatory, and racist posts.

And just last month, Netflix employees staged a walk-out for trans solidarity in response to the company's handling of Dave Chappelle's new comedy special.

As more and more individuals begin to recognise the reality of interdependence and organise for big changes, their power grows. And leaders will be forced to respond.

"Younger employees and customers have come to see practices such as sustainability and community economic empowerment as mandatory for their loyalty," writes Rohini Anand, a business leader who served as global chief diversity officer at Sodexo.

In short, whether leaders choose to co-create a more equitable world, or not, will directly impact their ability to hire talent.

### So what's an HR professional to do?

First, understand that your hiring and retention rates are lagging indicators. They indicate how welcoming and inclusive your culture is of difference, but they should not be the first or only measure of your success in designing an equitable organisation.

In general, when my firm consults with organisations, we like to take a three-step approach to designing an equitable organisation:

1. Awareness and education
2. Skill building
3. Accountability

2019年6月，美國家具電商公司Wayfair在波士頓總部的500名員工發動罷工，指美國移民和海關執法局的非法移民拘留中心強行將尋求庇護的難民兒童與父母分開，並將他們鎖在籠子裡，因此抗議公司向當局出售睡床。

2020年3月，法國出版社Hachette在美國紐約市總部的數十名員工走上街頭，抗議公司為涉嫌猥褻兒童的活地亞倫出版回憶錄。

及後在2020年疫情期間，數百名Facebook員工集體請假一天進行虛擬罷工，抗議管理層允許特朗普發布虛假、煽動性和帶有種族歧視的帖文。

剛於上月，Netflix員工發起跨性別團結罷工，以回應公司對Dave Chappelle最新喜劇特輯的處理手法。

隨著越來越多人開始意識到相互共生的現實，並組織起來推動重大變革，他們的力量正不斷增長，而領袖將被迫作出回應。

擔任Sodexo全球首席多元總監的商業領袖Rohini Anand寫道：「年輕的員工和客戶已將可持續發展和社區經濟賦權等實踐，視為獲取他們忠誠度的必要條件。」

簡言之，領袖會否選擇共建一個更公平的世界，將直接影響他們招聘人才的能力。

### 人力資源專業人員該怎樣做？

首先要明白，招聘率和留職率是滯後指標，可以反映出公司的文化有多受歡迎和包容，但不應作為衡量設計公平組織成敗的首要或唯一標準。

一般而言，當我的公司為企業提供諮詢時，我們喜歡採取三個步驟來設計一個公平的組織：

1. 認知和教育
2. 培養技能
3. 問責



Awareness and education means establishing a baseline understanding in your organisation of DEIA terms, including diversity, equity, inclusion and accessibility itself. You'd be surprised how often I've discovered that leadership and staff are not even defining the term inclusion in the same manner, and that's what's leading to massive confusion and conflict in the organisation.

Inclusion does not mean everyone gets a vote, and equity is not always preferred over equality. These terms need to be understood in their nuance, especially by leadership.

Once there's a baseline understanding of what these terms mean, as well as a vision for what type of organisation you're trying to be, HR professionals should undergo company-wide trainings, starting with leadership, to build critical skills, such as active listening, how to provide actionable feedback, and steps to mitigate bias in project assignment and performance reviews. These skills should be observable so they can later be incorporated into performance reviews.

Which leads us to accountability. This is the big jump for many companies, and indeed, our society. We have very few models of accountability. Instead, we tend to swing between complicity and punishment (or public shaming).

Accountability, to me, means holding people responsible for their actions while still affirming their worth as a human being. It's hard and awkward and, ultimately, kind. But it's absolutely necessary if you want the change to stick.

One thing I've noticed is that employees are quick to demand accountability from leaders and managers. Some of this may be because of generational differences between staff and leadership. For the most part, a lot of DEIA is second nature for younger generations and a steep learning curve for older ones.

Older generations may need to be brought into this concept, but younger ones may need to slow down. After all, it's not fair (that is, just and equitable) to hold older colleagues accountable for skills they have never been taught. They need time to learn and make mistakes, just as younger staff deserve time to learn and make mistakes in their work product.

And that will often be the biggest challenge to HR professionals – reminding everyone that the organisation moves at a pace that is different from the individual. But in the words of a famous African proverb, if you want to go fast, go alone; but if you want to go far, go together.

認知和教育是指公司內部要對DEIA詞彙有基本的理解，包括多元、公平、共融和無障礙等。令人驚訝的是，管理層和員工往往對「共融」一詞各有定義，這就是導致公司內部出現大量混亂和衝突的原因。

共融不是指每個人都有投票權，而公平不一定比平等可取。公司上下需了解這些詞彙的細微差異，尤其是管理層。

對這些詞彙的意思有基本理解，並且訂立對公司的願景之後，人力資源專業人員應從管理層開始向全公司展開培訓，以培養關鍵技能，例如積極聆聽、如何提供可行的反饋、以及減少項目分配和績效評估偏見的步驟。這些技能應可觀察得到，以便日後將其納入績效評估之中。

