

The State of Work-Life Balance in Hong Kong 2006

A Summary of Research Findings



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LEHMAN BROTHERS



Shalini Mahtani
CEO, Community Business, October 2006

About Community Business

Community Business is a unique membership based non-profit organisation whose mission is to lead, inspire and support businesses in Hong Kong to continually improve their positive impact on people and communities. Community Business provides training, facilitation and advice to some of the world's largest companies in Corporate Social Responsibility (CSR) and its major areas of focus include CSR strategy and policy, corporate community investment and diversity and work-life balance in the workplace. Founded in 2003, Community Business currently works with a range of small, medium and large companies committed to CSR. For more information, visit www.communitybusiness.org.hk

Acknowledgements

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Community Business would also like to thank the Public Opinion Programme at the University of Hong Kong for its contribution to the work-life balance survey.

Thank you also to Kym Leo, Winnie Ng and Kate Vernon at Community Business.

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EXECUTIVE SUMMARY

Research commissioned by Community Business and undertaken by the Public Opinion Programme at the University of Hong Kong on the state of work-life balance in Hong Kong exposes some disturbing facts. The research is based on a random telephone survey of 1,519 employees in Hong Kong and reveals the following:

Working and living patterns

- **Employees in Hong Kong work very long hours**
 - The average number of hours worked per week is 51.3. This is 8% higher than hours required in employees' contracts and more than 25% higher than maximum working hours, as defined by the International Labour Organisation (ILO).
 - Those with a monthly income of HK\$10,000 or less work the longest number of hours.
- **The majority of employees work overtime regularly**
 - 61% of employees work overtime each week with 22% working overtime nearly everyday.
 - The main reason for regular overtime is too much work and the need to support co-workers. Over 25% of employees work overtime because they do not want to be the first person to leave the office or they cannot leave before their boss.
- **Some employees are denied the statutory minimum of 7 days annual leave**
 - 7% of employees are not entitled to any leave and 1% is not entitled to the full 7 days.
- **Employees in Hong Kong have little time for personal life**
 - Over 70% of employees spend less than 2 hours per day on personal or private activities with 11% spending no time on such activities.
- **Employees' actual work-life balance is a far cry from what they want**
 - Employees' actual work-life ratio is 85:15 whilst their preferred but realistic work-life ratio is 60:40.

Satisfaction with work and life

- **Most employees are unhappy at work**
 - 76% of employees cite reasons for unhappiness at work and 24% are happy at work.
 - The main reasons for this unhappiness are relationship with supervisors and colleagues (20%), pay benefits (17%) and workload (12%).
- **A large majority of employees say work-life balance is important to them**
 - Almost 84% of employees say work-life balance is quite or very important to them.
- **Less than half of all employees say their work and private lives are balanced**
 - 44% of employees say their work and private lives are balanced, 28% say it is not balanced and 27% say it is neutral.
- **Employers need to do more to promote work-life balance**
 - Employees give their employers a score of 4.7 out of 10 for efforts and resources expended on work-life balance.

Problems with current work-life balance and desired solutions

- **Employees in Hong Kong have a long way to go to achieve their ideal work-life balance**
 - Employees rate the degree to which they have achieved their work-life balance 5.7 out of 10.
- **Employees have some control over work-life balance, but not much**
 - Employees rate the degree to which they have control over work-life balance 6 out of 10.
 - Those with a monthly income of HK\$10,000 or below have the least control over their work-life balance.
- **The greatest obstacle to achieving work-life balance is long working hours**
 - The three greatest obstacles are long working hours (16%), financial management (14%) and job security (12%).
- **Current work-life balance is detrimental to health and personal relationships of employees**
 - Over 60% of employees report suffering from prolonged fatigue and extreme tiredness.
 - 41% report insomnia and poor diet as a result of work pressure and 39% claim they have insufficient time with partner and friends.
- **The cost to business of poor employee work-life balance is high**
 - 33% of employees report that work productivity and quality is reduced as a result of long working hours.
 - 31% of employees report getting sick easily and frequently due to heavy workload and we expect this has a direct relationship with sick leave taken.
- **Direct action by employers can improve work-life balance**
 - 32% of employees report that a 5-day work week would most assist them with work-life balance, 22% flexible work hours and 14% the option to work from home.
- **Not enough employers offer a 5-day work week**
 - 61% of employers do not offer a 5-day work week, 28% do and 9% are currently thinking about it.



INTRODUCTION

There is much discussion about work-life balance in Hong Kong. The government's recent announcement of a 5-day work week for the civil service, followed by the same announcement by some large companies, has resulted in other employers examining the issue. They are asking questions such as: is work-life balance just about a 5-day work week, what is the state of work-life balance in their company compared to others and what should they be doing? In addition, best practice employers who have already implemented a 5-day work week are asking what more they can do to be an employer of choice.

Companies are addressing this question of work-life balance because it is about competitive advantage. Many of our member companies at Community Business are experiencing a war for talent and having work-life balance policies and initiatives assists them in differentiating themselves from other employers - particularly those in the same industry. Furthermore, understanding the needs of employees is a fundamental and core part of corporate social responsibility (CSR).

The discussion on work-life balance is relatively new to Hong Kong and public opinion is divided as to what is a reasonable ratio. Furthermore, what represents a good work-life balance for one individual may not be the same for another. As such, the nature of the subject is somewhat subjective and the reader may or may not agree with the conclusions drawn by Community Business in this report.

Members of the Community Business Leadership Team (CBLT), which comprises leadership from various companies across Hong Kong, are committed to CSR and to raising awareness of CSR, both internally within their own organisations and externally. These member companies of the CBLT agree on the importance of work-life balance and the need to address this issue in their own organisations. After investigation, they found that although there was much talk about work-life balance in Hong Kong there was surprisingly little research in this area. As such, the CBLT decided to invest in research on the state of work-life balance in Hong Kong.

Our hope is that this report will raise awareness of the issue of work-life balance and serve as a catalyst for further discussion.

METHODOLOGY

The CBLT formed a work-life balance taskforce whose aim was to commission research on the state of work-life balance in Hong Kong. This taskforce decided to appoint Dr Robert Chung, Programme Director, and his team at the Population Opinion Programme (POP) to conduct the research and both parties worked together to identify the scope of a work-life balance survey.

This was a random survey conducted by telephone interviewers between 17 July and 9 August 2006. The target population was a full time worker of age 15 or above who speaks Cantonese, English or Mandarin. A full time worker is defined as an employee who works at least 5 days a week or total working time of not less than 40 hours per week. In total 1,519 workers were successfully interviewed. Given the randomness of the survey and the sample size, we are confident that the survey responses are indicative of the Hong Kong working population.

Respondents were asked to give their profile by gender, age or age bracket, educational level, whether they are a white or blue collar worker, marital status, whether they have children and if so how many, as well as monthly income. The full report of survey findings written by the Public Opinion Programme at the University of Hong Kong is available for no charge at www.communitybusiness.org.hk

This report seeks to give an overview of the survey findings as well as present Community Business' view of the survey results. Our primary purpose is to provide the corporate sector with the necessary data to assist them with their work-life balance policies and initiatives.

Since each industry can vary greatly in nature, the survey findings in this report are presented primarily by respondents' industry. The industry categories are based on those of the Hong Kong Census and Statistics Department. In addition, as many of Community Business' member companies are committed to diversity and non-discrimination in the workplace, this report presents significant findings based on the gender profile of respondents. Where interesting or significant income based disparities occur, these are also discussed.

Finally, this report reflects the position of Community Business on work-life balance, based on the survey results. This report does not necessarily reflect the views of our member companies, the member companies of CBLT or the sponsors of this report.

DEMOGRAPHICS

Figure 1 shows the distribution of responses from different sectors of the Hong Kong economy. The category Other Personal Services refers to personal services provided by individuals generally paid on an hourly basis such as private tutors and freelance workers. This survey did not include domestic helpers.

