



Best Workplaces in Hong Kong™ 2022 Awards Ceremony

The End of Turbulence?

Is your Workplace ready for the next challenge?

How the right assessment & data can help your workplace's evolution.



OUR
MISSION
IS TO BUILD A BETTER

WORLD

BY HELPING ORGANIZATIONS BECOME
GREAT PLACES TO WORK

for all!

About Great Place to Work® Institute

Great Place to Work® is the global authority on high-trust, high-performance workplace cultures that provides executive advisory and culture consulting services to businesses, non-profits, and government agencies in more than 60 countries across five continents. Through proprietary assessment tools, benchmarks and certification programs, Great Place to Work® provides the expertise needed to create, sustain, and recognise outstanding workplace cultures. The Institute works with media throughout the world to select lists of Best Workplaces. In Greater China, we partner with Bloomberg Businessweek/China and CTgoodjobs to publish the 'Best Workplaces™' list. In the US, we work with Fortune Magazine to publish the '100 Best Companies to Work For®' list.

<http://www.greatplacetowork.cn>
<https://www.greatplacetowork.com.hk/>

About the Best Workplace in Hong Kong™ list

Since 2016, Great Place to Work® has identified the top organizations that create great workplaces in Hong Kong regardless of their business scale and industry through the publication of the Best Workplaces in Hong Kong™ list. The objective of publishing the list is to acknowledge organizations and Great Workplaces from diverse industries and sizes that deliver and establish great cultures and enhance the competitive edge in Hong Kong.

To be considered eligible for the Best Workplaces in Hong Kong™ list, companies must score at least 70% in the overall result of the Trust Index® employee survey and submit a Culture Audit® assessment.



How do you “remodel the plane while it is flying”?

Depending on the industry, many organizations have experienced this more often than others. However, it is evident that in the last couple of years, this remodeling need has intensified. I believe most of the workplaces in the world, lived through the Covid years clearly experiencing what we’re calling a turbulence. A turbulence that may be telling us that the journey not only got ‘jumpy’ for a while, but it may get ‘jumper’ ahead. And remodeling may be even harder.

We’ve come to realize that during the turbulence so many things shifted place, changed order, modified their paradigms and in consequence their expectations and outcomes. Leadership, people management, people’s expectations about work and its culture; and so many more topics are at the top of the priority concerns of the managers.

Leaders are realizing the change in style they need to apply if they want sustainable, long term, fairly engaged colleagues contributing to their organization’s performance. It could be that some things are pretty clear, however “the devil is on the details”. As a leader, where shall I start? Where to focus? Which cohort needs more help? Which process requires refreshment? Which protocol needs the tech update so long delayed? Some of the answers for these questions are in the right assessment of the current situation. The collection of the right data inside and outside of the organization, will be a huge help for decision making and action planning.



I'm convinced that many leaders are certain that they have to be much better prepared for the next turbulent shift, not only with business strategies, but also with better people strategies. How can they get the commitment of the people to bet themselves in the project at hand?

In Great Place to Work® we've been supporting organizations worldwide for many years, compiling, analyzing and sharing best practices, publishing successful cases and researching on the best indicators to give accessible and actionable information for the management to act. The task is tougher, and many more things need to be monitored for the best decisions. The next big challenge might be around the corner, leaders all around need to be sharper and Great Place to Work will continue recognizing outstanding performances while keeping spearheading reports and data management for better preparation and navigation through turbulent times.

To the top 10 Best Workplaces™ in Hong Kong 2022, keep it up and lead on! Congratulations!



A handwritten signature in black ink, appearing to read 'Jose Bezanilla'.