然後是問責。這對許多公司乃至社會來說是一個大躍進。現有的問責例子很少，反而傾向在包庇與懲罰（或公開羞辱）之間搖擺不定。

我認為問責是指讓人為自己的行為負責，同時仍肯定其作為人的價值。這既艱難又突兀，但最終是善意的。若想變革能夠維持下去，這一點絕對必要。

我注意到的一點是，員工迅速要求領袖和管理人員問責，部分原因可能是員工與管理層之間的世代差異。在大多數情況下，DEIA對許多年輕一代來說是第二天性，而對年長一代來說卻是一個艱鉅的學習挑戰。

年長一輩可能需要深入了解這個概念，而年輕一代可能需要放慢腳步。畢竟，要較年長的同事對他們從未學過的技能負責並不公正和公平。他們需要時間來學習和犯錯，正如年輕員工需要時間在工作中學習和犯錯一樣。

人力資源專業人員面臨的最大挑戰，往往是要提醒每個人，組織的發展速度與個人的發展速度不同，但引用一句著名非洲諺語：想走得快，一個人走；想走得遠，就要一起走。



# BIPO – DRIVING THE BIG PICTURE

## WHY OUTSOURCING WILL BE A KEY BUSINESS TREND IN THE PANDEMIC/POST-PANDEMIC LANDSCAPE.

### 駕馭大局 外判服務為何將成為疫情/後疫情時期的主要業務趨勢



More than a year into the pandemic, enterprises and SMEs in Hong Kong continue to face multiple challenges – from strategic workforce planning, strengthening organisational culture, amid hybrid work arrangements, to global mobility issues such as compliance and tax implications.

The silver lining to these disruptions is the opportunities created – from adopting different and novel approaches, businesses in Hong Kong are now more resilient and better positioned to face the post-pandemic business landscape.

Increasingly, businesses, including SMEs, are now leveraging the services of outsourced service providers in areas such as human resources, payroll, and finance to streamline and reduce workloads previously performed by in-house teams.

Besides benefiting from economies of scale, businesses can now expand their business operations into regional and global markets efficiently and compliantly through professional outsourced vendors such as BIPO.

With travel restrictions and work-from-home now the new normal in the post-pandemic landscape, businesses can tap on the expertise of outsourced service providers, such as for setting up foreign business entities, labour laws, global payroll, and compliance.

In addition, they can also leverage technology solutions such as cloud-based SaaS platforms and mobile apps provided by such vendors as part of their comprehensive workforce solutions. This allows businesses to scale their operations quickly, while mitigating risks.

“The pandemic has escalated the transition of HR professionals to a more strategic, HR business partner role instead of a functional role,” said Florence Mok, BIPO’s Managing Director – North Asia.

“While HR teams continue to remain lean, there is a growing trend where businesses outsource their HR functions to enable in-house teams to focus on big-picture initiatives such as spearheading organisational change and global workforce mobility. In many instances, HR is now the key driving force behind these initiatives.

Mok has seen the shift towards using outsourced service providers, especially those with technology capabilities to support the MSS (manager self service) and ESS (employee self service) functions. Businesses that pivot to BIPO’s outsourcing services are typically focused on expediting their market entry to new and emerging markets such as Vietnam, Turkey and Ethiopia.

Mok cautioned that while outsourcing HR functions presents cost-effective benefits; choosing the right service provider is essential in terms of a centralised platform, efficiencies in payroll processing & benefits administration, and mitigating risks associated with non-compliance. It is important to work with a reputable vendor that has a proven track record and business partnerships that extend internationally.

Ensure the service provider is able to meet all your professional needs, including a secure cloud-based platform with the necessary certifications (for example, ISO-27001, SOC 1/2, etc.) complemented by a reliable local service delivery team with the expertise to navigate complicated labour and tax compliance regulations.

“When businesses outsource key functions, they are future-proofing the organisation, enabling continued growth and ensuring sustainability of the business in the long term,” she said.

經歷一年多的疫情，本港企業和中小企繼續面臨多重挑戰。從勞動力策略規劃、在混合工作模式下加強組織文化、以至合規和稅務影響等全球人員流動事宜，都是本港企業面對的迫切議題。

但這些挑戰同時帶來機遇，本港企業現時可採取截然不同的創新做法來提升應變能力，更好地應對疫情後的商業環境。

包括中小企在內，現時越來越多企業委託外判服務供應商處理以往由公司內部團隊執行的事務，例如人力資源管理、薪酬和財務等，以簡化和減輕內部團隊的工作。

除受惠於規模經濟外，企業現時可透過BIPO等專業外判服務供應商，以高效合規的方式將業務拓展至區域以至全球市場。

隨著旅遊限制和在家工作現已成為後疫情時代的新常態，企業可借助外判服務供應商在成立外國企業實體、勞工法例、全球薪酬和合規方面的專業知識，並善用他們提供的科技解決方案，例如SaaS雲端平台和手機應用程式，制定完善的員工管理政策，使企業能夠快速拓展業務，同時降低風險。

BIPO北亞區董事總經理Florence Mok分享道：「疫情令人力資源專業人員加快從一個職能角色，轉型成為更具策略性的人力資源業務合作夥伴。」

「企業將人力資源管理工作外判的趨勢日益普遍，內部人力資源團隊將繼續保持精簡，並專注於宏觀政策，例如引領組織變革和全球人員流動規劃。在許多情況下，人力資源人員現已成為推動這些政策背後的主要動力。」