Figure 1. Distribution of responses by industry

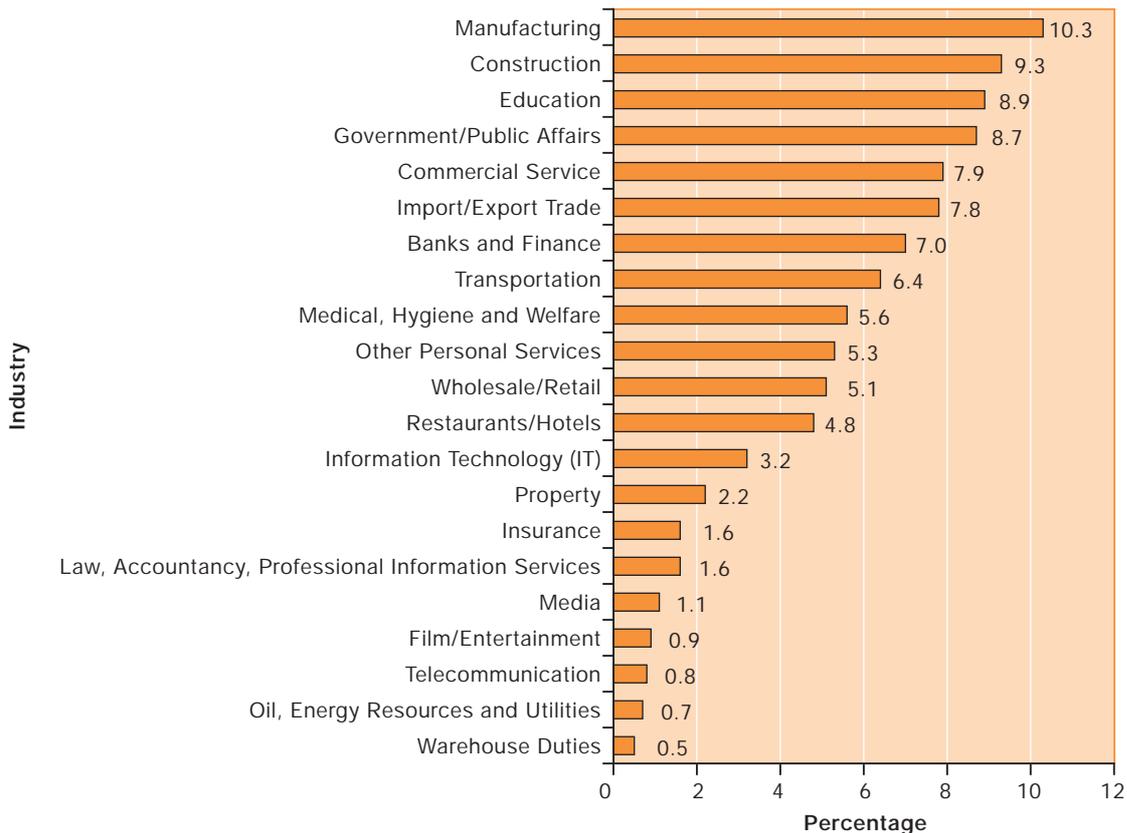




Figure 2 shows the distribution of responses by gender and Figure 3 shows the distribution of responses by income level.

Figure 2. Distribution of responses by gender

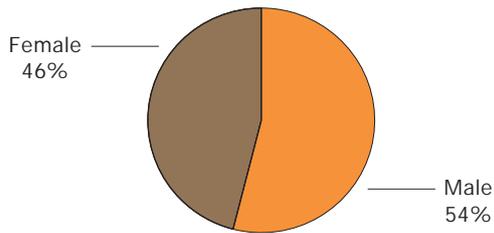
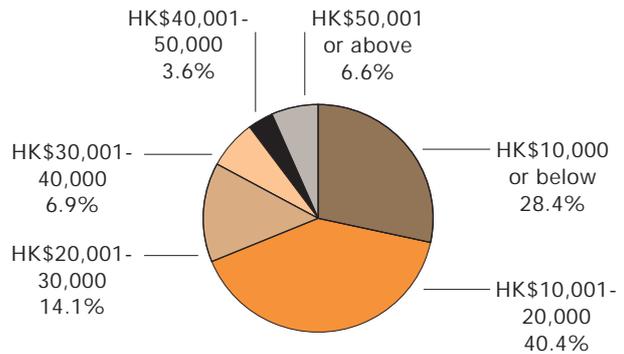


Figure 3. Distribution of responses by monthly income



FINDINGS

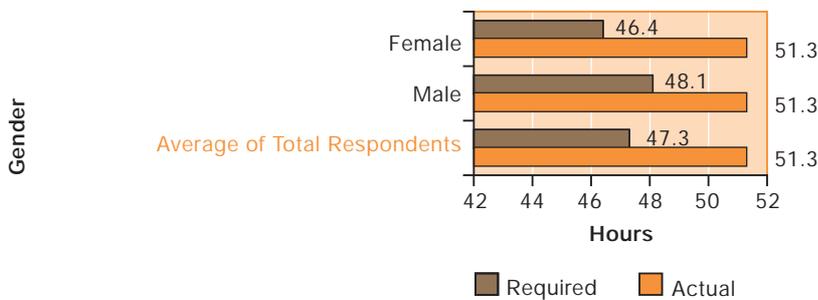
Section 1: Working and living patterns

Required and actual working hours

The number of hours that employees are required to work is determined by their employment contract. Our survey reveals that the required number of working hours for men is 4% higher (48.1 hours per week) than it is for women (46.4 hours per week), as shown in Figure 4. However, there is no difference in the actual number of hours worked by men and women, which stands at an average of 51.3 hours per week.

Figure 4 also shows that on average, full time employees are contractually required to work 47.3 hours per week but in practice they work 51.3 hours or 8% in excess of their contractual hours. Hours worked by Hong Kong employees are in excess of the number of hours recommended by the ILO, which recommends that workers should work no more than 40 hours per week with occasional paid overtime, paid at a premium, of up to 12 hours per week.

Figure 4. Average required and actual working hours by gender

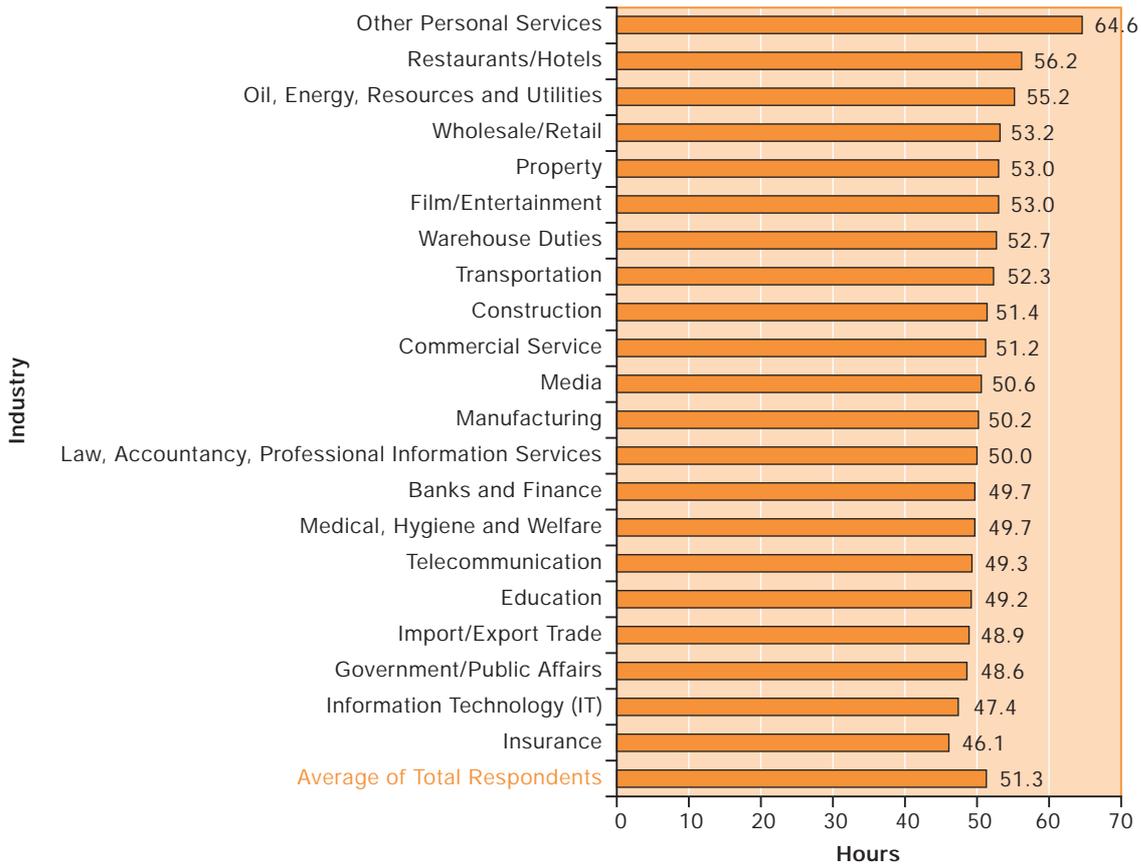




The State of Work-Life Balance in Hong Kong

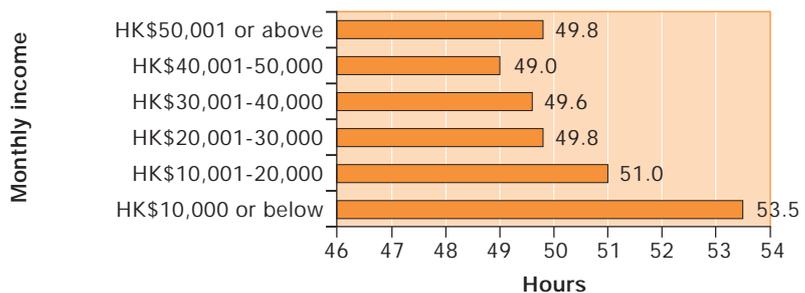
Figure 5 shows that the average actual working hours varies across industry with Other Personal Services topping the list (64.6 hours per week), followed by Restaurants/Hotels (56.2 hours per week) and Oil, Energy, Resources and Utilities (55.2 hours per week). Those in Government/Public Affairs (48.6 hours per week), Information Technology (47.4 hours per week) and Insurance (46.1 hours per week) work the least number of hours.

