

Employee Well-being and Future of Work



THE ADECCO GROUP

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Employee Well-being and Future of Work

Global Survey on Future Work Trends

The COVID-19 pandemic in 2020-2021 has drastically affected work environments and workplace scenarios. In the beginning, people were forced to work from home, but they eventually made adjustments to their lives and, in the meantime, remote work became the norm, which gave rise to remote management, employee anxiety, and issues surrounding psychological health. Consequently, enterprises of varying sizes around the world began to explore what the future of work would look like.

In 2021, The Adecco Group surveyed 14,800 corporate workers across 25 countries to gain a clear insight into the changes that workers of different cultures and regions had experienced after more than one year of remote work, whether their attitudes toward employers and work models had changed, and the attitudes and imaginings that they held after returning to the workplace as the pandemic continued to recede.

This survey report summarized five key findings, underlining the expectations and visions that corporate workers have for the future of work:

1. Hybrid working is the optimal model of working:

The past year has shown that remote work does not diminish employees' productivity. Up to 80% of respondents believed that a hybrid model of remote and office working is beneficial for both employees and enterprises. More than 70% of respondents hoped to work remotely more than they did before the pandemic. They considered such flexibility to be very important.

2. The 9-to-5 hour-based contract is outdated:

Among corporate workers who had experienced self-management and remote working, 82% of them stated that their productivity had remained the same or improved during the previous 12 months. Those who had become better time managers wanted more flexible working patterns and a shorter

working week. The 9-to-5 hour-based contract is outdated. Corporate workers wanted to retain the flexibility of deciding when to work, while hoping that companies can design result-based evaluation systems (rather than hour-based ones).

3. Managers are not equipped with emotional intelligence:

With issues such as the changing environment and the long working hours, almost 40% of corporate workers had experienced burnout. This had been felt most acutely amongst younger generations, with five out of every 10 young leaders reporting that they had experienced burnout. The mental health of corporate workers is an issue that must be addressed. However, close to 70% of employees stated that their managers had not cared about their mental health, and 50% of managers found it difficult to identify when staff may have been struggling with mental health issues.

4. The connection between management and employees is disappearing:

The survey results show that less than half of corporate workers felt connected to senior managers, which implies that satisfaction with senior management had reduced and motivation had regressed. While 77% of managers stated that they had been satisfied with their own performance, only 57% of non-managers had been satisfied with the performance of their manager. If such disconnect continues to expand, it will pose a major threat to corporate culture and business performance.

5. Upskilling is imperative for the future:

Changing global trends had been causing many corporate workers to re-evaluate their skills and the working life that they truly desire. Roughly 41% of corporate workers were moving or considering moving to jobs with more flexible working options, while 62% of workers were undertaking or considering training, upskilling and reskilling to gain new skills for the years ahead.

#Adecco Group Resetting Normal: Defining the New Era of Work

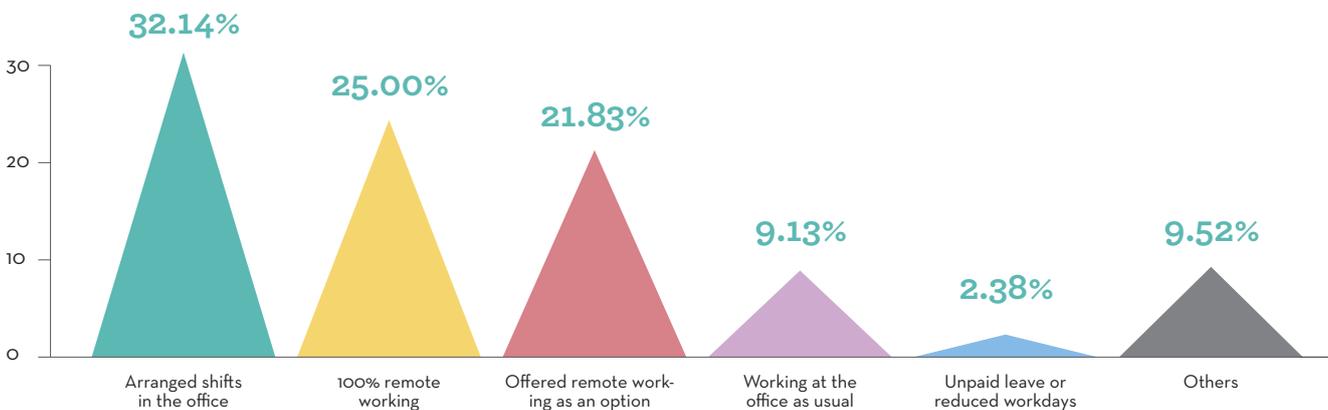
A survey of Taiwan shows the current situation

Having earned plenty of international attention with its success in COVID-19 prevention, Taiwan experienced its first major COVID-19 outbreak in mid-2021. Its nationwide epidemic alert was raised from Level 2 to Level 3 in a short period of time, prompting businesses to introduce social distancing and work-from-home measures in response to the pandemic.

Judging by the results, Taiwan was able to quickly keep the pandemic under control, while businesses in Taiwan also accelerated digitization during this period, which meant that employees and managers had to face challenges regarding working from home, remote management, and other new work-related challenges. Having worked remotely for more than one year, companies and employees in other countries have significantly changed their attitudes toward office-based work, working patterns, management culture, and other corporate elements. Most of them now prefer flexibility, freedom, and a better work-life balance. If that is the case, then what about Taiwanese employees who have experienced remote working? Have there been changes in their working culture and attitude over the past few months?

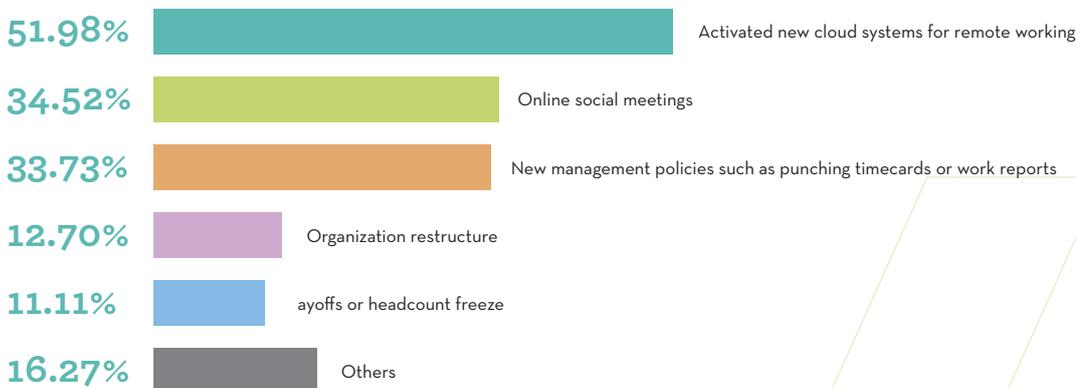
To shed light on the similarities and differences between workplaces in Taiwan and those in foreign countries, Adecco Taiwan conducted a survey on employee well-being in the summer of 2021. Based on the perspectives of 252 HR managers who work for Taiwanese companies, the survey describes the future of work and employee well-being policies/plans for Taiwanese companies, as compared with global surveys and working trends.

Q1 During the local COVID-19 alert and half-lockdown in Taiwan, what has your company adjusted for your working structures?



When the nationwide epidemic alert was raised from Level 2 to Level 3, nearly half of companies in Taiwan either transitioned completely to remote working or provided remote working options, while about 9% of companies retained the physical office model, 32% had workers working in shifts in the office, and quite a few offered remote working options based on the occupation and region. This trend shows that a majority of companies and employees in Taiwan have remote working experiences.

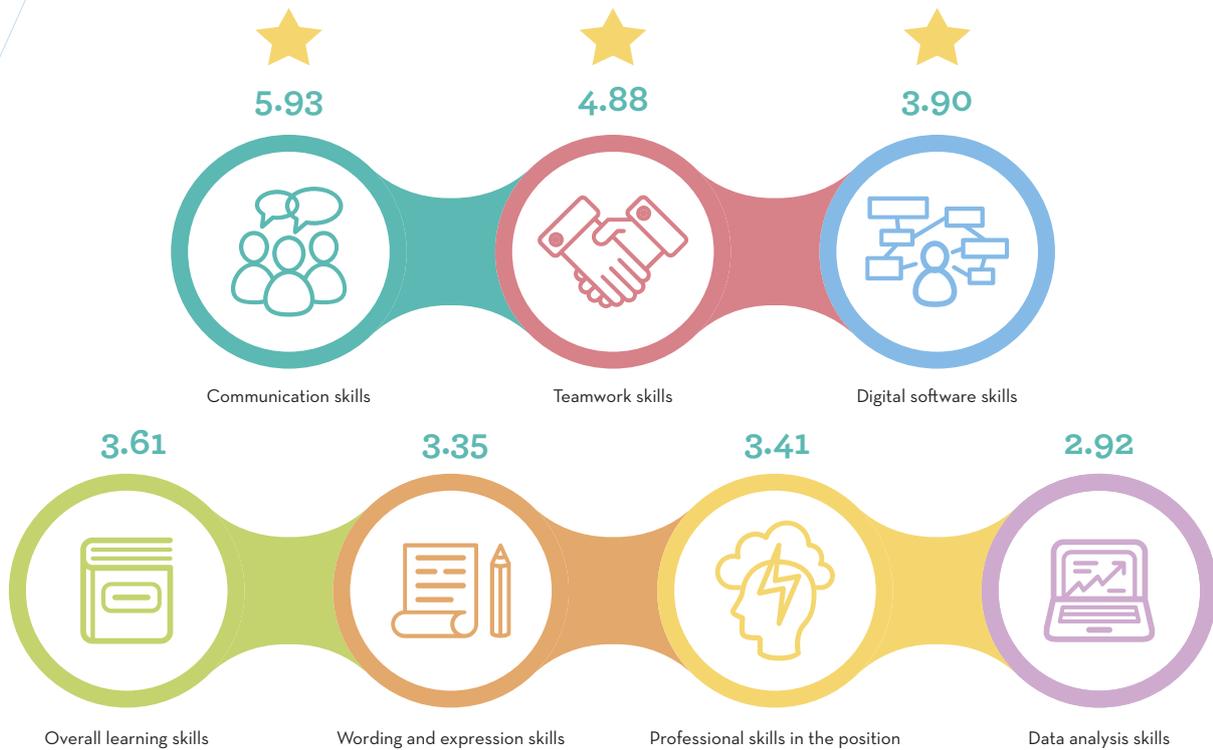
Q2 As above, what other changes have you seen in your workplace during this time? (Multiple choices)