Mok看到企業對外判服務供應商的需求越來越大，尤其是具備支援MSS（經理自助服務）和ESS（員工自助服務）技術能力的服務供應商。而選用BIPO外判服務的企業，一般專注於加快將業務打入越南、土耳其和埃塞俄比亞等新興市場。

Mok提醒，將人力資源管理工作外判具成本效益，可透過一個統一平台有效管理薪酬計算、福利實施、以及減低不合規相關風險，而關鍵在於選擇合適的服務供應商。

她表示最重要是與信譽良好、有良好業績和國際業務合作經驗的服務供應商合作，確保服務供應商能夠滿足企業的所有專業需求，包括提供符合必要認證（例如：ISO-27001、SOC 1/2等）的安全雲端平台，以及擁有能夠掌握複雜勞工和稅務合規法例專業知識的可靠本地服務團隊。

Mok表示：「將關鍵職能外判有助企業為未來作好準備，推動持續增長並確保業務可持續長遠發展。」

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KELVIN LEI  
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AQUUMON

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行政總裁兼  
聯合創辦人  
AQUUMON

# Why trust is key during turbulent times

## 信任為何是動盪時期的關鍵

**The difficulty in cross-border hires during the pandemic, and why mobility is essential for a company**

During the pandemic, with various degrees of lockdowns and border restrictions internationally, it is a challenge to navigate through the legal hiring restrictions. Managing employees in-house is already a task that requires a lot of time and effort, let alone managing talent in Hong Kong and the Mainland during COVID-19, where the process can become more complex, and the workloads can increase drastically.

At AQUUMON, we tend to source talent globally to place the right talent with best-matched qualifications to support the expansion of the company. Having offices in Hong Kong and Shenzhen means that our colleagues commute between the two cities often.

However, the onset of COVID-19, and the subsequent government travel restrictions, impacted significantly on cross-border mobility as well as talent relocation. This ultimately meant global talent acquisition became impractical and inefficient.

In addition, overseas talent became more reluctant to join the company as they had multiple concerns over quarantine mandates and leaving their family behind for an indefinite period.

Increased complexity in onboarding: Due to new government regulations there is an additional visa application processing time at the Hong Kong Immigration Department since more supporting documentation is required. Moreover, delays in start dates occur quite frequently because of the instability of COVID-19 arrangements for overseas talent.

Our HR team strives to overcome these challenges and provide a smooth onboarding for our talent. AQUUMON puts extra effort into reviewing all employment terms, together with the talent, to ensure the right documentation is prepared to streamline the process.

Talents' career planning must look into the longer term: No one can anticipate the end of the pandemic or when the next wave will hit. Talent now need to plan their careers for the long term and consider whether they see themselves working in the city in the coming years. We will often make sure their expectations in this company are met in order to be aligned with our own company's growth plans.

Away from family: As travel regulations restrict international employees' mobility, this means annual family visits are postponed indefinitely. Some of our staff have not been back home for over two years, myself included.

Since AQUUMON has offices in Hong Kong and Shenzhen, we offer our talent more flexibility in relocating to rejoin their families. We understand our employees' concerns and we encourage our staff to visit their family overseas, allowing them to work remotely and away from the office during quarantine.

However, this arrangement comes with its own hurdles because of unstable flight operations, short-supply quarantine hotel availability and the high cost of

疫情期間面對的跨境招聘困難，以及人員流動對企業的重要

疫情期間，世界各地實施不同程度的封鎖和邊境控制措施，應對招聘方面的各種法律限制是一項挑戰。管理公司內部員工已耗費大量時間和精力，更遑論在新冠疫情期間要同時管理香港和內地人才，過程變得更加複雜，工作量亦劇增。

AQUUMON傾向在全球搜羅最符合要求的合適人才，以支持公司拓展業務。我們在香港和深圳均設有辦事處，因此同事們要經常往返兩地。

但隨著新冠疫情爆發，以及政府隨後實施的旅遊限制措施，對跨境人員往來和人才調配造成重大影響，最終導致全球人才招聘變得難以執行且成效不彰。

此外，強制隔離規定為海外人才增添許多憂慮，他們不想與家人無限期分隔異地，因此對加入公司更感猶豫。

增加入職困難：政府的新規定要求入境人士提供更多證明文件，因此香港入境事務處需要額外時間處理簽證申請。此外，針對海外人才的新冠病毒防疫安排不斷轉變，導致入職日期經常推遲。

我們的人力資源團隊致力克服這些挑戰，以確保人才能夠順利入職。AQUUMON加倍仔細地與人才一同審視所有僱傭條款，確保提供準確的文件以加快流程。

必須從較長遠角度審視人才職業規劃：沒有人可以預計疫情何時結束，以及下一波疫情何時到來，人才現時需要對職業生涯作出長遠規劃，考慮未來幾年是否仍會留港工作。我們一直致力滿足他們對公司的期望，以配合公司自身的發展計劃。

與家人分隔異地：旅遊規定限制國際員工流動，導致年度探親行程無限期延遲。我們有些員工已兩年多沒有回家，包括我自己。

由於AQUUMON在港深兩地均設有辦事處，因此可以較靈活調配員工以便他們與家人團聚。我們理解員工的憂慮，因此鼓勵員工前往海外探望家人，並允許他們在隔離期間遙距辦公。