Figure 5. Actual working hours per week by industry



Furthermore, Figure 6 shows that those who earn the least, HK\$10,000 per month or below, work the highest number of hours.

Figure 6. Actual working hours per week by income





The State of Work-Life Balance in Hong Kong

Overtime frequency and reasons for overtime

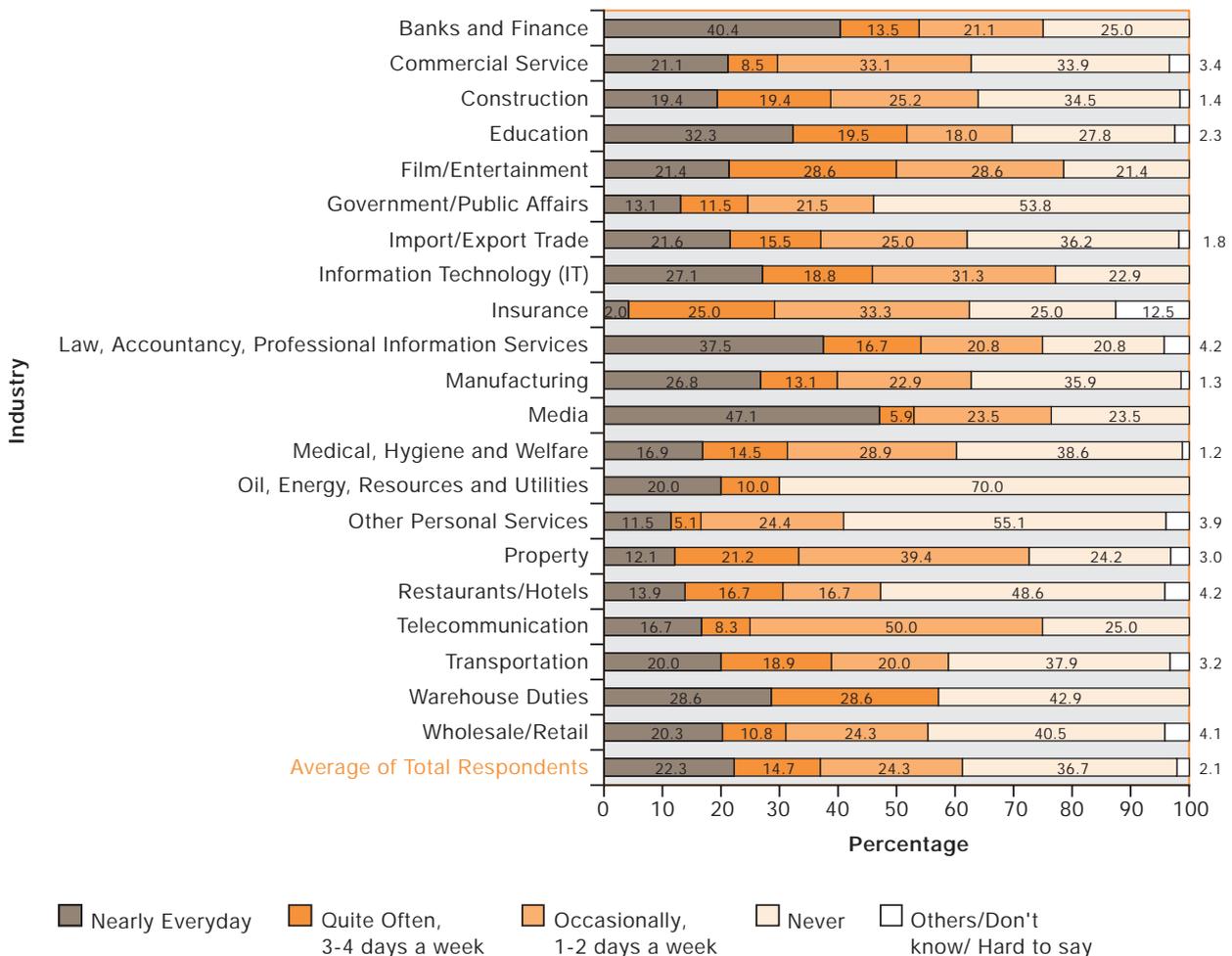
Figure 7 shows that on average 61.3% of employees work overtime each week, with 22.3% working overtime nearly everyday, 14.7% quite often (3 to 4 days per week) and 24.3% occasionally (1 to 2 days per week) and 36.7% never working overtime.

Further analysis of the results shows that there is a vast difference in overtime frequency by industry. Frequency of overtime is most for employees in Film/Entertainment (78.6%), Information Technology (77.2%), Banks and Finance (75%) and Property (72.7%). Particularly worrying is that 47.1% of employees in Media and 40.4% in Banks and Finance work overtime everyday.

Conversely, results show that employees work less overtime in Oil, Energy, Resources and Utilities (30%), Other Personal Services (41%) and Government/Public Affairs (46.1%).

Employees in some industries report working long working hours but relatively little overtime. Such is the case for example, for employees in the Oil, Energy, Resources and Utilities industries. Here they report an average of 55.2 hours per week (as per Figure 5) , yet 70% of employees state they never work overtime. This may be because their contractual hours are relatively high and although they may be working long hours, they do not classify these as overtime hours. This may also be the case for employees in Other Personal Services and Restaurants/Hotels.

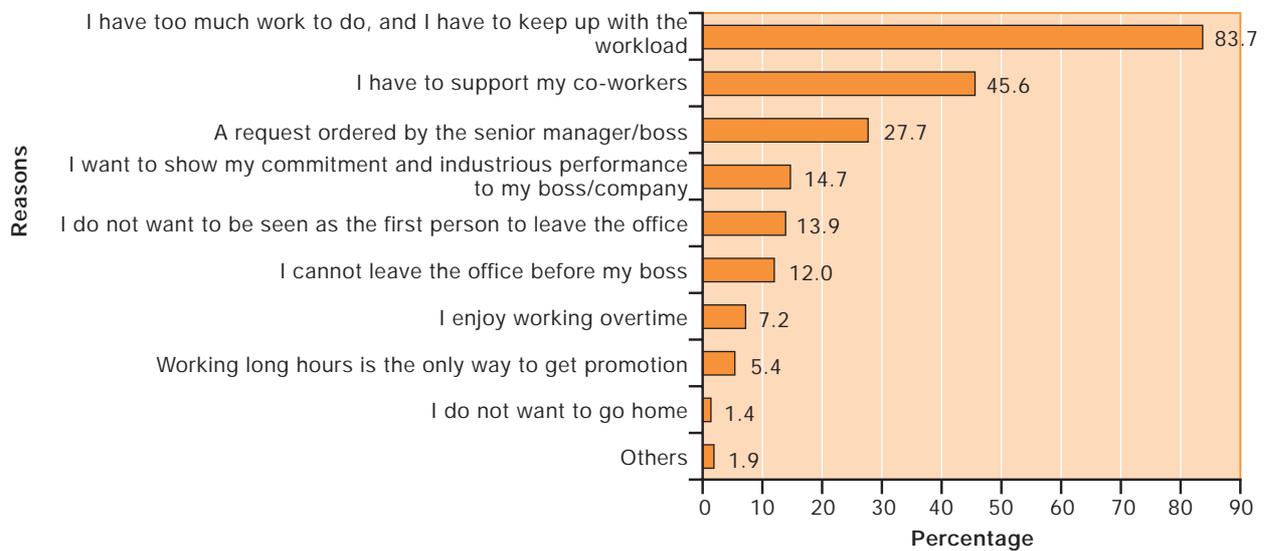
Figure 7. Frequency of overtime by industry



Respondents were asked the reason why they work overtime. They were given a number of options to choose from and allowed to choose more than one option. Figure 8 shows the reasons for overtime work. Over 80% of those who work overtime say they do so because they have too much work to do, whilst almost 50% say they have to support co-workers and 27.7% say they work overtime because they are ordered to do so by the senior manager/boss. Over 25% of employees working overtime hours do so because they do not want to be the first person to leave or they cannot leave before their boss.

These findings are contrary to what some employers think is the "Hong Kong work culture" - where employees like to work long hours. Our survey reveals that only 7.2% of employees enjoy working overtime.