When shifting to remote working, more than half of the companies (52%) adopted new management policies, such as online clock-in and result output mechanisms; 33% underwent digital optimization, launching new cloud-based systems to facilitate remote working; and 34% made virtual gatherings a regular event and used online tools to maintain team cohesion.

Q3 Due to remote working and the pandemic in the last two years, what kinds of skills have you observed becoming more and more important in the workplace?

Please arrange by their importance (from the most important to the least)



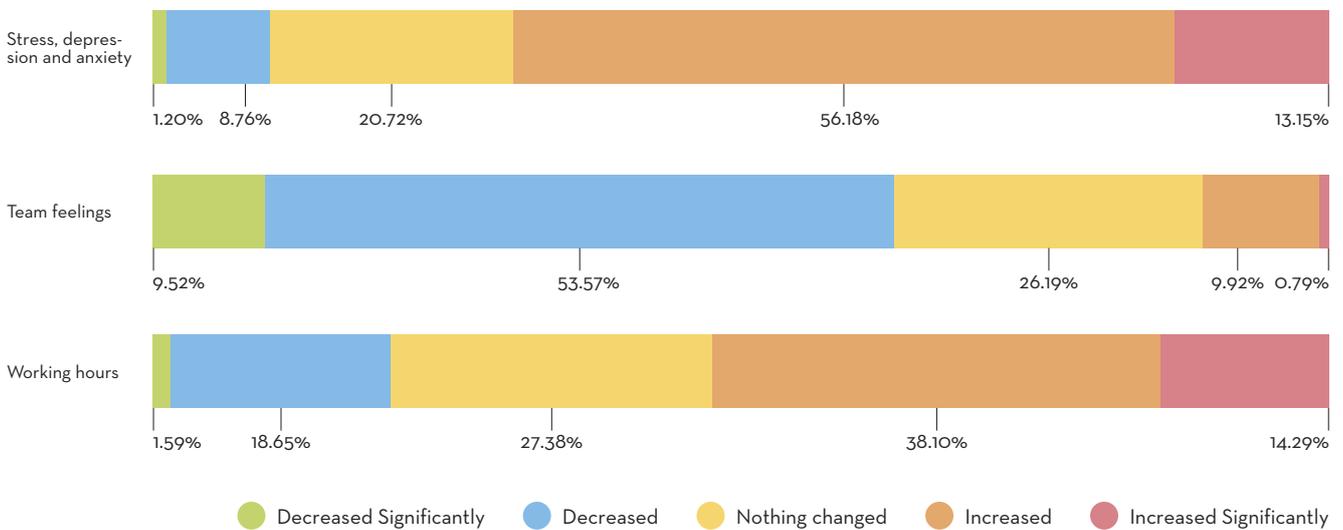
Due to remote working, companies identified that soft skills had become more important than hard skills and professional skills in relation to the position. Soft skills in order of importance were as follows: communication skills, teamwork skills, and overall learning skills.

Q4 From your perspective, however, what are the challenges for employees at the company to improve the skills? (Multiple choices)



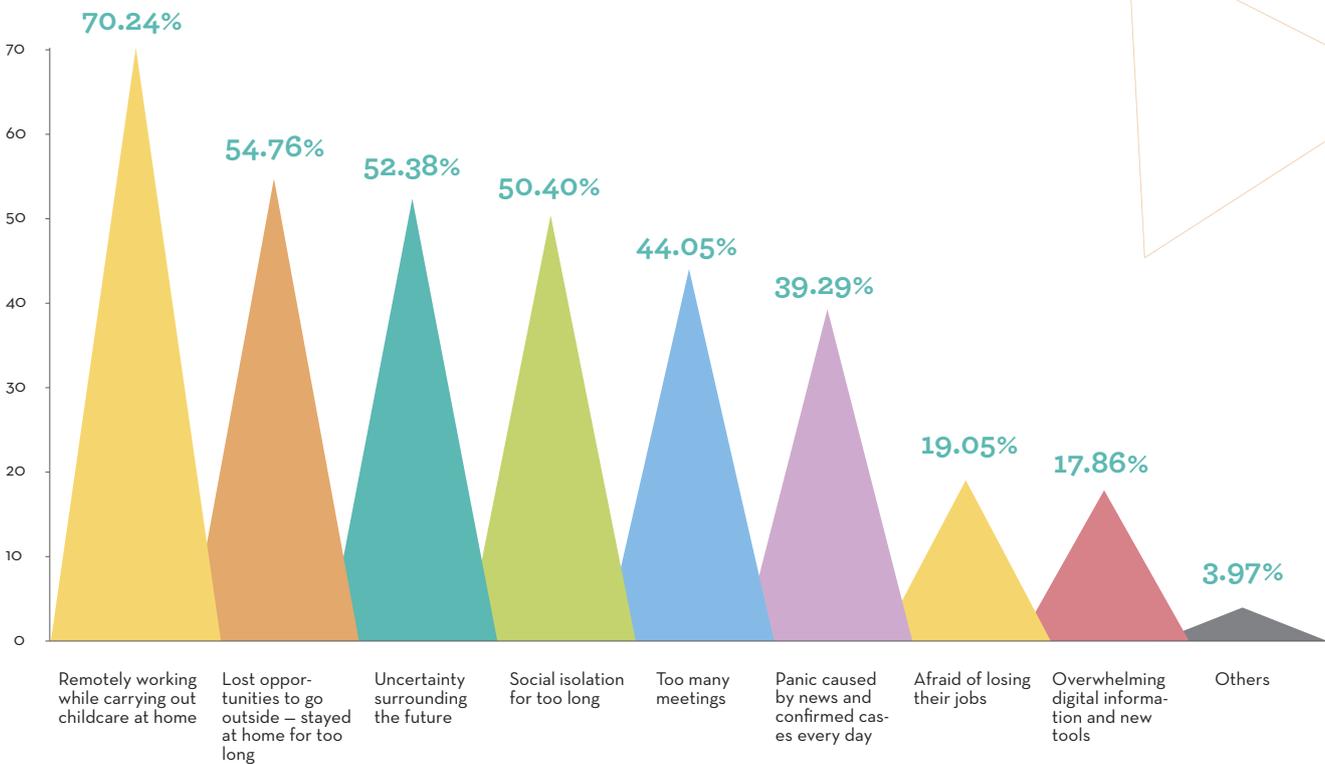
The survey results reveal that the challenges for employees at the company to improve their skills were the inability to acquire soft skills immediately (61%), a lack of company resources or budget (52%), and the lack of free time due to heavy workloads (50%).

Q5 During the Level 3 COVID-19 alert, from your observation, have you felt or seen any changes regarding your colleagues' mental or physical state? If yes, what kinds of changes are they?



During the Level 3 COVID-19 alert, up to 70% of companies had observed increased stress, depression and anxiety levels among employees, and 63% had observed a reduction in team feelings. Additionally, over half of employees (52%) had spent more time working.

Q6 From the above, in your opinion, what are the reasons causing the changes regarding their mental or physical state? (Multiple choices)



Seventy percent of companies speculated that changes in their mental or physical state might have been caused by having to take care of children while working from home, followed by being homebound for too long (54%), a high level of uncertainty surrounding the future (52%), overly prolonged social isolation (50%), and having too many meetings (44%).