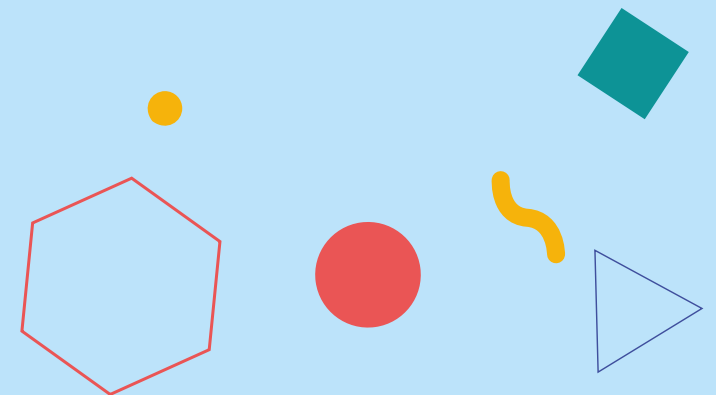
Mr. Jose Bezanilla
Chief Executive Officer
Great Place to Work® Greater China

Introduction

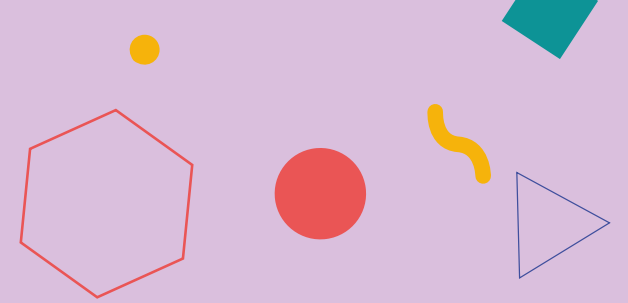
In today's turbulent socio-economic and political environment, workplace culture plays an instrumental role in shaping the appetite of management and employees in accepting and sustaining creative and innovative endeavors to create new value, fuelling organizations' evolution in order to survive market forces and maintain competitive edge.

Awardees of Best Workplaces in Hong Kong™ will share how they ride these tides of change, their reflections on critical success factors and what could have been done better, to co-create a better future for the organizations and the society.

This year Great Place to Work® will be hosting the 7th Best Workplaces in Hong Kong™ 2022 Award Ceremony virtually to celebrate with our awardees and share with everyone how these award-winning organizations have been communicating effectively with their employees under the new normal.



Agenda



Time

17:30 – 17:40

Registration

17:41 – 17:45

Welcome & Opening Remarks

17:46 – 18:20

Panel Discussion: How do you “remodel the plane while it is flying”?

18:21 – 18:35

Best Workplaces in Hong Kong™ 2022 Report & Best Practices

18:36 – 18:55

Best Workplaces in Hong Kong™ 2022 Awards Ceremony

18:55 – 19:00

Closing remarks



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Dr. Toa Charm | President
(Programme Director of DLEP)

- Former Chief Public Mission Officer at Cyberport
- Associate Professor, CUHK Business School



Dr. Victor Ng | Vice President
(Data Mindset Designer & Master Trainer)

- Former Head of Academy, Hong Kong Productivity Council
- Former Court Member, University of Hong Kong
- Honorary Institute Associate, Asia-Pacific Institute of Business, Chinese University of Hong Kong

DLEP is more than training, it is a **data culture change programme**, inspiring everyone to effectively **Speak, Think and Act with data**.

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VIP Speaker, Welcome & Opening Remarks



Mr. Chris Sun, JP

Secretary for Labour and Welfare
The Government of the Hong Kong
Special Administrative Region

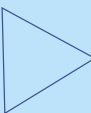
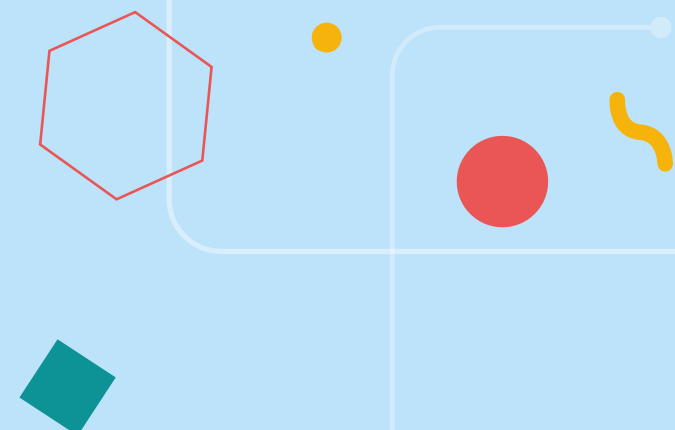


Panelist

Ms. Elaine Phillips

General Manager,
Hong Kong & Macau
Bristol Myers Squibb

Elaine moved to Hong Kong with her family in Dec 2021. She has worked and lived across four continents (North America, Europe, Asia, Australasia), spanning over 20 years of experience in the Biotech, Diagnostics and Pharmaceutical industry. She is also a Board Member of The Hong Kong Association of the Pharmaceutical Industry.