Figure 8. Reasons for overtime

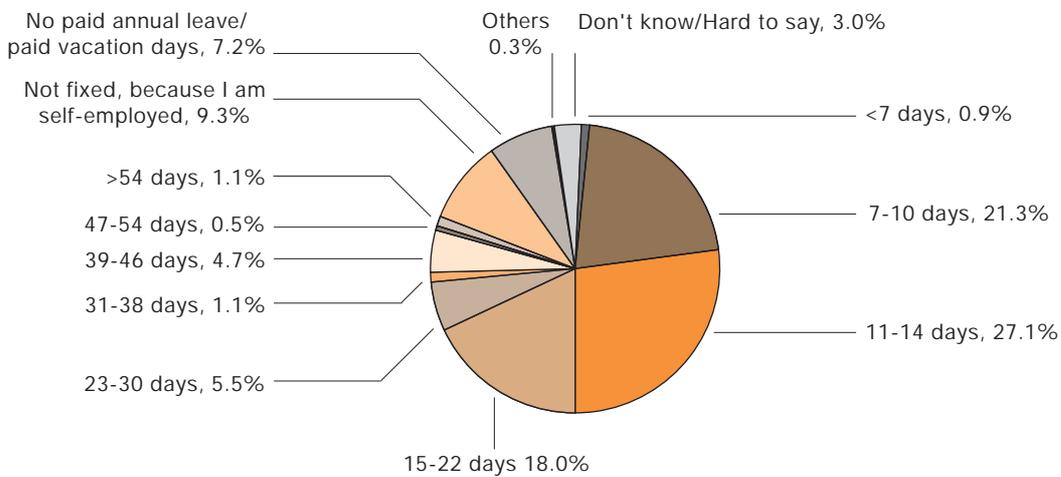




Annual leave

The survey shows that the average length of paid annual leave is 15 days. Figure 9 shows a very worrying fact that 7.2% of employees surveyed are not entitled to any paid leave and 0.9% of employees have less than 7 days. The Employment Ordinance of the Hong Kong Special Administrative Region states clearly that an employee is entitled to annual leave with pay after employment under a continuous contract for 12 months and the minimum amount of such leave is 7 days. We have no way of knowing whether the employees who cite that they are not entitled to pay have been working for at least 12 months but if they have, this behaviour on the part of employers is unlawful.

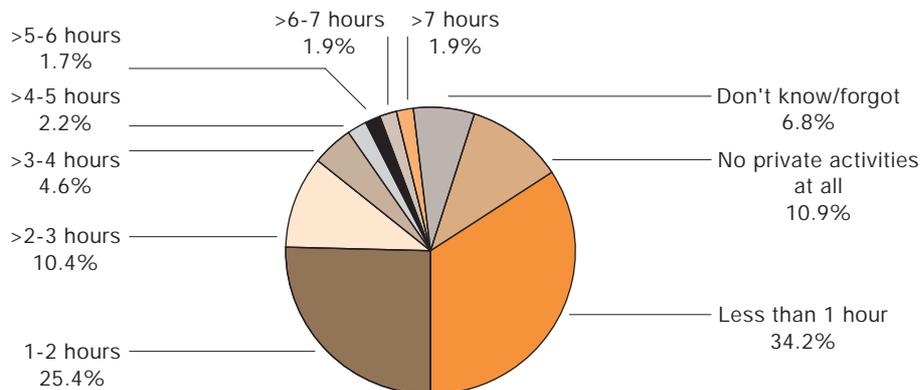
Figure 9. Number of days of paid annual leave



Personal time

Respondents were asked about the amount of time they spend on personal and private activities, like meeting friends and engaging in activities for leisure, such as sports and travelling. Figure 10 shows that a significant proportion of employees, 10.9% of them, do not participate in any private or personal activities at all during the course of a day. For those who do participate in private and personal activities, 34.2% spend less than an hour a day on these while 25.4% spend 1-2 hours a day. 20.8% of employees spend between 2-7 hours per day and 1.9% spend over 7 hours per day.

Figure 10. Time spent on private activities per day

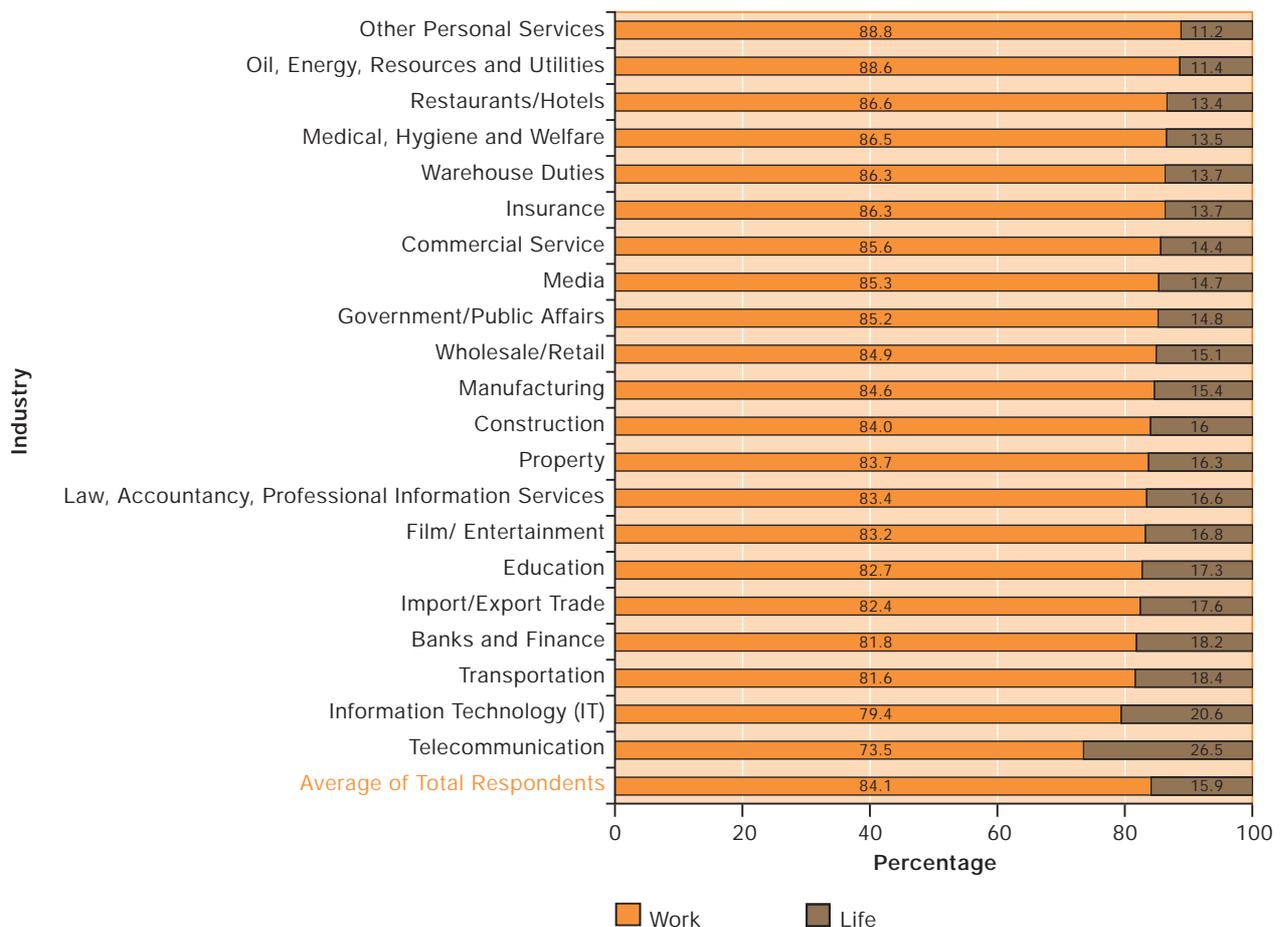


Preferred vs. actual work-life ratio

Respondents were asked how they would ideally like to split their time between work and personal life - what we call their 'preferred but realistic work-life ratio'. This preferred but realistic work-life ratio is 60:40.

This contrasts greatly with the actual work-life ratio of 84:16, shown in Figure 11, calculated by dividing actual work hours reported by their leisure hours.

Figure 11. Actual work-life ratio by Industry





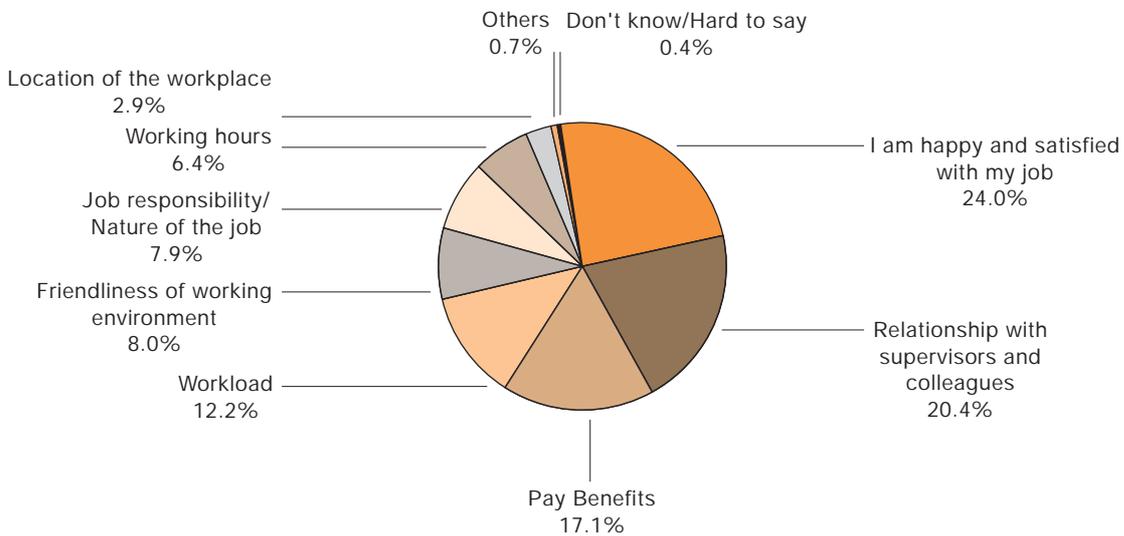
Section 2: Satisfaction with work and life

Main reasons for unhappiness at work

Respondents were asked to select the most important reason for unhappiness at work. They were given a range of options to choose from and asked to choose only one option. The list also included the response that they are happy and satisfied with their job.