但由於航班班次不穩定、隔離酒店供應短缺，以及隔離成本高昂，實施這種安排本身也有難處。我們仍致力在確保人才福祉與滿足公司需求之間尋找平衡點。





#### 人力資源人員如何克服這些困難？

作為僱主一方，我們必須靈活變通，構思有效的招聘新策略。為確保聘請和留住合適的人才助公司拓展業務，AQUMON自2019年起已採取數碼化方式來克服這些挑戰。

受旅遊措施所限，AQUMON推出虛擬實習計劃，讓身在世界各地的人才遙距獲取工作經驗。

我們為一名身在澳洲的產品實習生提供實習機會，她在澳洲遙距工作六個月，之後才能安排她轉到香港，自此她成為我們香港辦事處的全職員工，繼續與我們一起工作。

第三波新冠疫情襲港期間，我們要求辦公室所有員工遙距辦公。作為管理層，我們必須確保公司日常運作暢順，並定期召開Zoom會議來保持生產力。

我們甚至為兩地辦公室舉辦網上團隊建設活動，以提高員工士氣並確保所有人保持聯繫。例如，我們運用各種數碼應用程式來舉辦年度春茗，甚至進行互動遊戲來贏取電子利是，藉此聯繫香港和深圳辦事處的員工。

這種新工作模式很大程度上建基於信任。如果缺乏信任基礎，持續對員工日程進行微觀管理會對團隊造成壓力。

雖然管理層需要一點時間來適應，但我們現時能夠成功推行混合工作模式，實有賴團隊的應變能力和靈活彈性。我們必須學習和接受這種新溝通模式，並完全信任員工有強烈的責任感，能夠主動確保項目進度。

AQUMON仍在審視疫情對公司日常營運帶來的變化。雖然香港和深圳的員工已重返辦公室，但由於未能通關，兩地員工往來仍然中斷。在現今環境下，適應虛擬溝通模式十分重要，但沒什麼可真正取代面對面的互動。我們期待離開電腦屏幕，與團隊成員真實會面的一天。

quarantine arrangements. We are still working hard to find a balance between talent wellness and the company's needs.

#### How can HR overcome these difficulties?

As part of the employer party, we need to be flexible and adaptable to ensure we can come up with new strategies for effective hiring. We need to make sure we can hire and retain the right people to help expand our business. Since 2019, AQUMON has adopted a digital approach to overcome these challenges.

As a result of travel restrictions, AQUMON launched a virtual internship programme where we allow talent to gain work experience in a remote setting, anywhere around the world.

As a result, we were able to provide an internship opportunity to a product intern in Australia, where she worked for six months before being able to arrange for her transition back to Hong Kong. Since then, she has continued to work with us at the Hong Kong office as a full-time employee.

When the third wave of COVID-19 hit Hong Kong, everyone at the office was asked to work remotely. As management, we had to make sure the daily operations ran smoothly, and productivity was maintained with regular Zoom meetings.

We even hosted our team-building activities in both offices online to boost morale and make sure everyone felt connected. For example, for our Chinese New Year annual party, we were able to utilise an assortment of digital applications to host the party, and even had an interactive game to redeem red packets online to connect the Hong Kong and Shenzhen offices.

This new style of working depends heavily on trust. Without the cornerstone of trust, constant micro-management of our members' schedules can create a stressful environment for the team.

Despite taking a bit of time for management to adapt, our teams' resilience and flexibility played a huge part to drive our successful hybrid office today. We have to learn and accept this new way of communication, and we fully believe that our staff has a strong sense of ownership and proactivity to keep projects on track.

At AQUMON, we are still reviewing the changes to our normal operation caused by the pandemic. Although our staff in Hong Kong and Shenzhen are back in office, the two offices are still disconnected without the frequent travels. Virtual adaptations are vital these days, however, nothing can truly replace face-to-face interaction, and we are still longing for the day to finally meet our team members away from the computer screens.

## THREE C&B TRENDS YOU SHOULD BE THINKING ABOUT AS AN EMPLOYER OF THE FUTURE



**The future of work is here.** The extraordinary events of the recent past, the impact of automation, and changing employee expectations have disrupted traditional work models and created new opportunities for how, when and where work gets done.

### **Flexible work has put a spotlight on employee wellbeing**

Since 2020, there has been a sharp uptick in working from home (WFH) or other flexible work arrangements. Restrictions for in-person working implemented in early 2020 have now evolved into flexible and hybrid working.

Employee safety concerns were the main reason for this shift, but over time employee engagement and retention have become increasing concerns, as mental, health and emotional wellbeing take a toll on employees.

Organisations have adapted to this by instituting formal policies around flexible work arrangements, updating benefits programmes, and introducing wellbeing initiatives.

As COVID restrictions eased through 2021, organisations are defining their permanent WFH policies going forward. For employees, this creates consistency and predictability. For leaders, this allows them to better plan for medium and long-term goals post-pandemic.

The immediate impact of these policies has been reductions in real estate and commuting expenses, partially offset by increases in subsidies and allowances for flexible work arrangements. The longer term trends, however, are around shifts in how work and rewards programmes need to deliver a stronger employee experience in this new agile workplace.