Panelist

Mr. Emil Chan

Adjunct Professor
City University of Hong Kong

Emil is a FinTech evangelist, digital transformation consultant and startup mentor and Entrepreneurship Committee Advisory Group member of Cyberport.

He is also the Founding Chairman of the Association of Cloud and Mobile Computing Professionals, FinTech Committee Chairman of Smart City Consortium, Honorary Chairman of StartHK, Honorary Secretary of Invotech, Vice Chairman of HK New Emerging Technology Education Association and Co-founder of HK Digital Finance Association.



Panelist

Dr. Victor Ng

Vice President
OpenCertHub Academy

Dr. Victor Ng has over 20 years of experience in professional training and consulting in Hong Kong and Mainland China spanning across data, mindset, innovation and technology fields.

Dr Ng is a Vice-President of OpenCertHub Academy. Passionate about integrating data literacy with mindset and innovation, Dr Ng works with organizations to empower their talents with the Data Mindset to become change agents capable of innovating with data and leading digital transformation.

He serves as an Honorary Institute Associate of Asia-Pacific Institute of Business of Chinese University of Hong Kong and a Senior Consultant of e-Learning Development Laboratory of University of Hong Kong.



Moderator

Mr. Jose Carlos Bezanilla

CEO
GPTW Greater China

Jose Carlos Bezanilla, CEO, Great Place to Work®, Greater China. He previously worked as the Director of the Northwest Region Great Place to Work® Mexico for five years. Prior to Great Place to Work® he took up a various management positions including:

- *Area of Organisational Development Consulting and Leadership (Management) for over 18 years.
- * Partner and Director of Business Development at Xenera Organisational Development.
- * Subdirector for Marketing at Banamex's Northwest Division for 10 years for the bank nationwide.

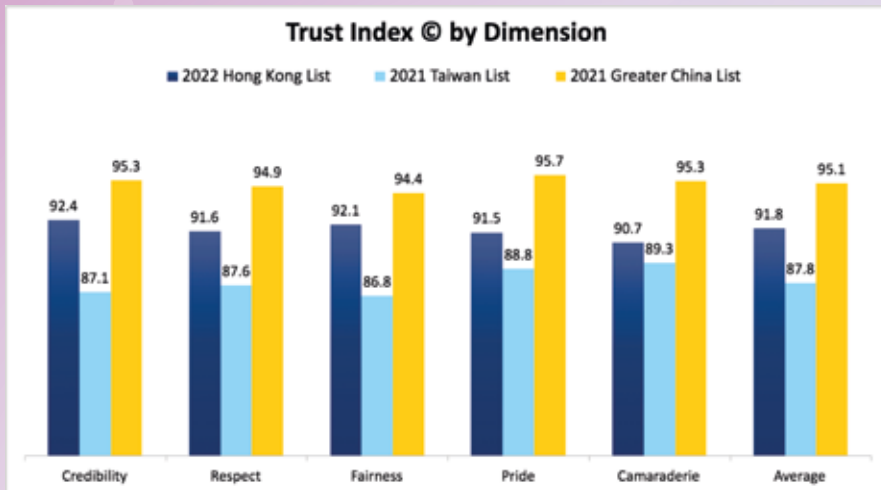
Jose is certified as a facilitator from Capta Organisational Development and Directo Consultants. He is also certified for the management of organisational staff profiling tool DiSC, from Human Perspectives International and Inscape Publishing, in Miami, USA. He participated in the certification of Cohen Brown, in Outstanding Leadership for Sales and Proactive Banking Relations.

He has been a board member in various chambers and business organisations and participated in the project of training for youth leaders & development. He was the President of the Mexican Chamber of Commerce in HK.

Best Workplaces in Hong Kong™ 2022 report

We lead the industry with the most rigorous, data-based model for quantifying employee experience: The Great Place to Work Trust Model™. Since 1992, we have surveyed more than 100 million employees around the world and continue to use these deep insights to define what makes a great workplace: TRUST.

