



# ASIA'S WORKFORCE AWAKENS TO ESG

The state of employee-employer relationships and how ESG programming could be the key to unlocking employee drive.



# LETTER FROM MOJODOMO

The rise of *stakeholder capitalism* and *ESG value* creation is coinciding with a global pandemic, and the halo effect of these variables is compounding. It's a fascinating time to speculate the future of business, especially in Asia-Pacific, a region which has quickly evolved within the international environmental, social and governance (ESG) landscape.

Asian nations are accelerating transformation to net zero. Organizations are increasingly involving sustainable development goals (SDGs) in their strategic planning. Asian consumers are making decisions based on their beliefs, well-being and the environment.

Meanwhile, the lockdowns of 2020 and 2021 have forced fundamental changes in how we work. As a result, we've observed an emergence of deeper, more creative levels of employee engagement and corporate sustainability. At Mojodomo, we deal in all types of engagement—consumer, employee, merchant retailer and beyond. We've become fixated on higher engagement concepts in action, their inextricable links to stakeholder capitalism and ESG values, and how they are shaping the future of people strategy.

As part of our own positive impact program, we seek to contribute to a new and growing body of research linking employee engagement to ESG-led programs offered by employers. The purpose of this study is to share APAC-specific insights and learning amongst the people managers and HR professionals of our community.

We believe that employees engaged in meaningful, ESG-led activities at purpose-driven organizations will result in a workforce that's more satisfied, motivated, committed and productive. ESG initiatives may not be a silver bullet for solving all workforce challenges, but they could be the key to unlocking the new era of employee engagement.

## KEY EMPLOYEE FINDINGS:

- ▲ **Retention at risk: 65% of *satisfied* employees also seek new roles**
- ▲ **Asian employees expect a permanent dimension of health and well-being at work**
- ▲ **Employees place equal weighting on happiness, purpose and compensation**
- ▲ **91% of employees believe companies exist to bring value to *all* stakeholders**
- ▲ **92% of employees agreed ESG values are relevant to their own**

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## INTRODUCTION



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The pandemic continues to ripple through every corner of the world and our subconscious. Awareness is heightened. Priorities are shifting. There's a universal reflection taking place on the meaning of life and the shape of the world—an awakening of purpose.

Given how much time people spend working, it is only natural for the workplace to be a primary setting for this narrative.

Meanwhile, victims of corporate burnout are being seduced by the *gig economy* and a *slash culture* free from singular labels and stereotypes. The *lie flat* movement is moving beyond Mainland China, and employers are still bracing for the *Great Resignation*. To get ahead of these retention challenges, people managers and HR teams are formulating new and refining existing work models.

## What does ESG mean for an awakening workforce?

If Corporate Social Responsibility (CSR) tells the story of positive contributions, ESG initiatives make a company accountable. The term ESG stands for 'environmental, social, governance' issues and it is used by organizations to describe efforts to make a positive impact and measure return on investment. It broadly covers issues relating to the environment, social justice, ethics, public health, diversity and inclusion, philanthropy and more.

As companies step up to serve a higher purpose, we examine the opportunity and benefits of embedding employees into the ESG value creation system through programs and initiatives. How are companies activating their employees through ESG strategies and vice versa?

This paper is targeted to HR teams and people managers in Asia-Pacific and anyone trying to understand what's driving today's employees in Hong Kong, Mainland China, Singapore and Taiwan. What is the current state of employee engagement and employee-employer relationships?

We surveyed over 1000 employees with questions relating to personal concerns, job satisfaction, as well as their awareness and perception of stakeholder capitalism and ESG values. Then we surveyed 315 HR professionals and interviewed 30 heavy-weighted HR executives across the region with an aim to share their experiences and measure ESG maturity in Asia.

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# What's driving today's APAC employee?

As work invaded the personal spaces of employees, it is only fair to anticipate some spilling over of personal concerns into the workplace. Before we broached ESG initiatives, we sought an up-to-date picture of the employee experience.



# Personal Concerns

## Tuning into the minds of Asia's workforce

### HEALTH IS TOP OF MIND, ABOVE MONEY AND CAREER

In uncertain times, it's easy to lose the pulse. We tackled any gaps between HR assessments and what is happening in the minds of their employees.