These changes often involve reinventing today's jobs to align with the new way of working; the evolving role of managers; the company's overall job architecture; as well as the accompanying pay and benefits, particularly where employee wellbeing is concerned.

### **Update your work, rewards and benefits strategy**

Expect changes in work design to achieve the optimal combination of employees, automation, and alternative talent sources to ensure a resilient and agile enterprise.

This will fundamentally change an organisation's talent management strategy, and key enablers such as reskilling requirements, while more diverse talent pools will be critical to activating the strategy.

As skills become the currency of the labour market and work is reinvented, traditional total rewards will no longer be sufficient to attract, retain, and engage all types of talent – employees and non-employees. Instead, employers must offer in-tandem clear pathways for the continuous reskilling/upskilling of their talent to create a superior career experience.

As work and jobs are reinvented, pay will need to be adjusted and new approaches to compensation may be required, including pay for skills or pay for future potential.

To remain competitive and attract and retain top talent, benefits need to be reimaged to be more inclusive of a more diverse mix of talent and ways of working. Wellbeing and virtual work will be key to this in the future.

### **Executive compensation, and ESG**

In the backdrop of all these changes driven by the pandemic, 2019-20 witnessed social issues gaining momentum, with a focus on diversity, equity, and inclusion (DEI).

Looking ahead to 2021, climate and climate transition priorities will also drive the agenda for management teams and boards. Most large companies in North America and Europe have already incorporated environmental, social, and governance (ESG) metrics into executive pay plans, and we expect APAC to follow suit over the coming two years.

DEI and ESG metrics will be at the forefront of company strategies and business objectives, be part of executive incentives, as well as be tightly integrated into an organisation's mission and purpose.





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SACHITANAND  
APAC HR Leader  
Hewlett Packard Enterprise  
亞太區人力資源主管  
慧與科技公司

# Work from roam: Bringing the hybrid workplace to life

## 工作漫遊：實踐混合工作場所

The COVID-19 pandemic has upended the lives of millions of individuals worldwide, including those who did not contract the virus.

The sudden move to work-from-home was an unexpected alteration in work routines. But most companies – and employees – have navigated these waters successfully, enabling a new definition of “office” — it’s no longer a destination, but an experience.

Eventually, the pandemic will fade away. But its impact on how businesses operate is here to stay. We expect more than 50% of our 60,000-plus global workforce will never return to pre-pandemic office life at my company.

This working arrangement offers many benefits, but can also lead to challenges concerning effectively collaborating with colleagues or feeling included in a workplace culture.

With lessons learned during the pandemic, here are some suggestions for ensuring that the new hybrid workplace is effective, and satisfying for all employees.

### Two-way communications are critical

Companies must open two-way communication channels. Dialogue must be frequent and meaningful from the CEO, and other leaders, down the line. Ask team members what’s on their minds and encourage them to be forthcoming.

By creating an open platform that enables feedback, team members – be they in-office, working from home or on the production line – will feel empowered to share opinions and insights that can inform your work procedures and guidelines.

Besides, be sure you are actively listening. Don’t simply ‘tell’ employees what’s going on; encourage them to respond and engage. With a forum to safely share their fears, opinions, and questions, employees will have a crucial role in decisions that impact their lives. Their comfort in expressing their thoughts will increase if they feel you are genuinely listening to what they have to say.

Many firms, including HPE, have been doing this through digital chat tools such as Slack or Teams. With these tools, team members can share stories, ask questions, raise concerns, and make connections from wherever they work. Frequently, senior leaders are hosting more intimate roundtable discussions or virtual chats as another means of giving team members a platform for their thoughts and opinions.

### Establish more frequent manager check-ins

As much as employees enjoy working from home, many, at the same time, feel equally disconnected from their employers and teammates as they no longer have the ability to have water cooler conversations and impromptu hallway chats that are such an essential means of building workplace relationships.

新冠疫情顛覆全世界數以百萬人的生活，包括沒有感染病毒的人。

突然轉為在家工作，是工作流程的一個意外轉變，但大多數企業和員工都能順利過渡，並為「辦公室」賦予新定義——不再是一個目的地，而是一種體驗。

疫情終將會完結，但對企業營運方式的影響將會延續。慧與科技公司在全球擁有60,000多名員工，預計超過50%的員工將永遠不會重回疫情前的辦公室生活。

這種工作安排有許多好處，但亦帶來許多挑戰，例如如何與同事有效合作或融入職場文化。

根據疫情期間學到的經驗，以下提供一些有助混合工作場所行之有效、並讓所有員工感到滿意的建議。

### 雙向通信至關重要

企業必須開通雙向溝通渠道，行政總裁和其他領袖往後必須與員工保持頻繁且具意義的對話，詢問團隊成員的想法，並鼓勵他們開誠佈公。

通過建立鼓勵反饋的開放平台，無論團隊成員是在辦公室、在家還是在生產線上工作，都可分享意見和見解，以助企業制定工作流程和指引。

此外，領袖必須積極聆聽，並非單純地「告訴」員工發生什麼，而是鼓勵他們作出回應和參與。能夠透過一個平台安心分享恐懼、意見和問題，員工將可在影響他們生活的決策當中發揮重要作用。只要感受到領袖用心聆聽他們的說話，他們便會更樂意表達自己的想法。