Our 30 years of continuous research has proven that the definition of a great workplace is one where employees trust the people they work for, have pride in what they do and enjoy the people they work with.



Much like any other relationship, the employer–employee relationship needs a foundation of trust, and to thrive there must be a sincere sense of care and support.

Once employees have a consistently positive experience across key areas that contribute to employee well-being, namely, mental and emotional support, sense of purpose, and meaningful connections, they can flourish inside and outside of work.



Managerial Effectiveness

Leaders at great workplaces understand that purpose is not found in a mission statement on the wall or in a company handbook. Rather, they actively help employees connect the work they do with the company's values and mission.



Innovation

New ideas are the basis for growth and improvement at any company. To cultivate an innovative culture, companies must instill the sentiment that all new ideas have merit, while also providing honest feedback about both successful and unsuccessful ideas.



Creating Aspirational Workplaces

While COVID-19 has forever changed the way we work, Best Workplaces™ are stepping up to support their employees. Going far beyond perks to create aspirational workplaces, they foster a culture of:

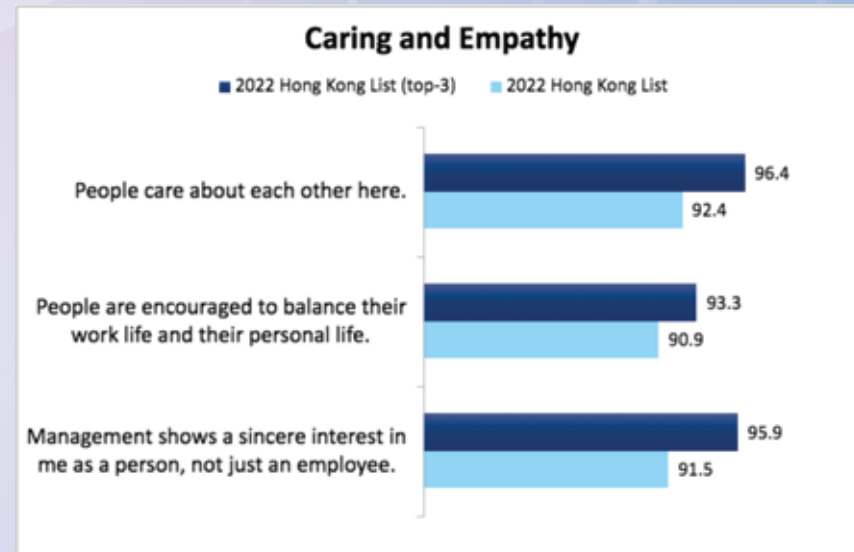
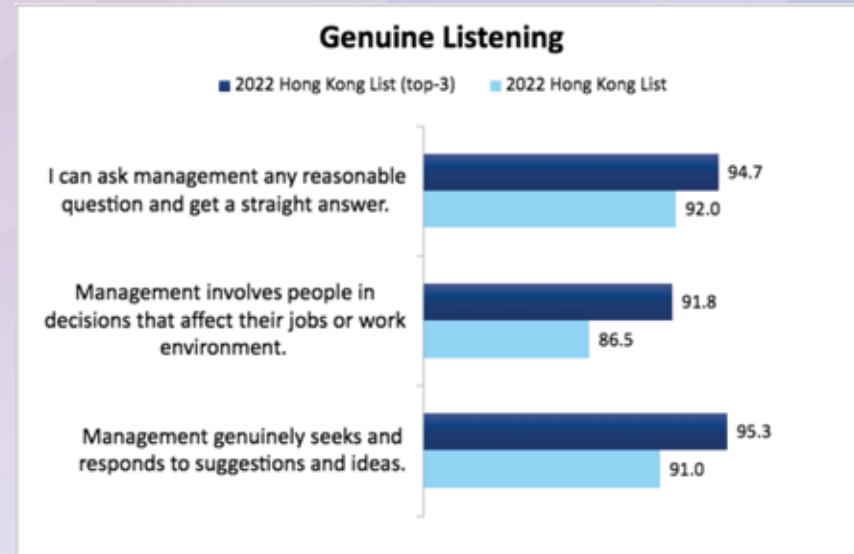
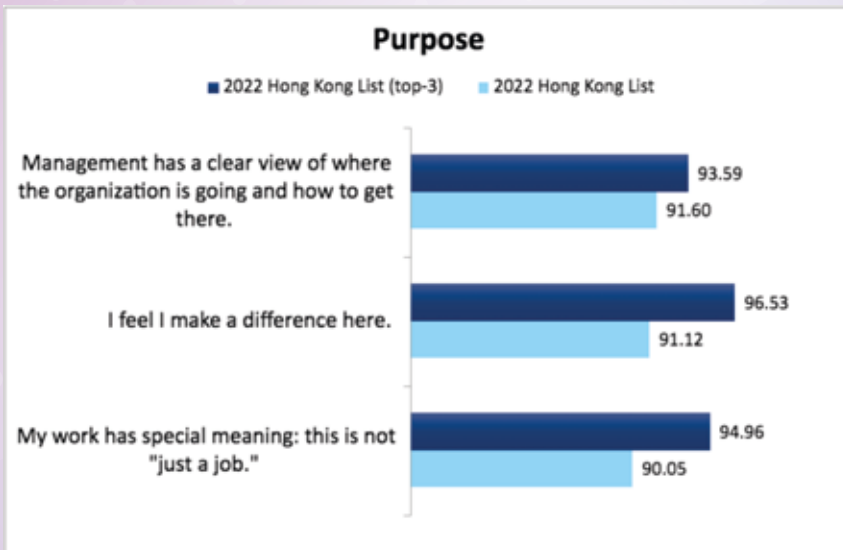
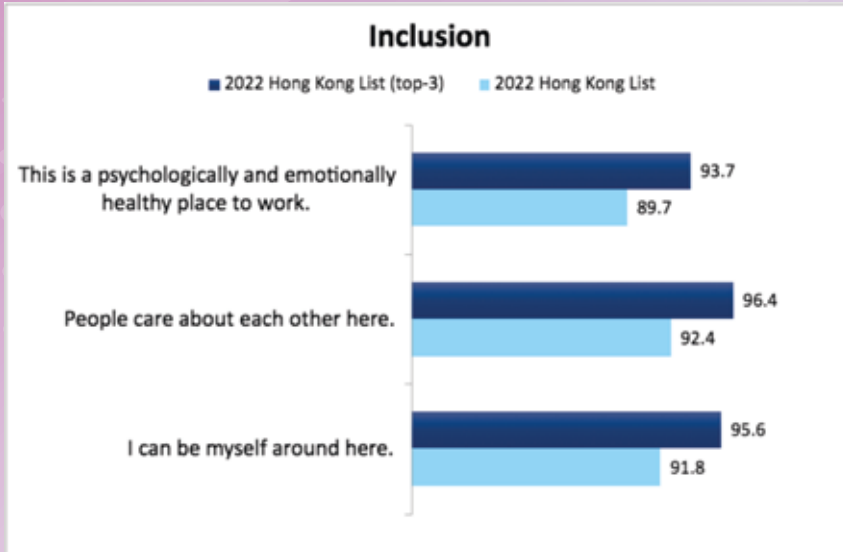
- Inclusion
- Purpose
- Genuine listening
- Caring and empathy



Best companies worked hard to understand the current realities of their workforce, from marginalized, hourly workers to white-collar desk workers. Home life spilled into work life in unprecedented ways. Parents became homeschool teachers overnight, many having to choose between their children and their jobs. Lockdowns led to an alarming spike in domestic violence. Burnout raged and mental health suffered. The Best learned to pivot and adapt to the workforce challenges of today. They took a holistic view of workers to support their full lives, which includes their families, communities and personal lives outside of work.