Our data shows HR professionals are significantly over-estimating the importance of *career status*—ranking it 1<sup>st</sup> in their survey results while their employees ranked it 5<sup>th</sup>. Career position and progression may have been top of mind previously, but now *career* has taken a clear back seat to *health* and *finances*.

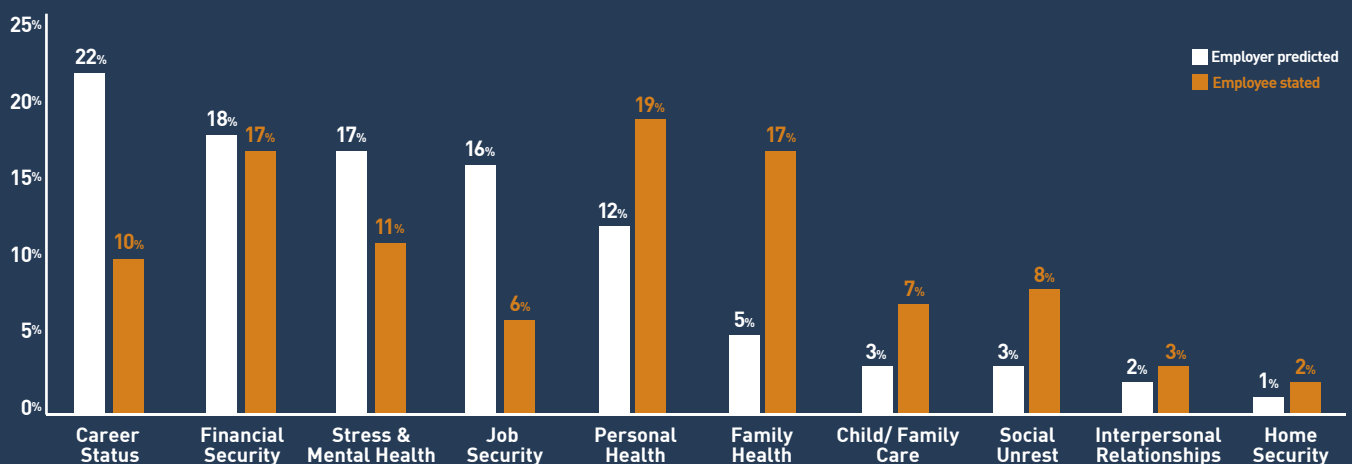
Top personal concerns of employees in Asia



**47%**  
employees  
ranked  
health-related  
concerns

**33%**  
employees  
ranked financial  
or career-related  
concerns

### Concerns of employees vs. the perception of HR



Hot topic *mental health* has seen a rise in relevance and a drop in stigmas in recent years. Perhaps this is why employers perceive their staff to be more concerned about *stress & mental health* than *physical health*. Overall, employees ranked both *personal* and *family health* as their 1<sup>st</sup> and 3<sup>rd</sup> concerns, respectively.

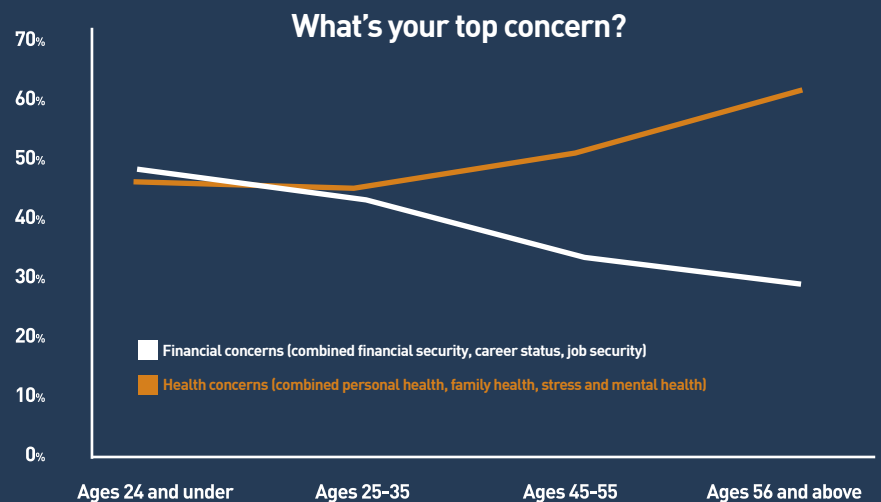
# HEALTH AND FINANCES – AN INVERSE RELATIONSHIP AS EMPLOYEES AGE

Concerns for health steadily increased by 20% between our youngest and oldest employee age groups. Though less of a change, concerns around *financial security* and *career status* were less critical for the older employee groups.