慧與科技公司在內的許多公司一直通過Slack和Teams等數碼聊天工具來聆聽員工的意見。借助這些工具，在任何地方工作的團隊成員均可分享經驗、提出問題、表達疑慮並建立聯繫。高級領袖經常會進行較親密的圓桌討論或虛擬聊天，為團隊成員提供另一平台表達想法和意見。

### 與管理人員建立更頻繁的溝通

儘管員工喜歡在家工作，但同時有許多員工覺得與僱主和同事的關係變得疏離，因為他們不能在茶水間和走廊即興與同事閒聊，而這些都是建立職場關係的重要途徑。

To be exact, one in three employees have reported feeling disconnected from their leadership teams, according to a new study, *2022 Global Culture Report*.

One effective way of ensuring team members are continually engaged is to prioritise frequent manager check-ins. By instituting or encouraging regular scheduled check-ins in various virtual forms, team members will feel more appreciated and involved. And that can improve their state of mind, while also bolstering key relationships.

### No physical proximity to managers, no problem

With hybrid working coming into full swing across sectors, employers must treat all employees equally. Workers in the office or at the plant shouldn't have an advantage regarding access to resources, benefits, or information.

By acting holistically, regardless of where team members are based, all will feel empowered, informed, and involved. Often, that can mean tapping the latest technologies to offer an easy-to-access repository of information on policies, benefits, and news available to all.

One way we're doing that at HPE is through our new collaboration centres. Instead of making them a 'co-working space', the new collaboration hubs went a step further. The facilities are centred on meeting rooms, open seating areas and lounges, with less than 30% of space designated for individual work desks – and only a very small number of them are allocated to specific people.

For example, if seating capacity is around 500, there would be fewer than 150 work desks. That's because most of the space is designed to emphasise collaboration through a variety of meeting rooms, telephone pods, seating booths, and breakout tables.

The collaboration centres also focus on wellness and the environment. They have large areas for bike parking, excellent public transport connectivity, as well as gyms, sports areas, showers, cafés, and restaurants on-site or close by.

### Creating a caring culture beyond business

Uncertainties brought about by COVID-19, as well as the economic and societal changes associated with the digital transformation, have created enormous pressure on employees' mental health.

If companies make mental health services more accessible, and establish a more well-rounded caring/supporting system to improve employees' wellbeing, there'll be real improvements in employee outcomes, and consequently, in company performance.

Besides, employers can also boost retention by showing employees they care. According to *The Science of Care*, 60% of workers who said they felt cared for plan to stay with their companies for three or more years, as opposed to only 7% of those who said they don't feel cared for.

With that in mind, employers need to show their employees they care about them beyond work. Encourage them to take regular vacations, and to disengage from work while away. When they truly get away, they will return to work refreshed and more productive.

For example, at my company this year we introduced our summertime Wellness Fridays. Team members were able to take a day off from work every other Friday to have more time to relax and do something for themselves.

As the workplace culture evolves, companies will continue to experiment and learn new ways to improve the employee experience. While the tactics and techniques will vary, workers will embrace them if they afford them the flexibility and resources to work inclusively and productively. And that may help breed satisfaction and loyalty, two keys to success in a tight labour market.

準確來說，根據一項名為《2022年全球文化報告》的新研究顯示，三分之一的員工表示覺得與其管理團隊脫節。

確保團隊成員保持聯繫的一種有效方法，是優先鼓勵管理人員進行頻繁的溝通。通過以各種虛擬形式建立或鼓勵定期溝通，能讓團隊成員覺得受到賞識和重視，並且改善他們的心態，同時鞏固重要關係。

### 遠離上司也沒關係

隨著混合工作模式伸延至各行各業，僱主必須平等對待所有員工。在辦公室或工地工作的員工，不應在獲取資源、福利或資訊方面享有優勢。

無論團隊成員身在何處，僱主須採取一致的做法，讓所有員工感到獲得賦權、掌握消息和參與其中。企業可運用最新科技，讓所有員工能夠輕易查閱政策、福利和最新消息。

慧與科技公司所採取的方式之一，是善用新的合作中心。這些新合作樞紐並非用作「共同工作空間」，而是進一步以會議室、開放式座位區和休息室為中心設施，將少於30%的空間劃分為獨立辦公桌，並將極少量的獨立辦公桌分配給特定人員使用。

例如，座位容量約500人的空間只有少於150張辦公桌，而大部分空間設計成各種會議室、電話室、間隔座位和小組討論桌，旨在加強合作。

合作中心亦十分重視健康和環境，設有大範圍的單車停放區、一流的公共交通連接，以及在現場或附近設有健身房、運動區、淋浴間、咖啡室和餐廳。

### 培養超越業務的關懷文化

新冠疫情帶來的不明朗因素，以及數碼轉型相關的經濟和社會轉變，對員工的精神健康造成沉重壓力。

企業提供更方便的精神健康服務，並建立更全面的關懷／支援機制來改善員工福祉，將有助提升員工表現，從而提高公司業績。

此外，僱主向員工展示關懷有助提升員工留職率。據《The Science of Care》的數據顯示，60%表示感到公司關懷的員工計劃在現職公司留任三年或以上，相反，表示沒有感到公司關懷的員工則只有7%有此想法。