Figure 12 shows that only 24% of respondents say they are very happy and satisfied with their current job, which means that 76% are not. The respondents who are unhappy with their job cite relationship with supervisors and colleagues (20.4%) as being the main reason. This is followed by pay benefits (17.1%) and workload (12.2%). Interestingly only 6.4% identify working hours as the main reason they are unhappy at work.

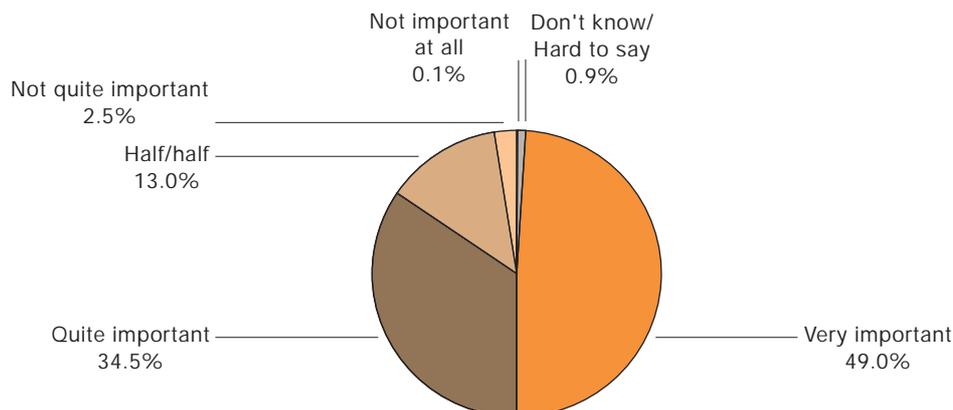
Figure 12. Main reasons for unhappiness at work



Importance of work-life balance

Figure 13 shows that work-life balance is important for 83.5% of employees. 13% are neutral about it. Only 2.6% think that work-life balance is not important

Figure 13. Importance of work-life balance



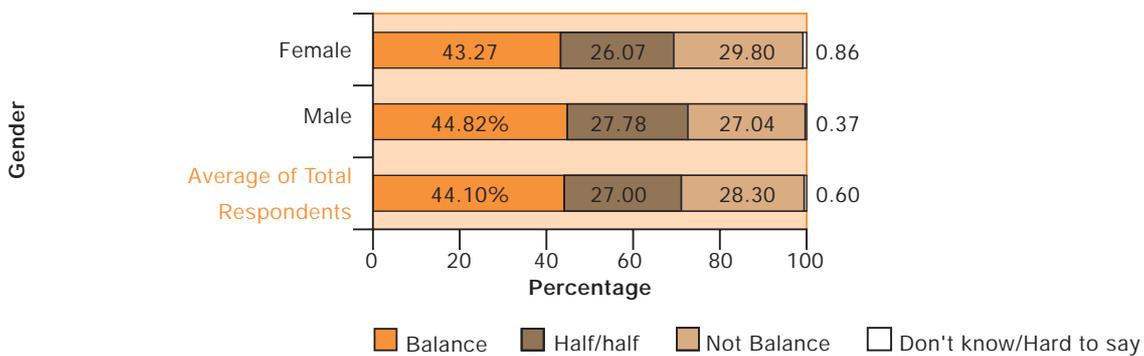
Employees views on whether they have work-life balance

Figure 14 shows that 44.1% of respondents believe their work and private lives are balanced. Only 28.3% consider theirs not balanced while 27% are neutral about it.

This finding is surprising given the gap between respondents actual work-life balance ratio and preferred ratio, the long hours they work, as well as the relatively little time they spend on their personal and private activities. One possible explanation is that people in Hong Kong are pragmatic and although they would like a better work-life balance, they are generally satisfied with their situation.

At the outset of this survey, we believed that professional women in Hong Kong still assumed their “traditional” role as care givers and that with the challenge of having to juggle multiple responsibilities (i.e. work, home and children duties) would be less satisfied with their level of work-life balance than men. However, Figure 14 shows that there is only a marginal difference between the extent to which men and women think they have work-life balance. A possible reason for this could be that paid domestic help has to some extent relieved professional women of home and childcare duties.

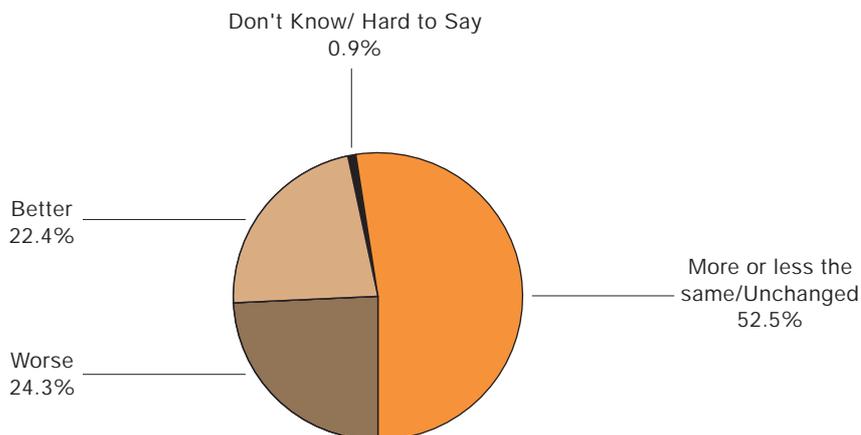
Figure 14. Extent to which current work and private lives are balanced by gender



Work-life balance this year compared to last year

Figure 15 shows there has been little change in work-life balance over the last two years. 52.5% of employees say that it is more or less the same as last year, whilst 22.4% say the balance was better this year and 24.3% say it is worse.

Figure 15. Work-life balance this year compared





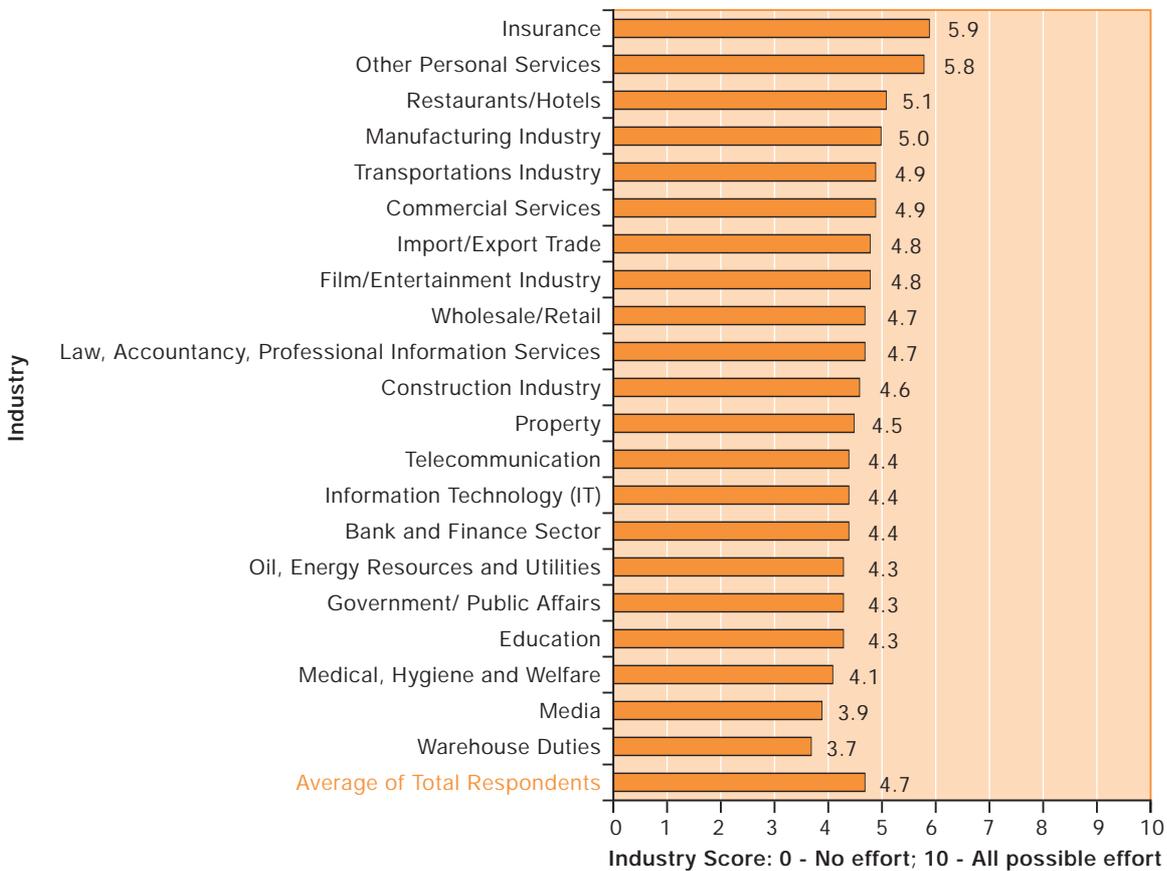
The State of Work-Life Balance in Hong Kong

Efforts expended by employers to promote work-life balance

Respondents were asked to what degree efforts are being made by their employer to promote work-life balance. The scores ranged from 0 to 10 with 0 representing no effort being made and 10 being all possible efforts being made. Figure 16 shows that there is much room for improvement on the part of employers with the average score being 4.7 points which is below the neutral score of 5.