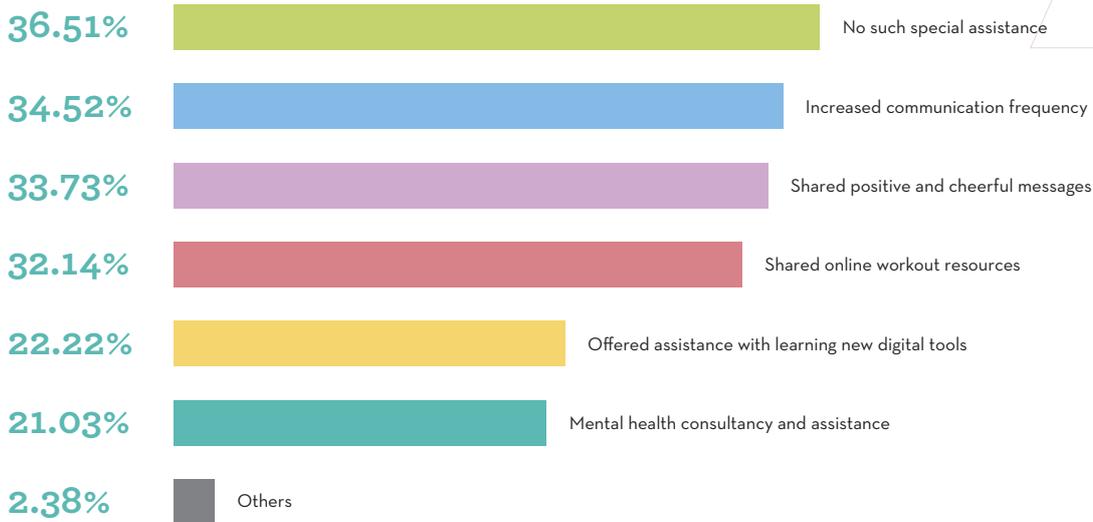


The Four Aspects of Employee Well-Being

The Adecco Group Foundation developed a holistic Workforce Vitality Model that focuses on the mental and physical health issues of corporate workers. The model defines four elements of employee well-being, which are physical well-being, mental well-being, social aspect, and purpose. A company is considered a true provider of employee well-being only if it satisfies all four of these employee needs.

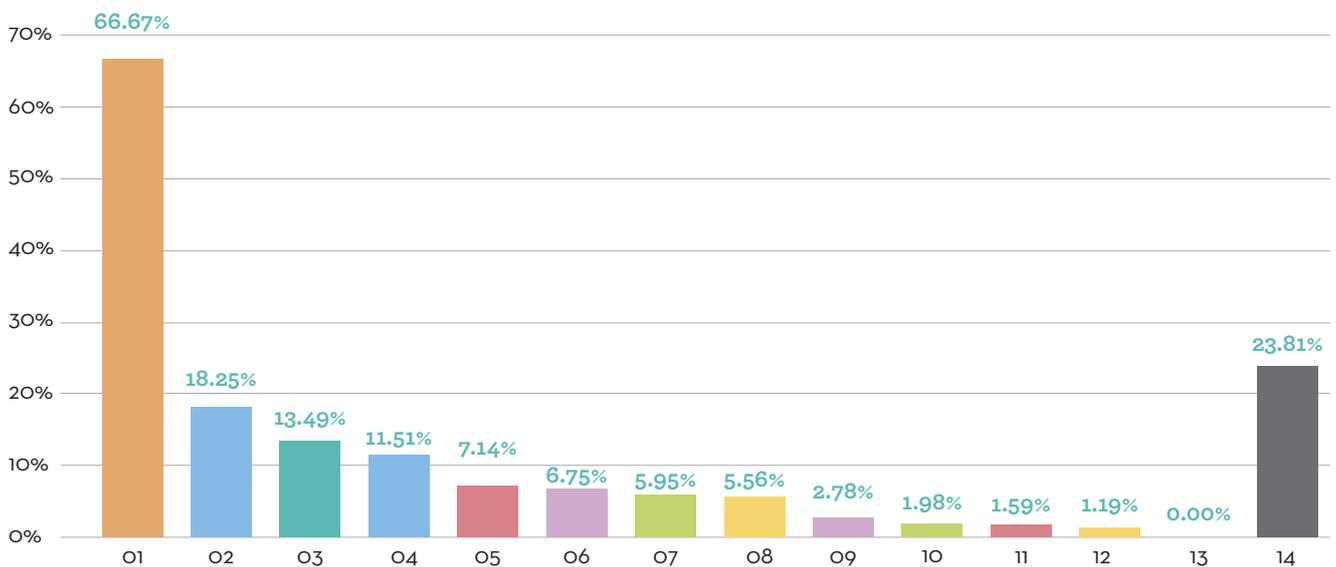
Adecco Taiwan conducted a survey on employee well-being by referring to these aspects to gain insight into the support that Taiwanese companies had provided for the well-being of their employees.

Q7 During the Level 3 COVID-19 alert, has your company offered work-from-home employees any special assistance? (Multiple choices)



During the pandemic, Taiwanese companies had offered employees who work from home additional resources such as psychological consultations, online workout classes, digital tool assistance, frequent communication, and the sharing of positive information; however, 36% of companies had not provided additional measures at all.

Q8 Has your company added any benefits during the COVID-19 pandemic? (Multiple choices)



O1. Flexible or remote working

O2. Transparent information within company

O3. Bonus or allowance

O4. Training for new skills

O5. Gender equality policies

O6. Sports facilities, activities or health examination

O7. Parental leave or leave without pay

O8. Flat organization management

O9. Cafeteria or dining subsidy

O10. Infant care center within company

O11. Promotional system

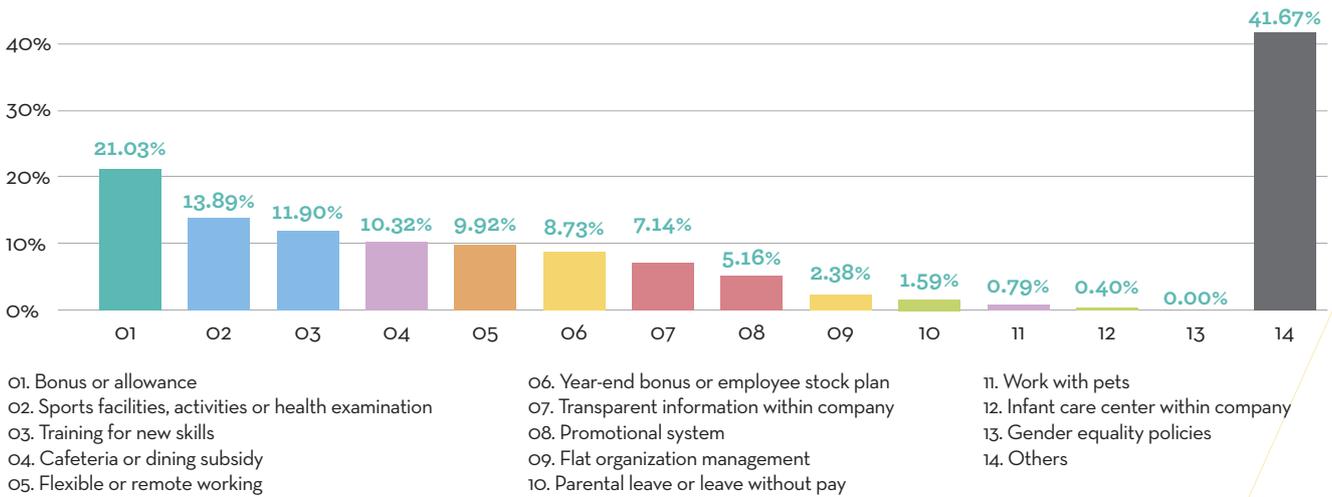
O12. Year-end bonus or employee stock plan

O13. Work with pets

O14. Others

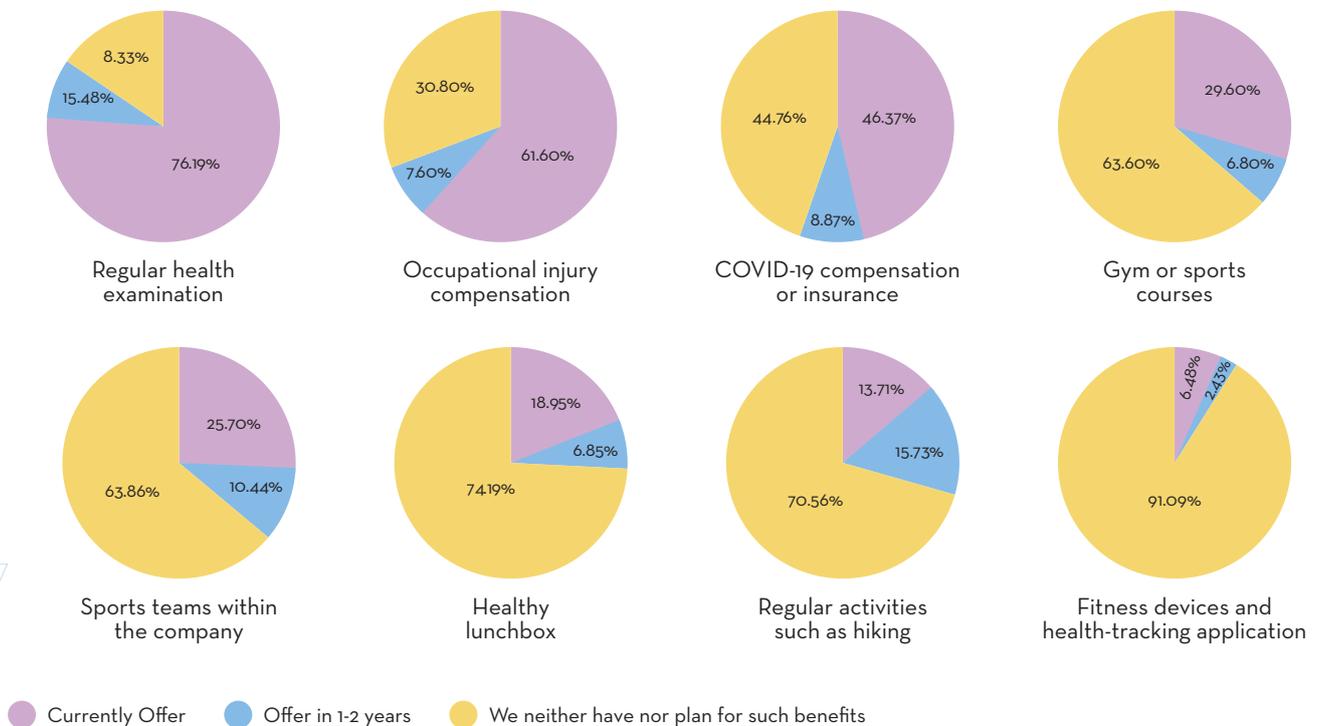
Up to 66% of companies in Taiwan had capitalized on the opportunities brought by the pandemic to introduce remote working options for employees. About 18% of the companies had taken advantage of this period to increase the transparency of their information exchanges, and 11.5% had increased the educational opportunity to improve skills.