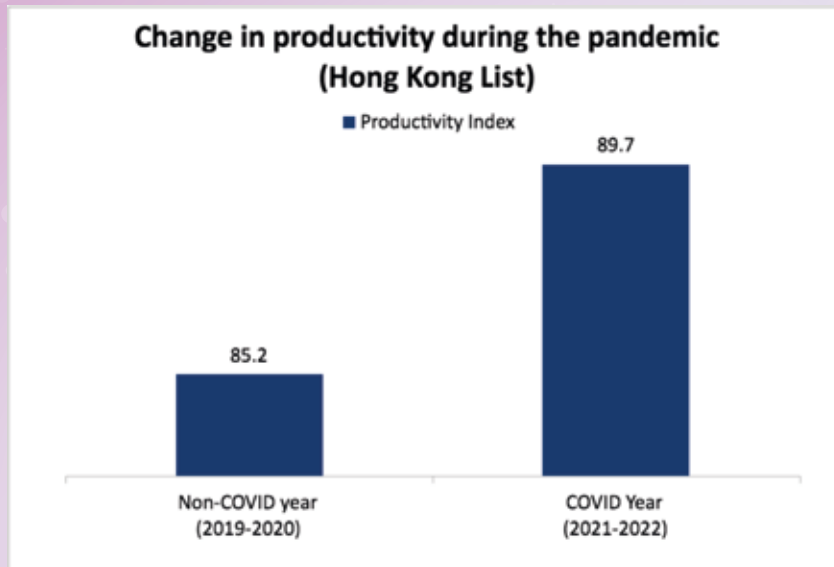


Most importantly, they took action. They focused less on broad policies and more on what each person needed—in real, tangible ways. This transformed into mental health assistance, elder care support, childcare and isolation support resources.



Productivity

During the recent turbulent years of Covid pandemic, so many things shifted place and the journey became 'jumpy'. The immediate reaction of leadership was raising concerns as how all these changes will affect the morale of the people and its effect in productivity. Smartly enough, and thanks to the trust-based cultures they are heading in their certified Great Workplaces, they didn't have a loss in productivity, but a sizeable gain instead. They took care on how they implemented the practices that were needed to adapt to the restrictions. It's not only working from home, is how you facilitate the process of working from home, how do you support, keep them focused and inspired. This turbulence might be going out, but very likely another challenge is on its way. What did you learn? Is your organization ready?



Strengths

The following survey statements reflect the strengths of the Best Workplaces™ awardees.

This is a physically safe place to work.	Respect
People here are treated fairly regardless of their sexual orientation, gender, race and age.	Fairness
Management is honest and ethical in its business practices.	Credibility
I am treated as a full member here regardless of my position.	Fairness
I am able to take time off from work when I think it's necessary.	Respect

Opportunities

Besides payment and shared profit, these statements reflect areas where employees see the need for improvements.

Management involves people in decisions that affect their jobs or work environment.	Respect
This is a fun place to work.	Camaraderie
We have special and unique benefits here.	Respect
Management does a good job of assigning and coordinating people.	Credibility
Promotions go to those who best deserve them.	Fairness

*Following our global methodology and aligning to the latest policies, the 'Best Workplaces™ in Hong Kong 2022' will publish the Top 10 Best Workplaces. In addition, most comparisons in this report only involve Top 10 companies on the Best Workplaces™ Lists.

Best Workplaces in Hong Kong™ 2022 List







DHL

The Covid-19 pandemic has fundamentally changed the way we work and interact with employees. At DHL, we have several lines of communication such as Smart Connect mobile app where the management team shares updates. Employees can also share their thoughts or encouragement for peers through the app.

Regular dialogues and townhalls delivered by the management team continue to conduct virtually during COVID-19 so that employees are

informed of the company directions and work together to fulfill DHL's mission – "Connecting People, Improving Lives".

We also ensure employee recognition and appreciation are given promptly, even in the trying times. Our annual Employee of the Year Awards, Staff Appreciation Week and other staff engagement activities were conducted virtually or in hybrid format.



Tata Communications

At Tata Communications, it is important to have a common platform that brings employees and leaders together. We have multiple platforms where the management shares their perspectives and recognises employees. To begin with, our Leadership Townhalls help employees connect with leaders from different functions and geographies to discuss on business needs, strategy and the way

forward. We also have Yammer, our internal social networking platform where employees stay connected and collaborate. Recently, we introduced the New Hire Connect sessions with regional leaders where new joiners build and forge strong connections with the leadership and understand the company vision and strategy.