因此，僱主需向員工表示對他們工作以外的關心，鼓勵他們定期休假，並在放假時遠離公事，這樣才能精神奕奕重返工作崗位，並更有效率地工作。

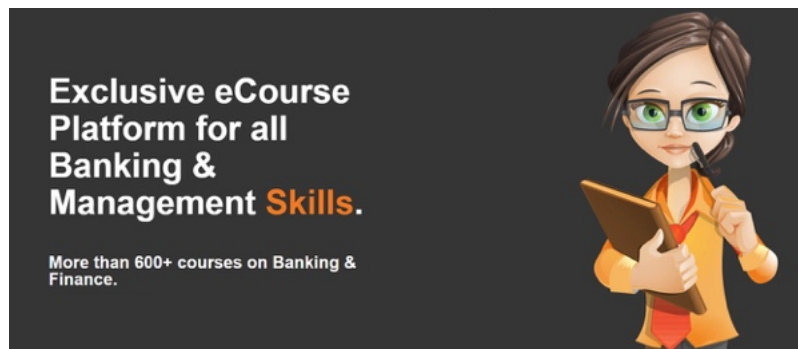
例如，慧與科技公司在今年夏季推出健康星期五企劃，團隊成員可每隔一個星期的星期五放假一天，藉此有更多時間休息和做自己喜歡的事。

隨著職場文化演變，企業將繼續嘗試和學習新方法來改善員工體驗。儘管策略和方式各異，但只要能夠為員工提供彈性和資源，讓他們可以互相包容、高效合作，他們將會欣然接受，並可提升員工滿意度和忠誠度，這是在人才緊絀的市場中取勝的兩大關鍵。



# LEARNING ON THE GO

## 隨時隨地學習



Are you looking for a career in the banking and finance industry and confused about which role to choose? Or are you already working in a bank and simply want to accelerate your career?

With limited professional courses available in the banking and finance services industry, it is difficult for people to acquire sufficient knowledge to land a job; along with the confusion of multiple career options to choose from. This is where LSF iLearn can help.

LSF iLearn addresses these challenges with its world-first e-course platform focused on offering banking and finance courses that help fill this knowledge gap.

iLearn enables individuals to start or accelerate their career growth. The assessments help evaluate an individual's growth potential, while the international certifications increase their chances of getting a job and being promoted.

iLearn not only provides professional courses, but also supports individuals with personalised career coaching to choose relevant career paths or grow within their existing jobs.

### LSF iLearn offerings

LSF iLearn provides 600-plus e-courses on banking and finance subjects that are self-paced and can be accessed anywhere. These courses have been developed in partnership with Intuition and refined over the past 30 years. They are used by 80% of the Fortune 100 banks across the globe.

On the successful completion of each course, individuals will get an international certification evidencing their specialisation in a specific area. All its e-courses are globally accredited to international banking and finance institutions such as the Institute of Banking and Finance Singapore, Hong Kong Securities and Investment Institute, and BIS regulations. Learn more about us by visiting [www.ilearn.lsfglobal.com](http://www.ilearn.lsfglobal.com).

### 17 career paths

LSF iLearn is arguably the only platform that provides 17 role-based curriculums to assist graduates and executives in their career growth. These role-based curriculums include carefully curated courses required for building a strong foundation (for example, you can choose to be an investment banker or a trade analyst).

To learn more visit: <https://ilearn.lsfglobal.com/career-paths>.

### Career coaching

Whether you are trying to identify your career path or feel stuck in your job, LSF Global's coaches enable aspirants to find the relevant direction to grow their careers.

We provide one-on-one coaching, career diagnosis and run support groups for new and existing executives. You can enrol now at <https://ilearn.lsfglobal.com/coaching>.

### About LSF Global

LSF Global has been delivering dynamic learning experiences to corporations since 2013 across multiple countries. We partner with organisations to co-create development solutions that align with the business strategy, and engage learners. The company combines unparalleled subject matter expertise with unmatched flexibility and conceptualisation to bring the right programme to the right learners in the most useful ways.

有意投身銀行和金融業，但不知該選擇什麼職位？或者正從事銀行工作，但想在事業上更上一層樓？

由於為銀行和金融業而設的專業課程有限，大眾難以獲取足夠知識來尋找工作，加上有各式各樣可供選擇的職位，難免令人感到困惑。LSF Global的網上學習平台「iLearn」正可大派用場。

LSF Global透過其全球頂尖網上學習平台「iLearn」，專門提供銀行和金融範疇的課程，以彌補這一知識缺口，解決這些挑戰。

「iLearn」平台提供可評估個人自身發展潛力的工具和國際認可證書，有助個人獲取更多工作和晉升機會，從而開展或推進個人事業發展。

「iLearn」平台不僅提供專業課程，更提供個人化的職業輔導，幫助不同人士選擇合適的職業發展路向，或在現有工作上更上一層樓。

### 「LSF iLearn」的服務

「LSF iLearn」平台提供超過600個與銀行和金融範疇相關的網上課程，用戶可根據自身進度隨時隨地進行學習。這些課程由LSF Global與Intuition合辦，在過去30年間不斷發展和優化，現時的用戶涵蓋全球80%的《財富100強》銀行。