Amongst the different industry sectors, Insurance (5.9), Other Personal Services (5.8) and Restaurants/Hotels (5.1) score the highest in terms of effort and resources being expended on work-life balance. On the other hand, Warehouse Duties (3.7), Media (3.9) and Medical, Hygiene and Welfare (4.1) have the lowest scores.

Figure 16. Effort and resources spent on work-life balance by industry



Section 3: Problems with current work-life balance and desired solutions

Degree to which employees have achieved their ideal work-life balance

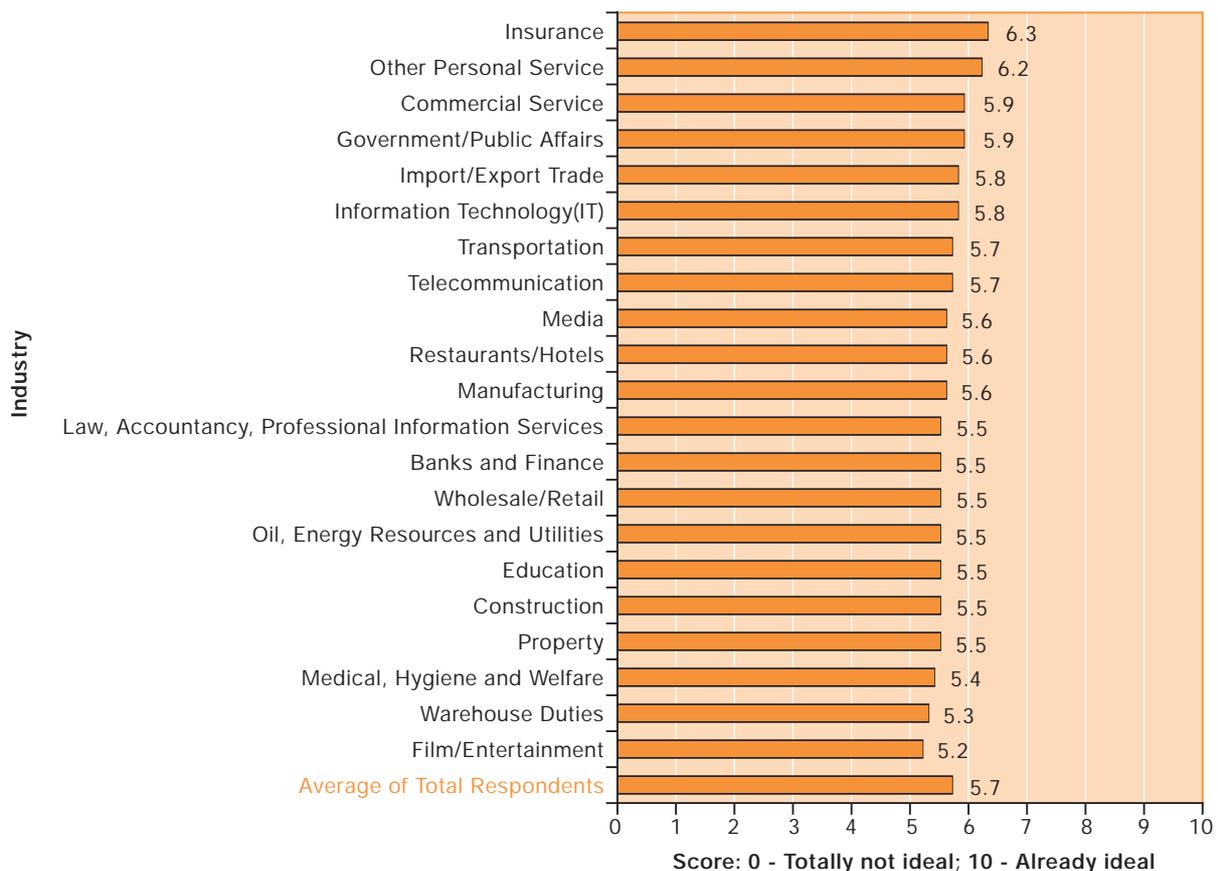
Respondents were asked to rate how far they had achieved their ideal work-life balance on a scale of 0 to 10. The higher the score, the closer they are to their ideal situation with 5 marking a neutral score. Figure 17 shows the average score is 5.7 and that there is relatively small variation in scores between industries. Again, both Insurance and Other Personal Services score the highest.

This may not be surprising. In the case of employees working in Insurance, many of them are insurance agents and tend to have flexibility over their time and are paid on a commission basis rather than fixed salary basis.

Likewise, people in Other Personal Services, such as private tutors and freelance workers, are generally self-employed and tend to have flexibility with their time. In both these industries there is more effort expended on work-life balance (as shown in Figure 16) so it makes sense that employees in these industries are closer to their ideal work-life balance.

It is interesting to note that although employees in Insurance work the lowest number of hours (46.1 hours per week as per Figure 5), individuals in Other Personal Services work the highest number of hours (64.6 hours). In these cases, it appears that work-life balance is not necessarily about the number of working hours but rather the level of control over work-life balance. This is discussed further in the next section.

Figure 17. Degree to which employees have achieved their ideal work-life balance by industry





Control over work-life balance

Respondents were asked how much control they have in terms of attaining a balance between work and life. The scoring ranged from 0 to 10. A score of 0 means that the respondent has no control whereas a score of 10 means that the respondent has total control of his/her work-life balance.

Figure 18 shows that the average score is 6 which is slightly above neutral. Insurance (7.4), Media (6.8) and Other Personal Services (6.7) score the highest. Both Insurance and Other Personal Service score the highest in the previous sections so their inclusion here at the top is not unexpected. In the case of Media, this is not unexpected either as many journalists have control over their time.

Figure 18. Control over work-life balance by industry

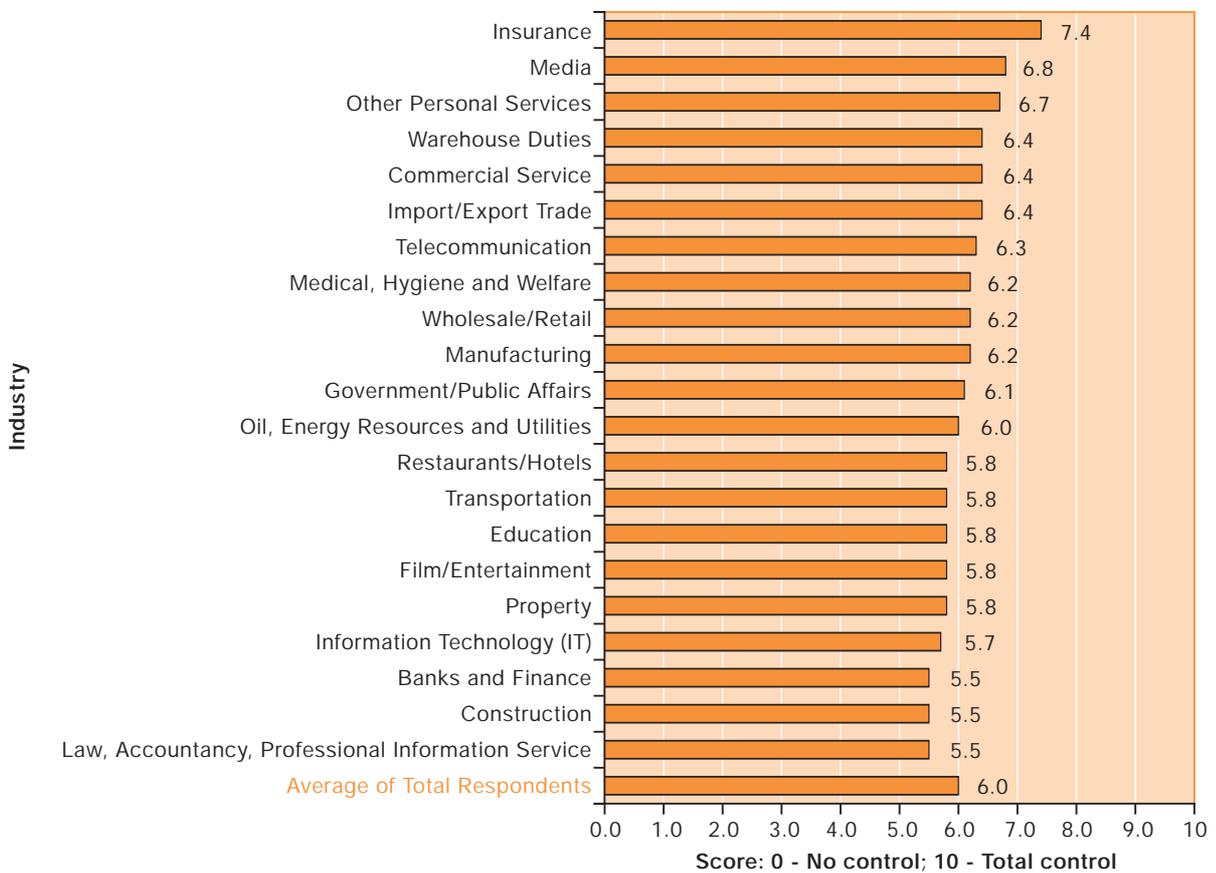
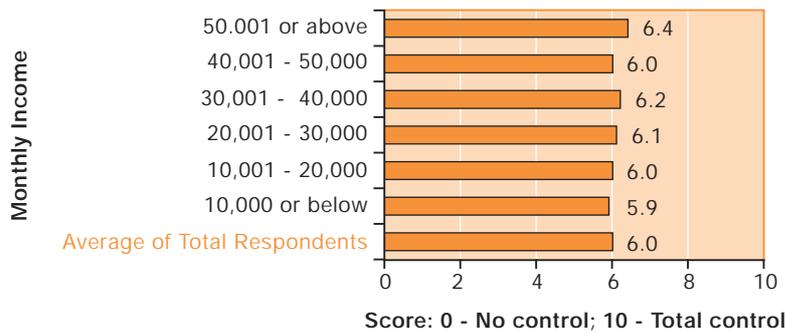