Q9 As above, have any benefits in your company been canceled or worsened during the COVID-19 pandemic? (Multiple choices)



Approximately 40% of the companies had not reduced or canceled employee benefits during the pandemic alert period, but 21% had canceled bonuses or subsidies during this period, 13% had canceled sports activities or health examinations, and 11% had canceled skills training.

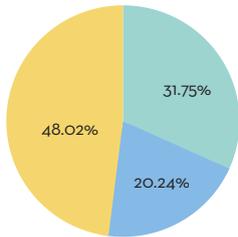
Q10 What kinds of physical health benefits does your company offer currently? And what are the benefits that your company is planning to implement in the coming 1–2 years?



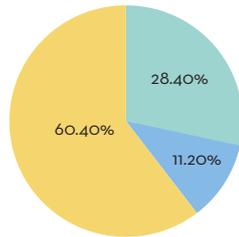
In terms of employees' physical health, most Taiwanese companies had provided regular health examinations (76%), occupational injury compensation (61%), and COVID-19 compensation or insurance (46%), among other passive physical protection measures. Only a few companies had taken an active approach to improving employees' physical health, such as providing gym or sports courses (29%), organizing sports teams within the company (25.7%), and offering healthy lunchboxes (18.9%).

Physical health benefits that would be implemented in the coming 1–2 years included regular activities such as hiking (15.7%) and sports teams within the company (10.4%). The items least considered by Taiwanese companies were fitness devices and health-tracking applications (91%), healthy lunchboxes (74%), and regular activities such as hiking (70.5%).

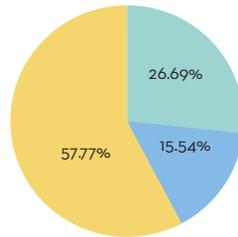
Q11 What kinds of mental health benefits does your company offer currently? And what are the benefits that your company is planning to implement in the coming 1–2 years?



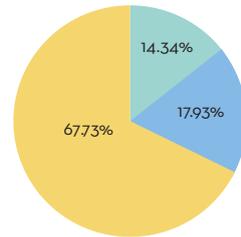
Stress release and relaxation activities



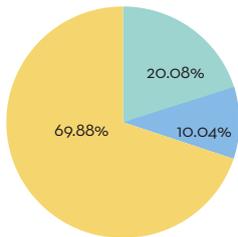
Mental health consultancy and assistance



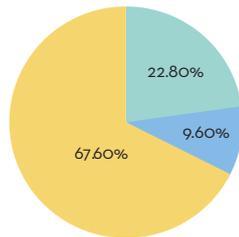
Employee Assistance Program (EAP)



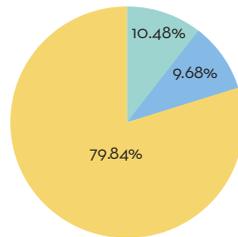
Mental health and stress awareness courses for management



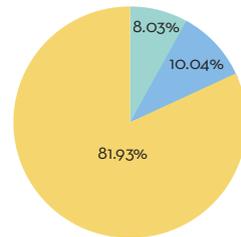
Mental stress level evaluation



Personal resting space



Employee stress and anxiety support group



Special team for employee stress and anxiety

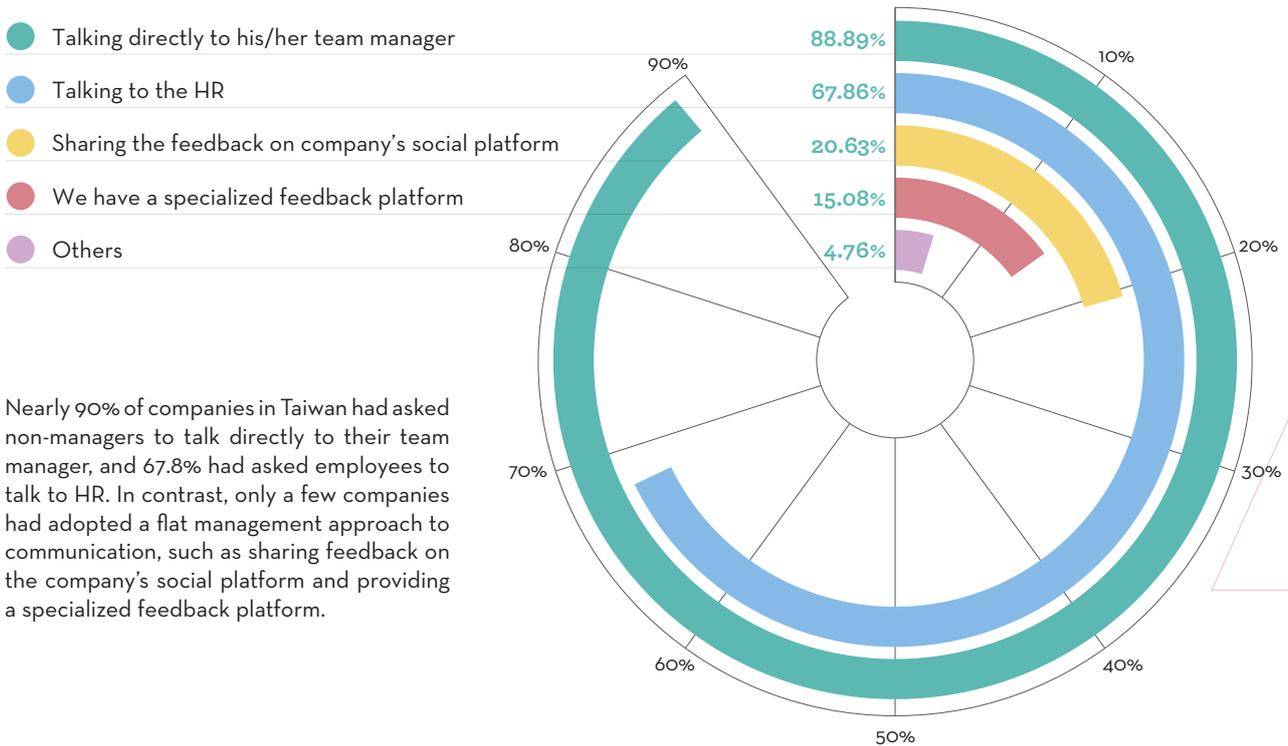
● Currently Offer
 ● Offer in 1-2 years
 ● We neither have nor plan for such benefits

In terms of employees' mental health, the majority of companies had not yet broached this subject. About 51% of companies had provided or planned to provide stress release and relaxation activities; roughly 40% had offered or planned to offer mental health consultancy and assistance and an Employee Assistance Program (EAP). Other benefits that companies had offered included mental stress level evaluations, mental health and stress awareness courses for management, and personal resting spaces, with each accounting for 30%.