Compensation is one of the most important elements in motivating employees, particularly for the younger generations and for those working where the cost of living is considerably high. Once the employee's basic needs are satisfied, they tend to apply emphasis on other aspects such as career opportunity and development.

Vice President of HR at Lenovo

Gen Z employees, ages 24 and younger, treat *financial security* and *stress & mental health* equally as their top worries. For Gen Y employees, ages 25-35, *financial security* was ranked 1<sup>st</sup>, coinciding with a period known for major milestones such as marriage, having children, and caring for aging parents. Once employees reach 36-years-old, we see top concerns shift to *personal health*. Those over the age of 55, report *family health* as their #1 worry.

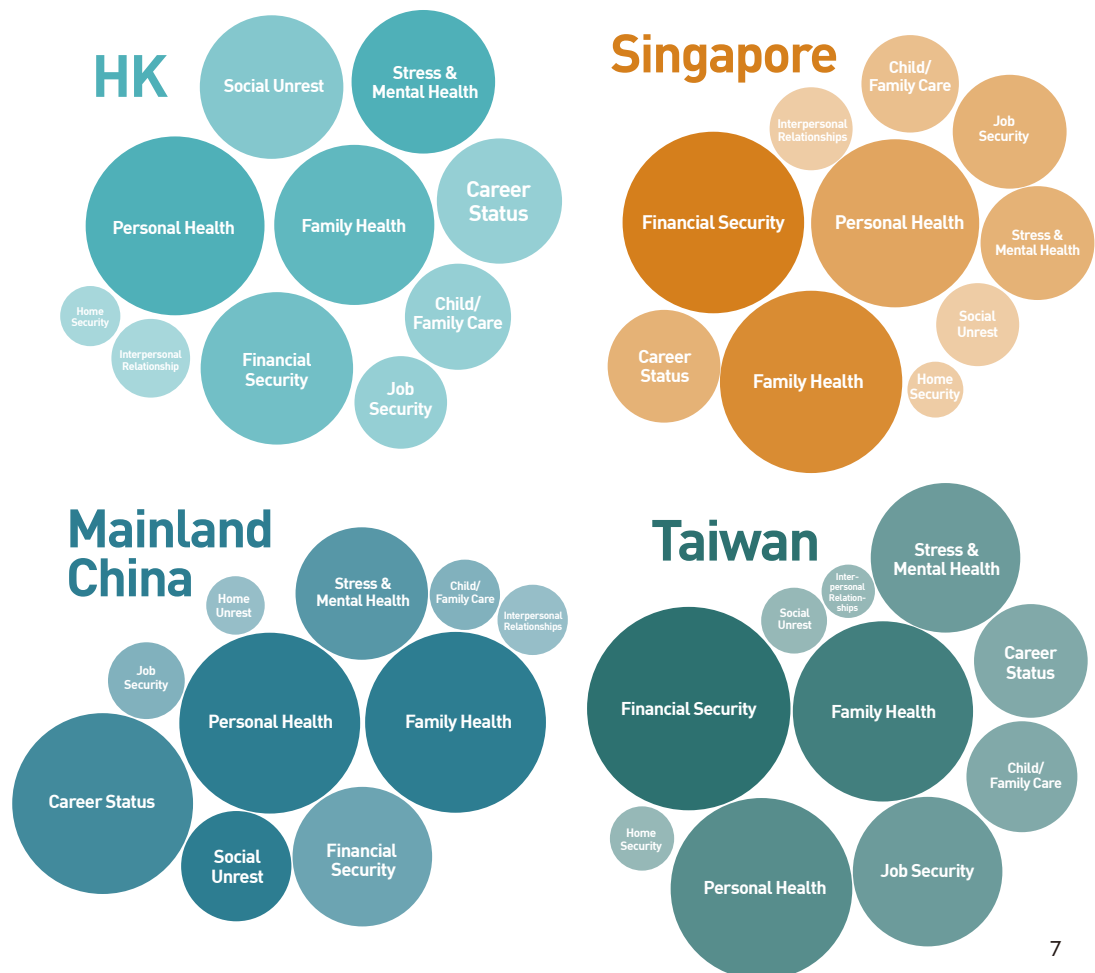


## THE REGIONAL DIVERSITY OF WORRY

Employees in Hong Kong and Mainland China demonstrated significant concern for *personal* and *family health*, while Singapore and Taiwan prioritized *financial security*.

Singaporean employees were twice as likely to worry about *job security* than their Asian peers. Those in fiercely competitive Mainland China were alone in ranking *career status* as their top concern. Taiwan's employee respondents appeared less plagued by *stress & mental health factors*, and Hong Kong's respondents were twice as likely to be burdened by *social unrest*.

### Personal concerns by region



# Job Satisfaction

We asked both employees and HR managers to assess the toll the pandemic took on employee-employer relationships throughout 2020 and 2021.

## Are employee-employer relationships changing in a positive way?

**65%**  
employees agree

**74%**  
HR professionals agree