Figure 19 shows that control over work-life balance is worse for lower income employees than higher income employees. Lower paid individuals are likely to be in a more junior position and as a result have less say over their working hours which are dictated by their boss or bosses.

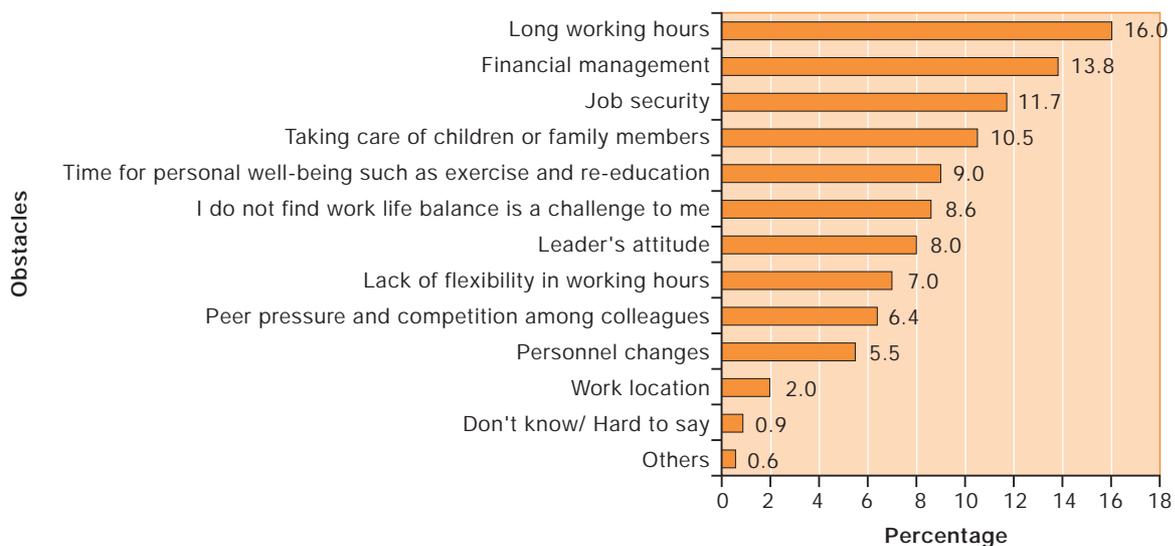
Figure 19. Control over work-life balance by income



Obstacles to achieving work-life balance

Respondents were asked about their greatest obstacle to achieving work-life balance and were only allowed to choose one response. Figure 20 shows that most employees believe long working hours (16%) is their greatest obstacle, followed by financial management (13.8%) and job security (11.7%). Other obstacles include taking care of children and family members (10.5%), time for personal well-being such as exercise and re-education (9.0%), leader's attitude (8.0%), lack of flexibility in working hours (7.0%), peer pressure and competition amongst colleagues (6.4%), personnel changes (5.5%) and work location (2.0%). However, 8.6% of employees say that work-life balance is not a challenge to them.

Figure 20. Obstacles to attaining work-life balance



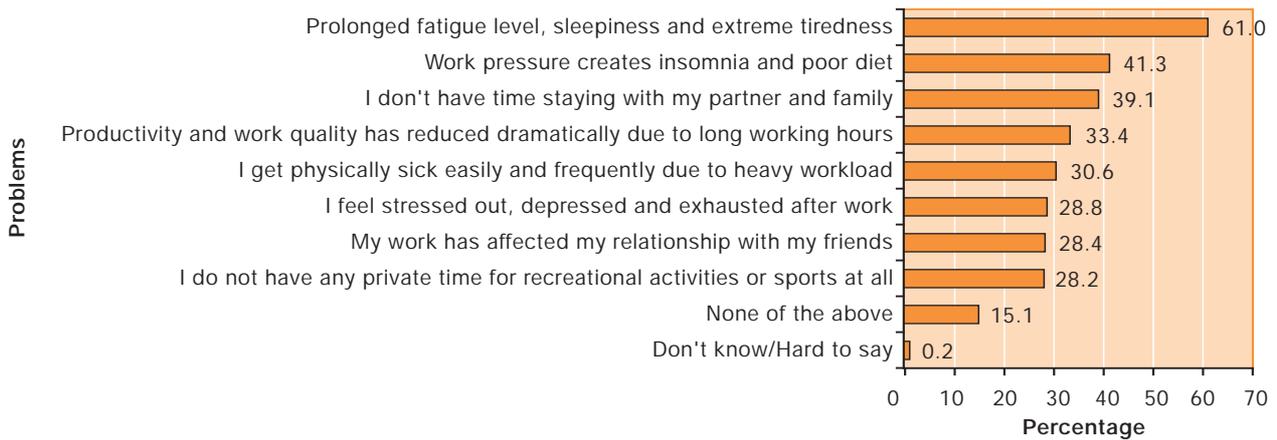


Problems arising from poor work-life balance

Respondents were asked if they encountered any problems as a result of their work-life balance. Figure 21 shows that an overwhelming majority of respondents, 61%, claim to suffer from prolonged fatigue and extreme tiredness. This is followed by insomnia and poor diet (41.3%), as well as insufficient time with partner and family (39.1%). Other problems encountered by a significant percentage of the respondents include reduced productivity and work quality (33.4%), frequent physical sickness due to heavy workload (30.6%), exhaustion and depression (28.8%), impact on relationship with friends (28.4%) and lack of private time for recreation activities and sports (28.2%). Only 15.1% of respondents say they do not encounter any of these problems.

These findings are alarming for companies as there is clearly a direct impact on the financial performance of business. Poor work-life balance of staff is detrimental to business, particularly when work quality and productivity are affected and staff take sick leave to compensate for their heavy workload. Notwithstanding this, companies are increasingly publicising that corporate social responsibility is important to them and there is a dire need to back up this rhetoric with action. Corporate social responsibility is ultimately about a company's relationship with all its stakeholders and employees are a key stakeholder group who are being neglected.

Figure 21. Problems resulting from poor work-life balance



Initiatives to improve work-life balance

Respondents were asked how they could achieve a better work-life balance and were asked to choose only one option from a range of options given to them, as shown in Figure 22. A 5-day work week (32.4%) received greater support than flexible working hours (22.4%). This may be because the nature of the job actually requires them to work from a fixed location. In addition, there is also a lot of media focus on the 5-day work week currently so it could well be that there is a greater awareness and understanding of this initiative.

14.1% of respondents say they think the option to work from home sometimes would assist them with work-life balance. This shows, once again, that employees want flexibility. Given technology, particularly easy internet access, this could be a viable option for employees whose job nature does not require them to work from a given place.

Interestingly 11.2% of respondents want free sports facilities. This could be because sports facilities, such as gyms, are expensive and to have an employer provide this would be a great benefit. It also shows that a significant percentage of employees are concerned about their health.