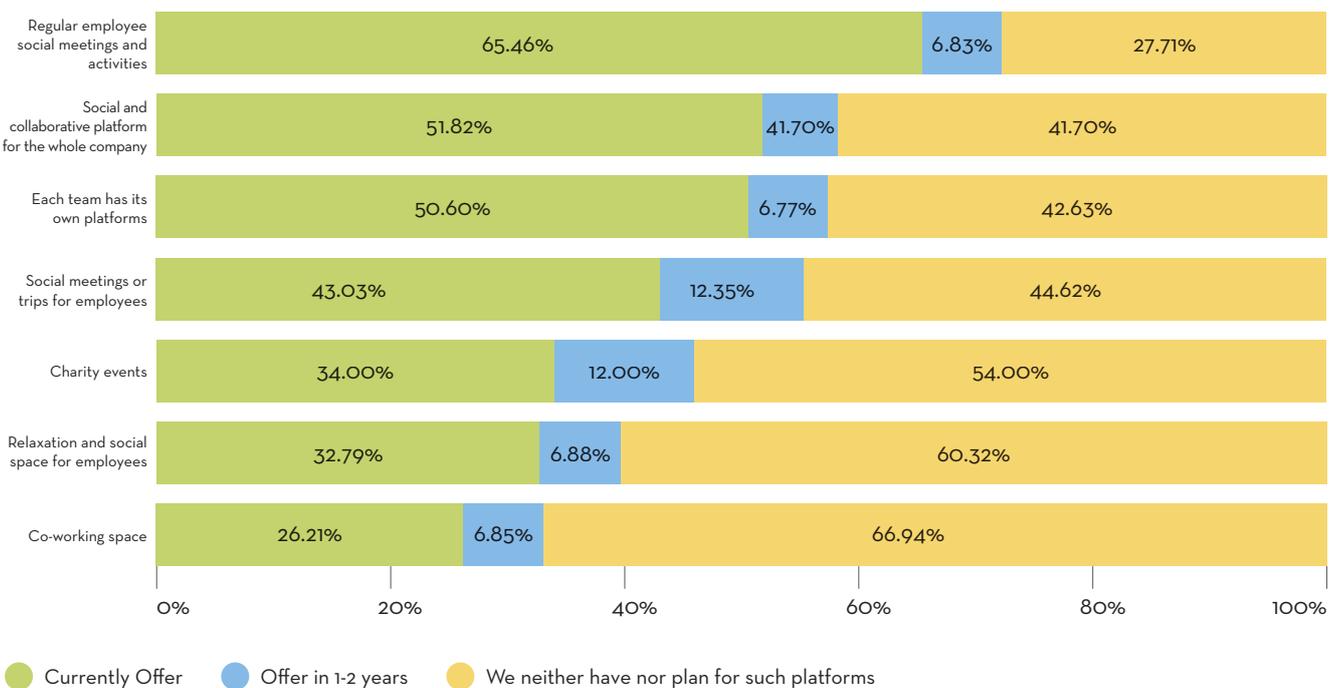
The items least considered by Taiwanese companies were employee stress and anxiety support groups (81.9%), special teams for employee stress and anxiety (79.8%), and mental stress level evaluations (69.8%).



Q12 If an entry-level employee wants to give feedback on the company and its policies, how can this person share this feedback? (Multiple choices)



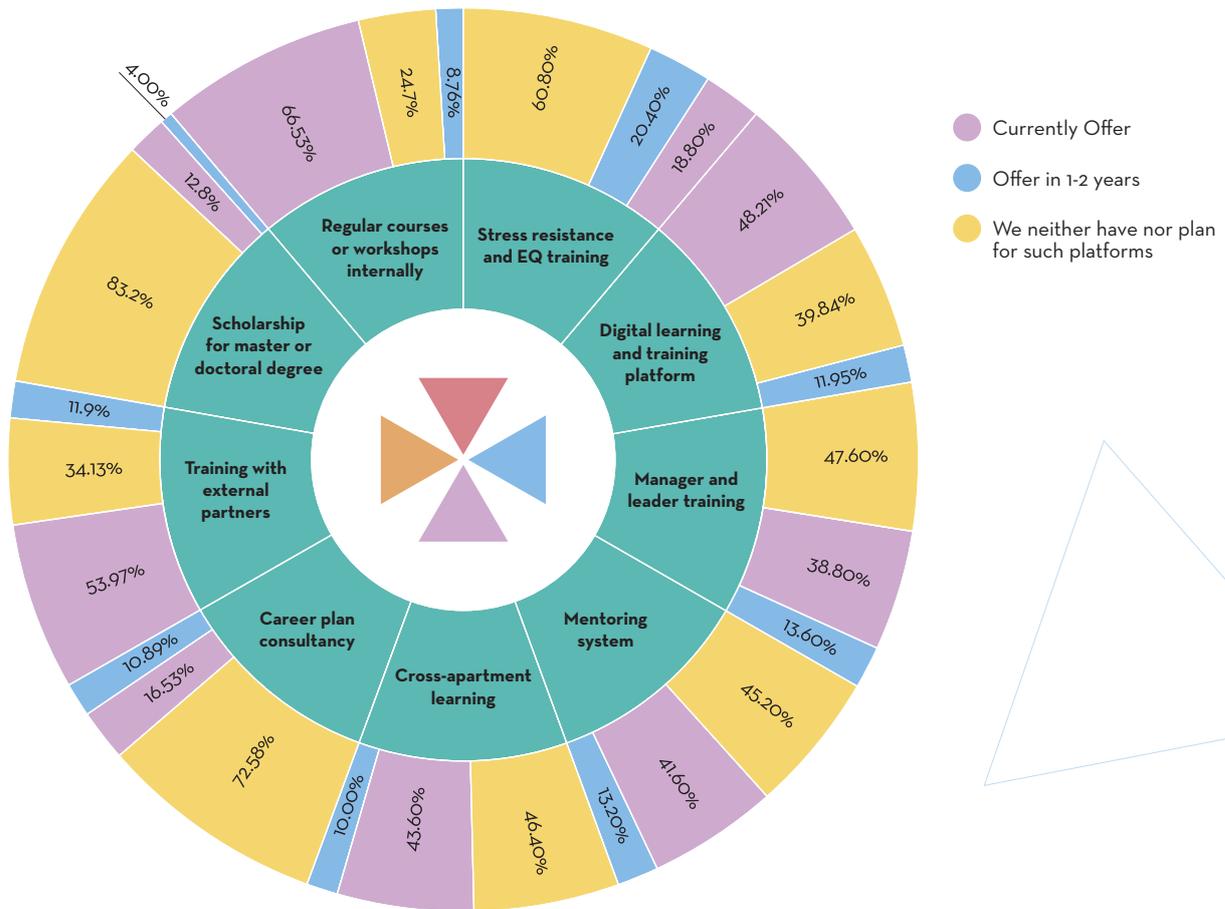
Q13 What kinds of internal social platforms does your company offer currently? And what are the platforms that your company is planning to implement in the coming 1–2 years?



Regarding employees' social needs, a majority of Taiwanese companies had ensured that each team has its own platforms (65.4%), provided social and collaborative platforms for the whole company (51.8%), and organized regular employee social meetings and activities (50.6%). The items least considered by Taiwanese companies were co-working space (66.9%), relaxation and social space for employees (60.3%), and charity events (54%).



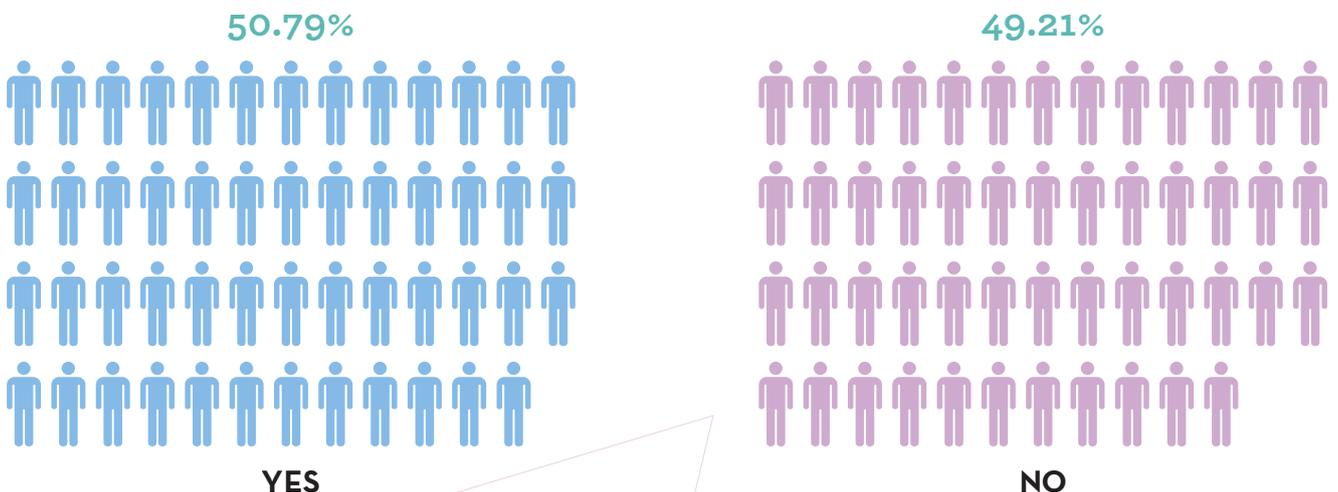
Q14 What kinds of training or further education opportunities does your company offer currently? And what are the opportunities that your company is planning to implement in the coming 1–2 years?