Bristol Myers Squibb

Communication is key to employee experience and making teams feel valued. With different communication preferences we use multiple channels to keep our people informed on progress towards our goals, eliminating silos, enabling transparency and celebrating successes. We have monthly Townhalls with options of virtual and in-person attendance, frequent email updates from our General Manager and our bi-monthly newsletter highlighting our successes. In addition, we have our internal social media platform ‘yammer’ for employees to post, share, like, comment, as well as our WhatsApp group for non-work sharing. And we are excited to share more from BMS HK under the BMS corporate LinkedIn channel in near future.



Cisco

Cisco fosters a culture of transparency through open and continual dialogue. Keeping people connected is at the heart of what we do. We check in with each other:

Cisco check-in is an internal event broadcasted live to all employees globally. Hosted by the executive leadership team, focusing on people and culture, as well as discussing updates on the business.

The Real Deal Survey, performed quarterly, is typically sent to 25% of employees to assess strategy, culture and leadership.

Engagement Pulse is for our people to freely share their experiences of working with their leaders. It's a short, on-demand employee satisfaction survey tracking how engaged employees are in the moment.



英飛凌



Infineon

Open communication is one of the distinct cultures of Infineon as management believes it helps trust building, team bonding and engagement improvement. Various communication channels are available in Infineon such as engagement pulse checks that are conducted twice a year to enable continuous feedback received and regular dialogue with employees. In quarterly all-hands meetings,

company's latest financials and strategic information are shared by management. Team building events such as outings, sports activities etc. are organized periodically to foster closer team spirit. Furnished collaboration space within the office is also tailored for casual exchange in a cozy environment. Above all, it is an open and communicative culture that Infineon is fostering.





Meijer Trading Ltd.

Meijer recognizes that communication is key to making sure everyone is on the same page and working toward a common goal. We have an intranet portal “Meijer365” which serves as a company news source. We also have a recognition program called “mTeam”, where company announcements are posted, and all leaders and team members share stories of great work and notes of appreciation. Human Resources sends out a weekly email communication with updates as well. Each quarter, our President and CEO records a video with companywide updates which is available for every team member to watch. He also has a very active Instagram page where he shares company updates and gives behind-the-scenes looks at life at Meijer and every team member is welcomed and encouraged to follow. In addition, video calls are taking place quarterly with the senior leadership team, who reviews quarterly business results and allows time for team member questions. Each week, team members at every level have a one-on-one meeting with their leader, where team members can have open dialogue with their leader about any issues or concerns, as well as provide updates on areas that are going well.



NVIDIA

Staying connected at NVIDIA is so important that we have multiple communication channels to share everything from business strategy to social events. News about strategy, products, and earnings is presented in NVIDIA's quarterly company meetings, departmental all-hands, by leaders in our 50-plus locations, and in employee 1:1s. We

use our intranet portal, corporate blog, newsletters, email, and tools like Slack and Microsoft Teams to stay connected. Each employee shares a weekly list of top five priorities with teammates. As a flat organization, managers are as close to our CEO as they are to their intern, so communication flows freely.

stryker



Stryker

Throughout COVID pandemic, our leaders are being agile in making decision balancing business needs and people needs. Our priority remains keeping the employee safe and supporting overall wellbeing. We acknowledge the ever evolving changes, hold people managers accountable for the shared responsibility driving employee engagement. We believe employee engagement is an individualized approach and so managers really play a key role in this.

We've also been implementing flexible working approaches for a long time. This enables us to keep our teams safe, taking care of family, while providing opportunity for our people to build connection with one another. Our team have a strong connection to their teams and managers while working remotely with trust lays the foundation, caring with shared common goals and to celebrate the wins together.

Organizer



Great Place to Work is the global authority on high-trust, high-performance workplace cultures that provides executive advisory and culture consulting services to businesses, non-profits, and government agencies in more than 90 countries across five continents. Through proprietary assessment tools, benchmarks and certification programs, Great Place to Work provides the expertise needed to create, sustain, and recognise outstanding workplace cultures. The Institute works with media throughout the world to select lists of Best Workplaces. In Greater China, we partner with Bloomberg Businessweek/China and CTgoodjobs to publish the 'Best Workplaces™' list. In the US, we work with Fortune Magazine to publish the '100 Best Companies to Work For®' list.



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