The mismatch between employees and HR regarding personal concerns sets the stage for a surprising data point related to job satisfaction. While personal issues fall outside the domain of employers, we further questioned 5 aspects of the employee value proposition falling squarely within HR's jurisdiction.

## Will Asia see a *Great Resignation*?

Satisfaction is an emotional and analytical assessment of an entire situation. Given the pandemic, we see a firm majority of employee respondents satisfied with their jobs. This satisfaction level is consistent in all markets and across all age groups. Looking deeper into the satisfied employees, however, we find a majority are also seeking new roles.

**3 out of 4** employee respondents are currently satisfied with their job. However, of all satisfied employees, **65%** are currently looking for new jobs.

**This result begs the question, what's missing?**

**What can an employer offer to ensure their satisfied employee is retained?**

People sustainability is more important than ever. We need to figure out the people part of ESG transformation, which is crucial because the future of work is ever-changing.

*Rosa Lee, Board Member & Executive Vice President, Bosch China*

Above obvious tangibles such as salary and benefits, high value talents look for intangible qualities that set a company apart. They look for positive impact and holistic opportunities when making a decision to join a company.

*HR Expert at Google*

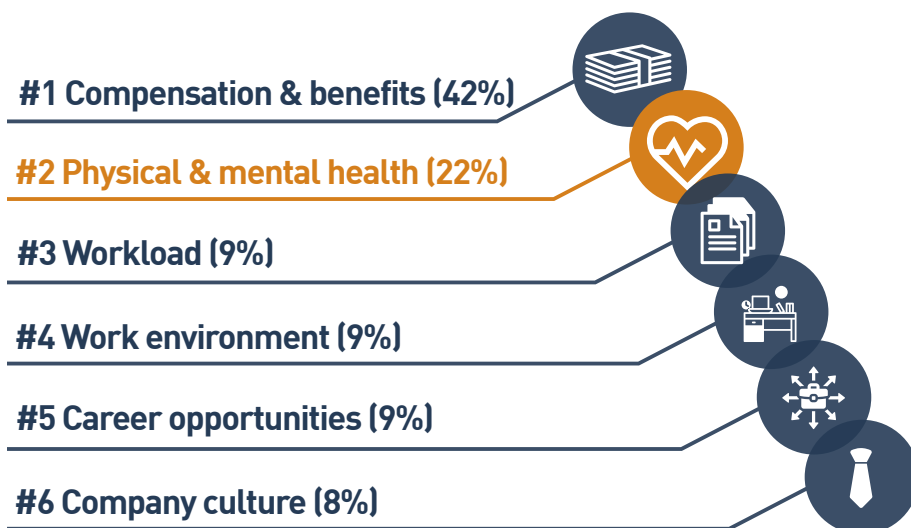


## A NEW DIMENSION OF THE EMPLOYEE VALUE PROPOSITION

Given new health and hygiene policies, we were curious how important health might factor into the total employee experience. We added a 6<sup>th</sup> dimension—*physical & mental health*.