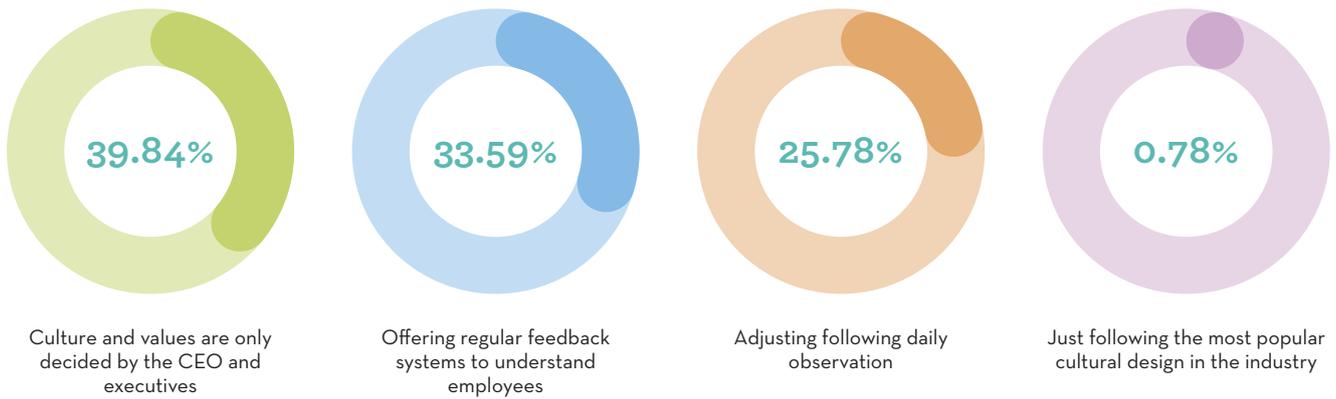
Considering the purpose and career needs of employees, 75% of companies in Taiwan had been offering or planning to offer regular courses or workshops internally, with over 60% offering or planning to offer training with external partners and digital learning and training platforms.

The items least considered by Taiwanese companies were subsidies for master or doctoral degrees (83.2%), career plan consultancy (72.5%), and stress resistance and EQ training (60.8%).

Q15 The pandemic and the changing environment might change employees' culture and values toward their companies. In the past two years, have you observed any cultural or value changes amongst employees in the company?



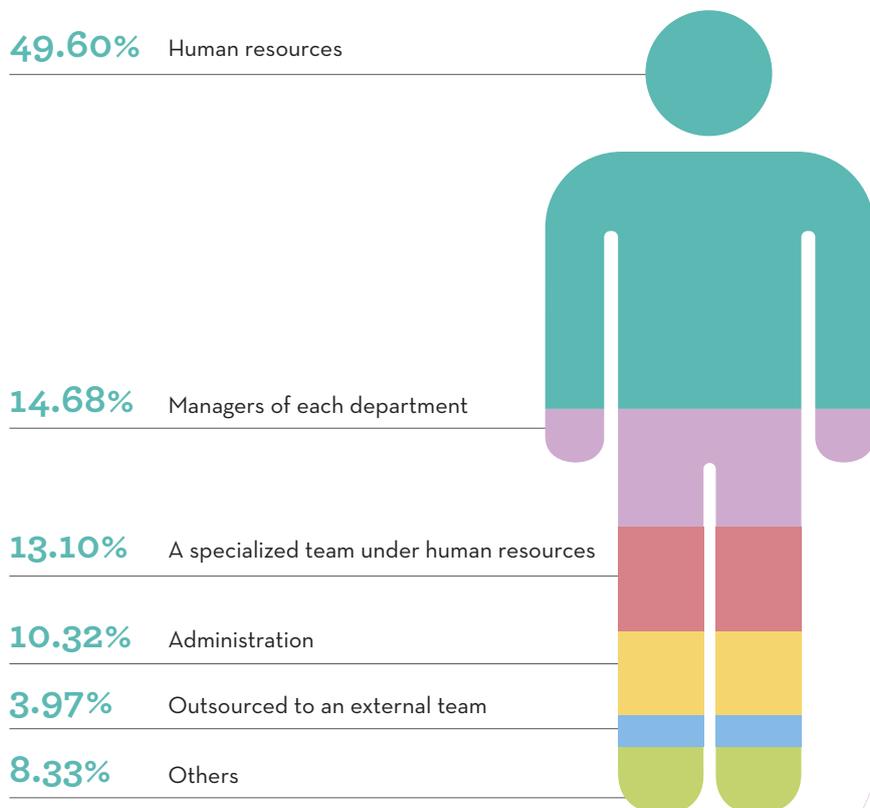
Q16 As above, how does your company constantly redesign its culture and values in order to respond to employees' expectations?



Amid the changing environment over the past two years, half of the companies in Taiwan had reported cultural and value changes in employees and promoted changes to their corporate culture and values. In contrast, the other half had not observed such a phenomenon.

According to those respondents who had redesigned their corporate culture and values in the past two years, the redesign process and results had all been decided by the CEO and executives (39.8%); some companies had offered regular feedback systems to understand employees (33.5%), and the rest had made adjustments via daily observations (25.78%).

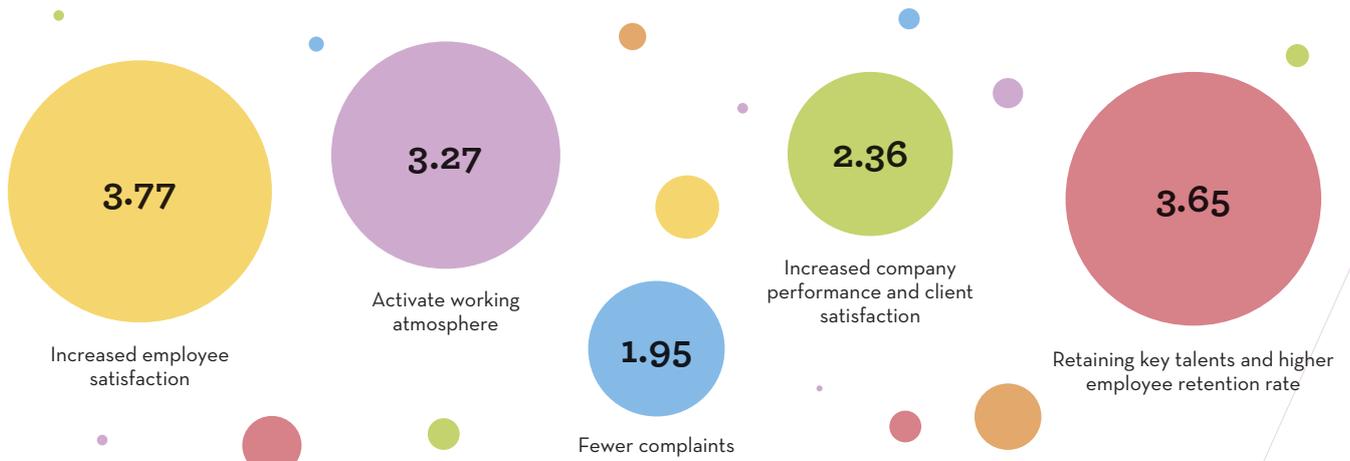
Q17 Which department or role is responsible for employee well-being in your company?



The departments responsible for employees' well-being in the company were mostly human resources (49.6%), with some being departmental managers (14.6%) or a specialized team under human resources (13.1%), while 10% of companies had entrusted this task to the administration department.

Q18 In your opinion, what are the benefits for a company to maintain employees' well-being?

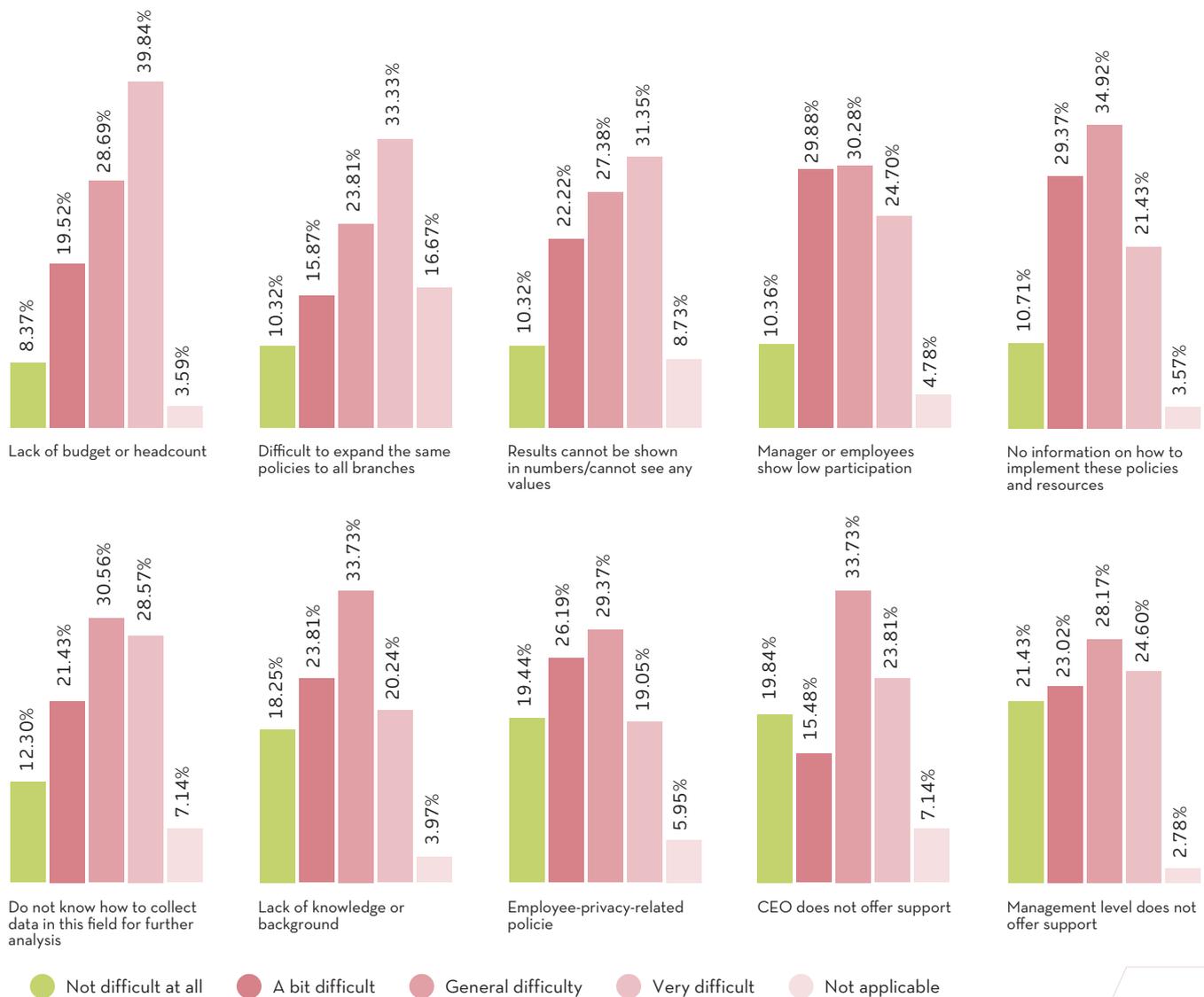
Please arrange the options from the most to least important benefit for you