Only 6.1% want work support services, such as employee counselling schemes as well as stress management training. 5.9% of employees want parental leave, which may include maternity and paternity leave, as well as other parental leave. In terms of maternity leave, employers should already be providing this. The Hong Kong Employment Ordinance states that pregnant employees who have been under a continuous contract for forty weeks are entitled to ten weeks of paid maternity leave. Paternity leave is not covered by legislation in Hong Kong. However, best practice companies are already implementing this, with some extending the same amount of leave as maternity leave if the father is the primary care giver. In addition, other parental leave is also provided by some best practice companies, for example, leave for employees during their children's exam period.

The relatively small number of respondents requesting crèche facilities and childcare (2.1%) is perhaps not surprising given Hong Kong's access to reliable and reasonably priced domestic help.

Figure 22. Initiatives provided by employer that would most help work-life balance

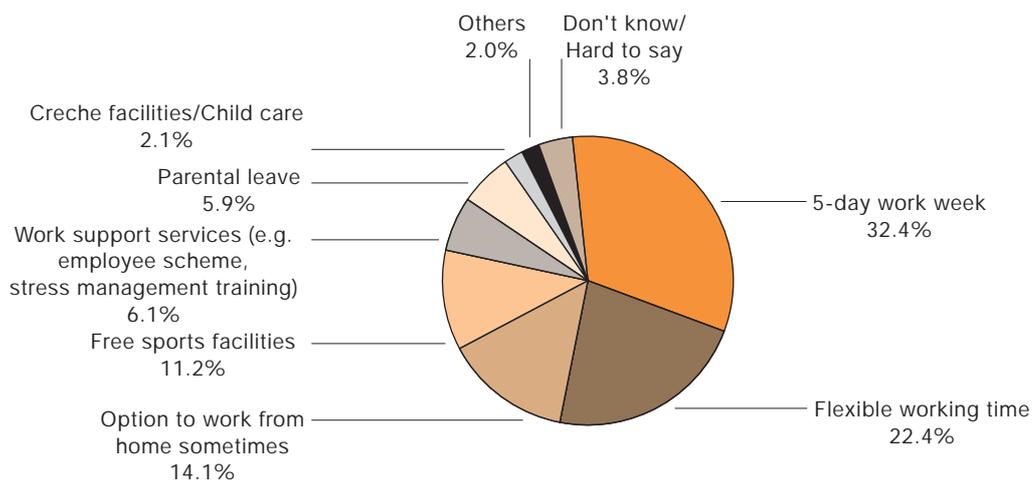
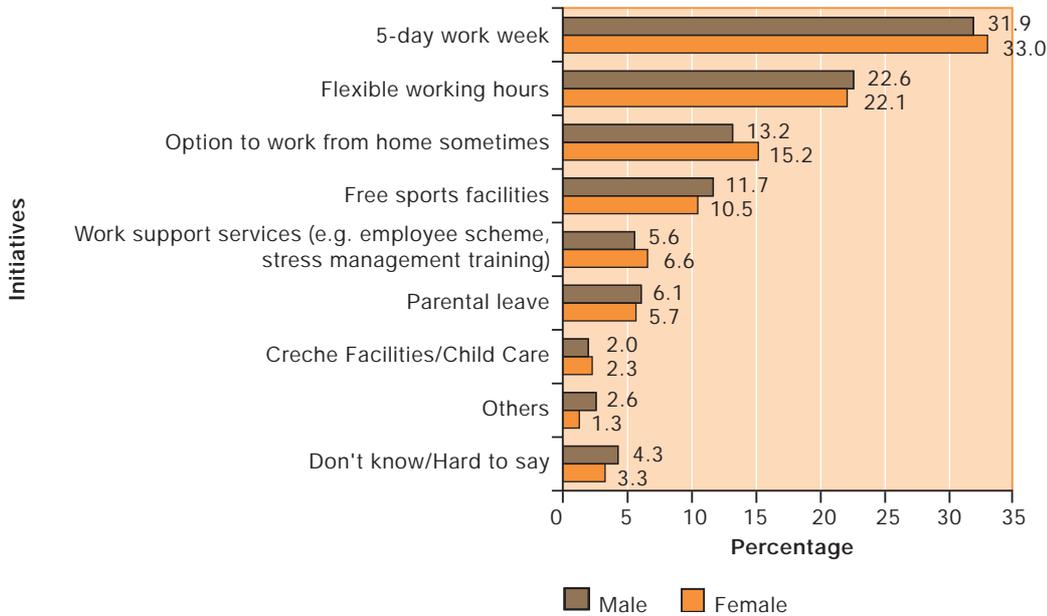




Figure 23 shows that men and women roughly want the same initiatives to the same degree.

Figure 23. Most desired initiatives to attain work-life balance by gender

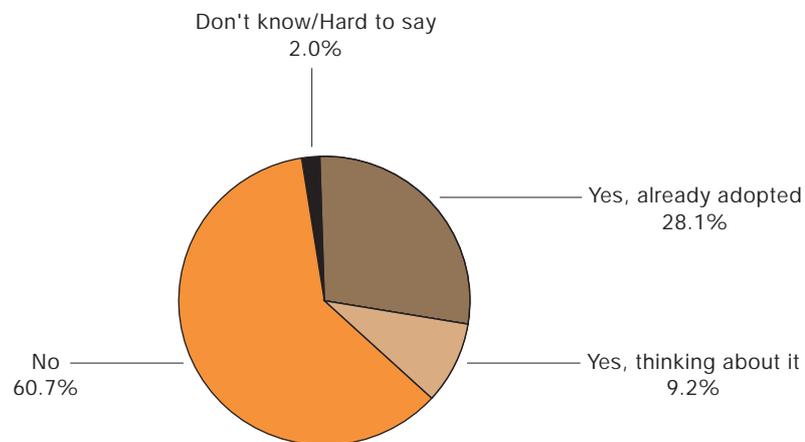


Adoption of a 5-day work week

Respondents were asked specifically if their employer had already adopted a 5-day work week. Figure 24 shows that 60.7% of employers do not have such a policy. Conversely, 28.1% have already adopted this policy and 9.2% are thinking about it.

There is tremendous room for improvement here given that 32.4% of employees in Figure 22 cite that a 5-day work week would most assist them achieve work-life balance.

Figure 24. Adoption of 5-day work week



CONCLUSION

This survey reveals some worrying facts about the state of work-life balance in Hong Kong. Not only do employees work long hours and frequently work overtime, but over 25% of them do so because they cannot be seen to be the first to leave work and cannot leave before their boss. This work culture is regressive and can potentially backfire against employers, particularly in tight labour markets. Moreover, some employers do not appear to provide employees with any annual leave at all, which would put them in breach of labour rights as well as Hong Kong's Employment Ordinance.

It is evident from our research that employees in Hong Kong have too much work to do and this is the main reason for overtime work. This may reflect a culture of squeezing employees as much as possible, as well as poor internal work processes. Whatever the reason, our research shows that long working hours are the greatest obstacle to achieving work-life balance.

Work-life balance is poor in Hong Kong with the actual ratio between work and life at 85:15. This is a far cry from employees preferred but realistic work-life ratio of 60:40 and reflects the relatively small amount of time employees dedicate to their personal lives. Crucial to business is that poor work-life balance has a direct impact on the financial bottom line. Our survey shows that poor work-life balance affects work productivity and quality as well as impacts sickness, and therefore probably sick leave, of employees. Furthermore, employers who are genuinely concerned about the health of their employees need to be aware that an overwhelming majority of employees experience prolonged fatigue, sleepiness and extreme tiredness as a result of poor work-life balance.

Employees in Hong Kong seem to be in agreement that a 5-day work week would most assist them in achieving work-life balance, yet only 28.1% of their employers provide this. There is clearly room for improvement here and employers looking to recruit from a global talent pool must be conscious that in so many other economies a 5-day work week is now the norm. Hong Kong's biggest employer, the SAR Government, has recently announced a 5-day work week for the civil service and it will be interesting to see if and when the private sector at large will follow suit.

A large percentage of employees also cite flexible working time and the option to work from home sometimes as initiatives that would assist them in achieving work-life balance. Although these arrangements are already being provided by best practice companies to their employees where the nature of the job allows it, they remain largely ignored by the business community because of the importance of 'face' time for many employers in Hong Kong. Employers need to recognise that research conducted elsewhere shows that both flexible working and the option to work from home are known to have significant benefits to business, including a reduction of rental costs, as well as higher staff loyalty and productivity.

For companies committed to embracing corporate social responsibility, focusing on the work-life balance of employees is critical. Employees represent a key stakeholder group and companies have a responsibility to ensure that they are treated fairly and respected as individuals. The negative effects of poor work-life balance are obvious: an overworked and stressed workforce leads to dissatisfaction, poor productivity and a negative impact on the bottom line. Work-life balance is clearly important to people, as stated by 84% of the respondents to our survey. The challenge for companies is to introduce policies and initiatives that enable their employees to give their best whilst recognising their needs as individuals - to achieve an appropriate balance between their professional and personal lives. The benefits to the business are clear: a healthy and productive workforce and, in an environment where companies have to compete for the best talent, a differentiator as an employer of choice.



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