*Compensation & benefits* was predictably ranked 1<sup>st</sup> by 42% of all employees, but *physical & mental health* was ranked 2<sup>nd</sup> by 22%. This ranking infers that health should be a permanent fixture within any organization's offering to existing and new employees.

### Employee ranking of value proposition



## SATISFIED VS. UNSATISFIED EMPLOYEES

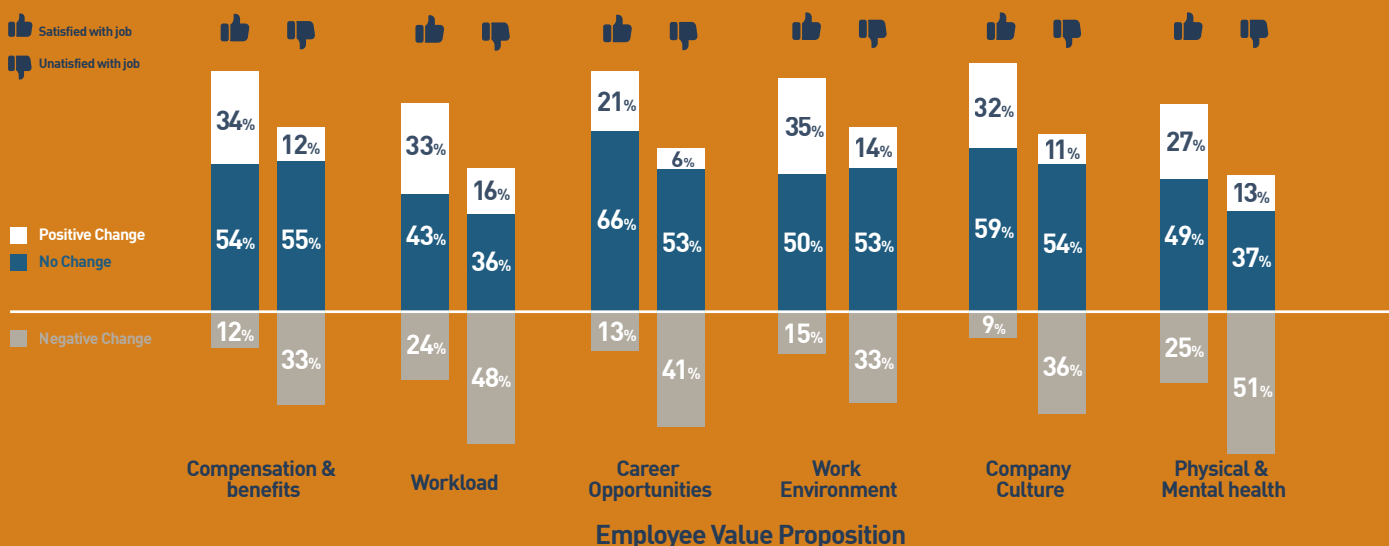
The mindstate of satisfaction correlated with perceived changes in several aspects of the work experience during the pandemic. For satisfied employees, most changes experienced were positive, especially in *work environment*, *compensation & benefits*, *workload*, and *company culture*.

For unsatisfied employees, most of the changes are negative, especially in the areas of *physical & mental health*, *workload*, and *career opportunities*.

**69%**  
Satisfied with employer

**31%**  
Unsatisfied with employer

### How did the pandemic impact your employee experience?



# Employee Engagement

## How employee engagement fared during the Pandemic

Above satisfaction levels, a truly engaged employee is full of motivation, interest, enthusiasm and connection. It is the employee state where innovation, productivity and loyalty are most likely to occur. Executing and tracking engagement may vary widely, but most HR executives spend a great deal of time on these metrics.