From a corporate perspective, the key to maintaining employees' well-being and creating better benefits for employees was that of increasing employee satisfaction, followed by retaining key talents and a higher employee retention rate and vitalizing the working atmosphere.



Q19 It is challenging for companies to implement new employee well-being benefits and offerings. For your company, how difficult is the challenge respectively?



The results show that the most difficult parts of implementing policies for employees' well-being were as follows in order of difficulty: lack of budget or headcount; difficulty in expanding the same policies to all branches; results cannot be shown in numbers/cannot see any values; manager or employees show low participation; and no information on how to implement these policies and resources.

Note:

This survey on employees' well-being within Taiwanese companies was completed in August 2021; there were 252 respondents who worked in HR (45.24%) or were employees (23.81%) or managers (23.02%) of multinational businesses (40.08%), general businesses (32.14%), or listed companies (17.06%).

Recommendations of HR Experts

Based on the survey on employees' well-being in Taiwan, Taiwanese companies are still in the nascent phase in terms of their involvement in developing active exercise resources, mental health assistance, and employee well-being teams and resources. For this White Paper, HR managers representing The Adecco Group around the world and in Asia-Pacific were invited to share their views and experiences regarding managing human resources on an international level. The aim was to show Taiwanese companies how international companies treat employees, including the considerations that they take and the policies that they adopt for the well-being of employees, as well as any valuable lessons from which Taiwanese companies could learn.

Finally, the President of Adecco Taiwan personally shared her experience as the CEO of the company, and of how the company transitioned toward remote working, discovered the value of its employees through remote management, and learned to be a better manager during the Level 3 COVID-19 alert.

Defining and Exploring Employee Health and Well-Being

The Workforce Vitality Model created by the Adecco Group Foundation defines four elements of employee well-being, which are physical well-being, mental well-being, social aspect, and purpose. Although most companies only focus on one or two of these elements, we truly believe that satisfying all four of these aspects is the best approach to addressing employee well-being issues.

Physical well-being represents a person's physical state and way of life. It affects his/her health and ability to do things, such as eating, exercise and sleeping. The most important thing to do when working in an office is to "move about." We often spend a whole day sitting on a chair, so it is very important to give people some time to stand up and move around.

The Adecco Group, therefore, introduced the win4you program, aimed at encouraging employees to exercise and eat healthy foods. Most importantly, we want employees to know that the exercise that they perform does not matter, since becoming a professional athlete is not their goal. What matters is that they keep moving to stay fit and healthy.

In terms of healthy eating, the key is informing employees of how food and nutrition affect their health. When meetings and tasks are scheduled one after another, some employees simply cannot find the time to take a break and eat their lunch. Such a stressful work schedule and hunger cannot help them to perform better at work. Companies can perhaps work with external partners to promote healthy eating or create contents that teach employees to keep their work pace and dietary habits balanced.

Overwork is also a problem, particularly when the global pandemic gave rise to a new hybrid working model. Companies should help employees to find a suitable work pace or tell them to stop sending emails outside of working hours. Everyone deserves a break. No one should expect others to reply to emails after work.

Mental health and well-being

Mental well-being refers to a person's mental state, thoughts, and cognition, all of which affect your behaviors and, subsequently, your health. For example, the conventional working pattern that people were accustomed to in the past is morphing into a hybrid office-remote working model. Under this new model, people rotate between working from home and working in the office. To do so, they need to know which tasks must be done in the office and which can be done at home in order to create maximum value.

Managers play a pivotal role in mental well-being. They must be trained on the new working model to understand the goals that a team would want to achieve and how to help team members during this process, while also ensuring autonomy at work.

When we put too much pressure on employees, it can backfire: their productivity decreases, some will take sick leave, and others might resign. The amount of work that we assign and the ways in which managers arrange work will have a direct impact on employees' mental well-being.



Maurice Wery, Global Head of Wellbeing, The Adecco Group

When it comes to actually doing the work, it is similar to physical well-being. We must first furnish employees with information on mental well-being, while ensuring that managers are able to identify when staff may be struggling with mental health issues. The mental state of an employee might be affected by work-related or private matters. If it is to do with work, companies should provide assistance without getting too involved in their private affairs. For example, when an employee cannot find suitable accommodation, the company can act as a bridge connecting employees to relevant information or organizations.

“ One of the things that a company must do is empower its employees to do their best work ”

Social well-being

The social aspect of employee well-being encompasses employees' ability to connect and engage with others and develop empathy at work.

For companies, there are many ways in which to build a healthy office environment that supports social well-being. These include recruitment strategies or programs that enable people to share interests and work contents. Other examples include giving people opportunities to interact outside of work or giving employees from different departments the chance to work on a project together.

Regardless of the method used, the most important thing is to make everyone feel that they are a part of the company and that they are important to the organization. Social well-being reflects the feeling of being part of a group and included in an organization.

Purpose

Purpose focuses on employees' beliefs and principles and is closely related to the purpose of a company as an organization. "Why" do employees want to work every day?

At Adecco, for example, our employees are clearly aware that every task that they perform can help someone to find a job and also help the company to find the right employee with whom to take a step further toward its goals. A job is not merely about filling in a vacant spot in the office. Companies must tell employees explicitly that everything that they do can have a certain impact on this society.

The key is that managers must ensure that every member of a team knows exactly why they work. Over time, we tend to forget our initial purpose, and when that occurs, managers and companies may once again communicate and provide real-life examples such as customer feedback to keep reminding employees of the purpose of working.

The roles of managers and corporates

In the past, corporate managers were the connection between corporate strategies and operations. While they clearly understood the visions of their company, they also closely worked with other members of the team. Under the new hybrid working model, however, managers who take charge of the health and welfare of their team must use different approaches to manage employees, which requires retraining.

From a corporate perspective, the starting point of employee health and well-being should not be profits; otherwise, failure is inevitable because employees can tell that a company cares about their health only so that they can make more money for the company. Instead, a company should care about its employees with sincerity in order to create a correct and positive work environment, where every employee is supported and given peace of mind to do their best work. Thus, a win-win situation can be created.

If a company completely disregards the importance of employee well-being, then its employees will eventually leave to join another that cares about them.

'As a company, we have a social role and responsibility to take care of our employees.'



In-Depth Exploration of Mental Health and Well-Being

Mental and social health issues appear to have arisen even before COVID-19, but we have begun to talk about them more actively after remote working was introduced with the onset of the pandemic. These issues have always been around us. It is not the first time mental problems such as burnout have made their appearance. A majority of people have become closer to it and even experienced first-hand. From our perspective, we not only see employees struggle with mental health problems – even our customers suffer similar problems.

Previously, we would get ready to go to work and then commute to work, meet people, exchange pleasantries or even share our challenges which are not always confined to just work. But as we shift to working from home, our work starts the moment we switch on our computer at home. We no longer have that brief moment of walking to the conference room and conversing with colleagues. Such a gap actually has a significant impact on our brain. With remote working, we might still be looking at our mobile phone and answering work-related messages after work, despite having spent a whole day staring at a computer and our mobile phone. Overwork affects our brain and also our mental state.

Apart from changes in working patterns, the pandemic in the past two years has put more pressure on us. It prevented us from taking a holiday or traveling overseas to visit family – it made us feel anxious about COVID-19 or uncertain about our jobs. Of course, some people are mentally resilient, but others are emotionally susceptible to this pressure.

How to take care of employees and give them mental support

At Adecco, we encourage managers to host a No-Agenda Meeting during which managers will express concern for employees by asking a simple question: “Is everything alright?” or “How are you?” When employees and team members cannot work together in a physical space, this type of meeting is necessary, especially for employees who take care of elderly adults or children at home and for those who live alone.

We provide an Employee Assistance Program (EAP) where everything is done anonymously. When employees confide in us that they need mental assistance, we can readily offer resources with which to help them. We also have a number of mental health and well-being forums through which employees can learn their interests and rights and seek help whenever necessary.