用戶每完成一個課程後，可獲得國際認可證書，以證明他們在特定範疇的專業資格。所有「LSF iLearn」的網上課程均獲全球國際銀行和金融機構認可，包括新加坡銀行與金融學院、香港證券及投資學會、以及國際結算銀行監管機構。詳情請瀏覽我們的網站 [www.ilearn.lsfglobal.com](http://www.ilearn.lsfglobal.com)。

### 17種職業路向

「LSF iLearn」可謂是唯一根據17種職業路向提供專業課程的平台，當中包括有助鞏固專業基礎的精心策劃課程（例如，用戶可選擇想成為投資銀行家或貿易分析師），以協助畢業生和管理人員拓展事業。

詳情請瀏覽<https://ilearn.lsfglobal.com/career-paths>。

### 職業輔導

無論是在摸索職業路向，還是在目前工作上停滯不前，LSF Global的教練都能協助有抱負的人士找到合適方向發展理想職業生涯。

我們為新上任或現職管理人員提供一對一輔導、職業診斷和支援小組。有意者現可透過<https://ilearn.lsfglobal.com/coaching>登記註冊。

### 關於LSF Global

自2013年成立以來，LSF Global一直為多個國家及地區的企業提供靈活學習體驗。我們與各組織合作，共同制定符合業務策略的學習發展方案以聯繫學習者，結合無與倫比的學科專業知識，與無可比擬的靈活構思，LSF Global以最有效的方式為合適的學習者提供合適的課程。



# THE CHANGING FACE OF THE WORKPLACE 不斷變化的職場面貌

“Expect compensation and benefits to follow suit, and the death of the open plan office”

「預計薪酬福利亦會緊隨其後，開放式辦公室將會被淘汰。」

**As we close this issue, our editors look into their crystal ball on what they think will change the face of the workplace over the next 10 years.**

## **Aditi**

### **Wellness to thrive, not just survive**

Come 2022, I believe organisations will need to double-down on their efforts in wellness, specifically financial, emotional, physical, and mental wellness. Given that wellness means different things to different people, most organisations will look to take a broader approach than ever before, yet find ways to make these efforts personalised.

Organisations that don't take wellness, especially mental health seriously, will risk losing their best talent in favour of employers who recognise and tackle wellness red flags proactively.

## **Bridgette**

### **The future of life**

Flexible working will no longer be a benefit, but an entitlement. I expect to see paradigm shift where work plays a less central role in people's lives. It's not the future of work, but the future of life.

Fixed hybrid models will be resisted as employees are empowered to demand pure flexibility. Whether it's offices, geography or hours worked. Expect compensation and benefits to follow suit, and the death of the open plan office.

Companies who still want to control their employee's workday will cease to exist as competitors. Those who measure work through results rather than time worked will snap up top-tier talent in what is already a sparse talent market. I believe the shift will be as monumental as the five-day work-week during the Industrial Revolution.

## **Priya**

### **It's all about the employee experience**

Employers who shy away from embracing new ways of working – be it the hybrid workplace, flexible working arrangements, or simply, empathetic, open, and transparent communication – are likely to face the toughest impact of 'The Great Resignation', in my view.

Technology is, and will be, central to the employee experience, but more importantly, the experience will manifest in a number of new and unexpected ways – think, frequent and informal catch-ups between managers and employees, an outcome-based approach over face time, or hours spent over the laptop, and more.

眾編輯預測將會在未來十年改變職場面貌的因素，藉此為今期雜誌作結。

## **Aditi**

保持健康不僅是為了生存，更為了蓬勃發展

到了2022年，我認為各企業將要在健康方面加倍努力，尤其要關注財政、情緒、身體和精神方面的健康。不同人對健康有不同見解，大多數企業將考慮採取比以往更宏觀的做法，同時亦要提供個人化的選擇。

不正視健康問題，尤其是精神健康的企業，將面臨失去最優秀人才的風險，而重視健康並主動解決健康危機的僱主將取得優勢。

## **Bridgette**

### **未來的生活**

彈性工作將不再是一種福利，而是一種權利。我預計工作在大眾生活中不再佔有如此重要的地位。重點不是未來的工作，而是未來的生活。

固定的混合工作模式將受到抵制，無論是辦公室、地理位置、還是工作時間，員工都有權要求採取完全彈性的做法。預計薪酬福利亦會緊隨其後，開放式辦公室將會被淘汰。

仍然希望管控員工日程的企業將沒有生存空間，而按結果而非工作時間來衡量工作表現的競爭對手，將會在人才相當短缺的市場上成功搶奪頂尖人才。我相信這種轉變，將與工業革命時期提出五天工作週一樣具有重大意義。

## **Priya**

### **一切在於員工體驗**

無論是混合工作場所、靈活工作安排，還是互相體諒、公開透明的溝通，我認為不願採用新工作模式的僱主，可能會受到「大辭職潮」的最嚴峻打擊。

科技將繼續成為員工體驗的核心，但更重要的是，這種體驗將以許多意想不到的新方式體現——例如管理人員與員工之間頻繁的非正式溝通、基於結果的做法取代面對面的時間、花更多時間使用手提電腦等等。



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