### #1 priority for HR in 2022

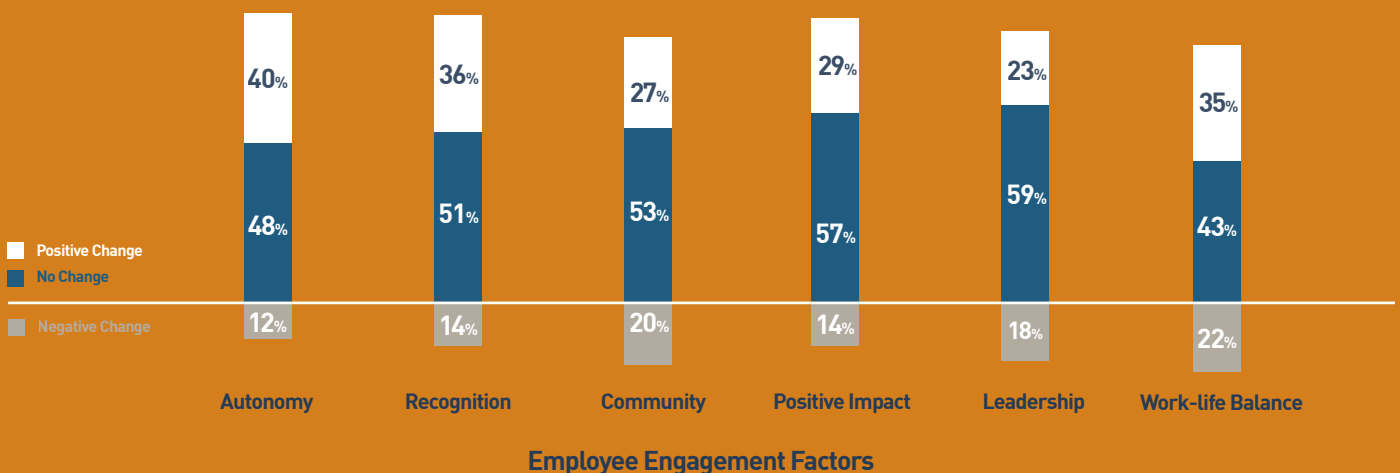


## INTRINSIC SENTIMENTS OF AN ENGAGED EMPLOYEE

We surveyed six aspects of engaged employee sentiments to assess prioritization and shifts due to the pandemic. Half of all APAC employees reported no change or slightly skewed positive changes for all intrinsic motivators surveyed. *Autonomy* and *recognition* experienced positive changes by at least 35% of our employee respondents.

### 73% employees state *work-life balance* is most important

How did the pandemic impact your engagement levels at work?



However, the single most divided aspect amongst all employees is *work-life balance*. 22% of employees observed negative changes, which is noteworthy because *work-life balance* was rated the most important factor to employees by a margin of 5 points. During a time where work from home is still prevalent and hybrid workplaces are new, employees and HR professionals alike are still struggling to strike the right balance.

**Generation Z in China is no longer willing to work under the ‘996 culture’. I hope work-life balance levels improve in 2022 with the help from new legislation and greater consideration for work-from-home practices.**

***Abel Qian, Director, Human Resources, ONYX Hospitality Group***

In August 2021, China’s regulators banned 996-style work schedules and the wolf culture that fueled the rise of some of the world’s biggest tech companies. Whether or not this is resolving the issue of work-life balance in China is yet to be seen in 2022.

## PURPOSE RISES THROUGH THE RANKS

To conclude our analysis of the state of employee engagement, we asked employee respondents to rank simple statements about their employer’s role in their lives in order of importance. While salary remains a prominent prize for Asian employees, money was not the #1 choice as the most important expectation. Contribution to happiness and purpose beat compensation by a small, but critical margin.