An EAP will be considered a success only if the company provides and creates a psychologically safe and healthy workplace. The workplace must have role model managers who share their personal mental health issues during in-house forums so that when employees hear of similar experiences from their manager, they will feel more comfortable talking about their own mental state and problems.

Finally, Adecco sends out internal feedback surveys every three months to collect information on employees’ health and well-being, diversity, discrimination at work, and participation. All answers and opinions are aggregated anonymously and are accessible to the senior most leadership teams including the company’s global CEO and CHRO. Overarching patterns are diagnosed, discrete comments coming through the surveys are clustered and analyzed and several local and global initiatives are set in motion to address the issue. Employee well-being programs are treated extremely seriously within the Adecco Group.



Shubha Shridharan, SVP HR APAC, The Adecco Group

Employee well-being affects social responsibility and company reputation

We believe that every employee is susceptible to pressure, and that any employee is likely to experience problems with their health and well-being. These problems are not only inherent within the company – they also affect society as a whole. In the worst-case scenario, overworked employees could resort to extreme measures like even commit suicide, as we have seen in the news.

As a corporate entity, we are also a citizen of society – a responsible one at that. We hope to do our best to protect our employees against undue stress caused by the organization’s systematic arrangement. We are again very serious about this.

Employee well-being is not just a “nice thing to do” – it is necessary for the smooth operation of the company. When an employee is ill or mentally unwell, this problem affects not only his/her job position or life, but also the company’s target achievement, employee turnover rate, productivity, and financial status. In the long run, employees will start to reassess whether working for this company is worthwhile. This step and this problem will directly influence the company and its reputation. How a company treats its employees and their health/well-being will be a measure of the company’s reputation and brand image.

Younger generations are placing increasingly more emphasis on benefits other than salaries, such as the option and flexibility to work from home and health/well-being policies, in addition to current environmental factors. The 9-to-5 hour-based contract no longer appeals to young people. If companies wish to recruit more young and talented people for the betterment of the company, they must start planning policies that address the health and well-being of employees.

Offering employee health and well-being programs is not just “nice to do” – it is also a “must-do.”





Cindy Chen, Regional head of Adecco Group Taiwan & South Korea

How Taiwanese CEOs Respond to Remote Working

“Corporate awareness on the health and well-being of employees is founded on the digital and future of work model.”

In 2021, the pandemic affected Taiwanese companies more significantly than it did in the previous year, compelling those companies to accelerate their digital transformation. It can be said that the pandemic has made many Taiwanese companies more aware of the need for digitization.

For foreign companies based in Taiwan, their headquarters have implemented remote work and discussed the future of work for more than a year; therefore, these companies are more flexible in terms of their response and management approach and are not afraid of managerial changes. Large Taiwanese companies and listed companies, not to mention small and medium-sized enterprises in Taiwan, are still lagging behind their foreign counterparts in the area of digital transformation and digital optimization.

The extent to which a company is digitally transformed defines its response to the pandemic and environmental changes and where its future lies. Only after this step can the company take the next step to address employees' health, well-being, and challenges. CEOs must also change their attitude; otherwise they will not be able to change the old ways (e.g., insisting on clocking in/out or keeping a watchful eye on employees), let alone talk about the future.

We started reminding the CEOs of many companies to put “people” first, instead of money and business. A company needs talented employees in order to develop well. It cannot rely solely on the decision of executives to overcome changes and challenges in the environment and market. To attract top talents, leaders must think about their management policies, corporate culture, talent development plans, what people care about, and which types of talents to recruit, before making changes to their internal management practices and operations accordingly.

People in Generation Z are tech-savvy. They crave flexibility and a work-life balance – money is not their top priority. Companies need people like them to use their technical agility to lead the

company's growth and development. To do so, they must become a company that is talent-friendly and takes care of its employees. After all, younger generations attach importance to “whether a company treats me like a person.”

Corporate strategies for talent development can no longer maintain the old ways. Money is important, but retaining talented employees and building a future together with them is equally important. To achieve this, more physical and mental support must be provided to employees.

Remote working experience and learning

Adecco Taiwan implemented a holistic remote working policy during the COVID-19 pandemic. Suddenly, I had to manage things remotely and work from home. I was apprehensive in the first two weeks. Will employees be less productive at home? Will their performance drop? But after a month, I was surprised by the results.

When working in the office, each team was required to meet up once a week. However, after working from home was introduced, each team came up with their own meeting arrangements: some preferred daily meetings, while others only wanted to meet once a week. Some teams engaged in a social exchange before a meeting, such as showing their home, pets and children. Others would schedule a get-together, such as coffee or wine parties on Friday.

Within the company, there is a team called great-place-to-work. The team organizes events voluntarily, such as online workouts, chats, playing guitar, and singing. With remote working, employees are showing a side of them that is not normally seen in the office. Seeing that side of their life as the CEO, I am impressed and truly grateful for their skills and talents.

They have demonstrated unique creativity and unity in the past two months. Their performance did not deteriorate during that period; instead, they performed quite well.

I learned two things: first, employees do not need to be micromanaged, so I changed my ways, placing more trust in team leaders and my employees.

Second, companies must change their measure of employee performance under a remote work model. Instead of evaluating work based on hours worked, they should set weekly and monthly targets, communicate the targets clearly, and then measure their job performance by using an objective data-oriented system.

We originally had an operating system that records outcomes, but we never had the time to improve data quality. When working from home was implemented, priority was given to that system, and everyone worked together to improve data quality. As a result, our employees were made more aware of data quality, and managers also learned to assess employees based on these data, that is, on employees' outcomes and results and not on how many hours they have worked.

CEOs play a vital role in promoting this future era of work. They must not only support this new way of working and management – when engaging in dialog with others on a platform, they must also mention that this is the way of the future. In doing so, leaders and managers will also agree to advance toward the future ways of leadership and management. The words of a CEO are powerful enough to shape the entire culture of the company.

“Insults and supervision are the easiest ways in which to manage people, but using soft skills to deal with future problems and people is a more difficult challenge.”

A word of advice for CEO and HR managers

Maurice Wery has given the following three pieces of advice to HR managers and CEOs who hope to address employees' health and well-being:

1. Analyze how the pandemic and environmental changes have impacted companies.

2. **Work together to develop strategies for the future:**

Employee health/well-being policies cannot be based solely on the decision of top-down management – leaders must work with employees in order to create a strategy that is successful and effective. Companies can host workshops to understand what employees need and then draft a policy accordingly. Be sincere when you talk to your employees and they will open up to you and tell you their true needs.

3. **Choose your battles:**

No one is able to address all aspects of employees' well-being. Each company is entitled to choose its starting point, be it physical well-being or mental well-being. This is why you must work together so that you can first understand what your company and employees need, before you focus on that particular aspect.

Finally, autonomy is imperative. Companies with branches across different counties and cities can first establish a general well-being policy for the headquarters, and then give each department enough autonomy to adapt policies to local conditions and employees' work pace. Only by doing so can such policies be truly effective.

From a manager's perspective in the Asia-Pacific region, Shubha Shridharan advises:

1. The implementation of employees' well-being measures must start with a meaningful intent of the CEO and other key leadership members in the organization:

It should not be a tick in the box exercise, just because everyone is talking about it or by peer-pressure. A well-being policy is bound to fail if it is introduced simply because others are also doing it. The policy will succeed if leaders and managers recognize that healthy and happy employees are key to creating a sustainably successful company.

2. **Policies cannot be replicated:**

Companies must not replicate the well-being policies of other companies that have been successful on it. They must tailor their policies to the scenario, culture and industry that apply to them. The same policy may have a completely different meaning for each company. Companies should conduct research, talk to employees, and work together to develop an employee well-being policy that is suitable for them.

3. **Be open by creating psychological safety:**

Even if it may seem uncomfortable for some, it is important that leaders create a psychologically safe environment to talk about the issues. Sometimes it might be good with starting with one's own to create trust in the process albeit being respectful of each other's space.



(Appendix) Physical and Mental Well-Being of Employees: Company Self-Assessment

Rarely	Occasionally	Frequently	Plans for employee well-being
			We have adequately prepared relevant technological infrastructure and application software to support remote and flexible work.
			We have created an office environment that makes employees comfortable enough to work, trust the company, and share their experience/knowledge.
			We are moving toward a management approach that advocates transparent communication and makes employees feel that they are part of the company.
			We are willing to invite different employees to jointly develop an employee well-being policy exclusively for us.

Rarely	Occasionally	Frequently	Corporate managers' attitude toward employee well-being
			We are aware of a team's feelings and provide them with an environment that makes them feel comfortable enough to share their health needs.
			I share different resources and guidelines with my teammates as a means of acknowledging and managing their health needs.
			I value my own health needs as much as I do my team members' health needs.

Rarely	Occasionally	Frequently	Corporate managers' attitude toward the future of work
			I have studied and evaluated the hybrid working model. I also have a clear understanding of which methods I must use to evaluate and manage the outcomes that a team produces under this working model.
			I share, with my teammates, both internal and external opportunities for development, learning and growth.
			I collect feedback and opinions from teams on a regular basis and make relevant changes in response to their suggestions.



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