### Employees ranked the following statements as #1

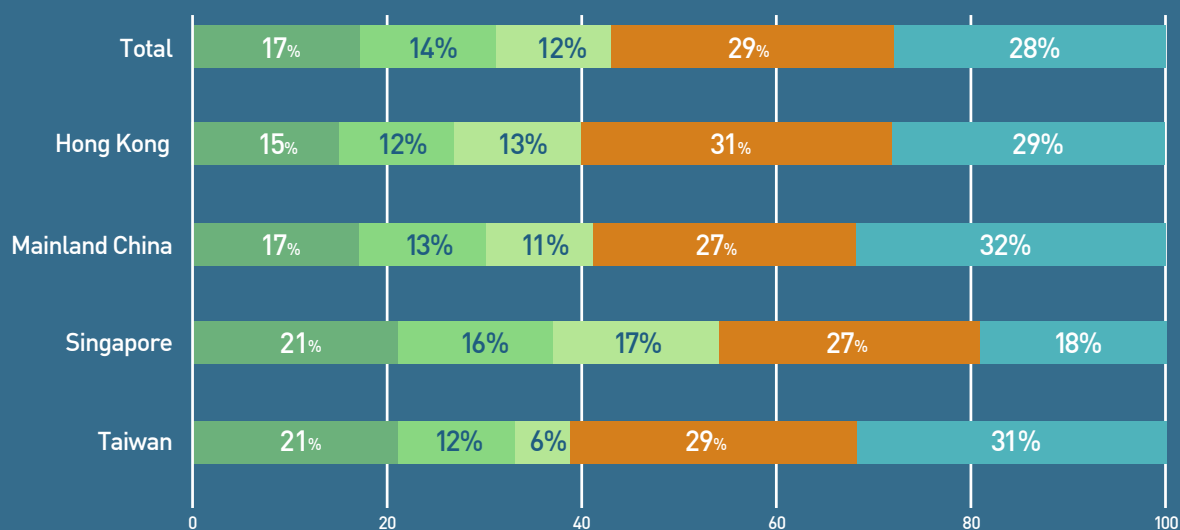
**(29%) My company contributes to my happiness and purpose**

**(28%) My company pays me a lot of money**

**(17%) My company makes a lot of money**

**(14%) My company is a force for good in the world**

**(12%) My company has a good reputation**



\*Percentages may not add up due to rounding.

■ My company contributes to my happiness and purpose 
 ■ My company pays me a lot of money 
 ■ My company makes a lot of money 
 ■ My company is a force for good in the world 
 ■ My company has a good reputation

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Asian employees are showing up to work for more than paychecks alone. If we had asked this question in 2019, we speculate that money would have been the clear winner. In the same way personal and mental health has risen the ranks of personal concerns and employee experience expectations, we predict a movement towards purpose that will strengthen in the near future.

The pandemic has begun to tip the scales of employee expectations in favour of more meaningful work in the lives of Asia's awakening workforce.

Despite our workplace culture achievements [at Bosch], there are still some depressed employees. The social environment is hyper-competitive. People are dealing with pressures out of their control, such as the rising cost of housing and the pandemic. As an employer, we must acknowledge our employees' concerns, but also do more. We focus on autonomy, mastery of talent, and purpose in the workplace.

***Rosa Lee, Board Member & Executive Vice President, Bosch China***

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# ESG in motion

## Connecting the dots between purpose-led initiatives and employee engagement

If employees seek more than just a salary and other traditional elements of the employee value proposition, could ESG values play a role in motivating Asia's workforce?





# ESG Relevance

## Are Asian employees on par with the global movement?

Global studies confirm employees are hungry for more purpose from their employers and in their work lives. In a worldwide report of how ESG performance relates to workforce sentiment, Marsh & McLennan reported that companies with highly satisfied employees also have ESG scores 14% higher than the global average, and that companies with the most attractive image among young talent have ESG scores 25% higher than the global average.

In September 2021, Edelman published a special report on “The Belief-Driven Employee” and what they deem “the great re-set of the employee-employer contract.”

**6 in 10** employees choose employers based on beliefs

Source: Edelman, 2021

Edelman also found correlations between belief-driven employees and retention tendencies and productivity. Employees who made job decisions based on their beliefs are 13% more likely to stay with their organization for many years and 16% more likely to go above and beyond for the success of the organization.

Deloitte’s “2021 Human Capital Report” indicated that Millennials and Gen Z will occupy over 70% of the workforce in the next 10 years, and this generation is no longer motivated by salary and bonus alone. They seek employers or companies aligned with their personal values—those who are fair, ethical, responsible and most importantly, those who make a positive impact in the world.

## FAR PAST EARLY ADOPTION

Asia is a heterogeneous market with a wide range of economic maturity and diverse cultural and social backgrounds. Concepts such as corporate responsibility, finding a meaningful job, or stakeholder capitalism might vary within local contexts.

In a region that has excelled in both visible and invisible hands, we asked employees what they thought of multi-stakeholder capitalism. The response was unanimous.

**91%** employees believe companies exist to bring value to ALL stakeholders, not just shareholders alone



**6.7 out of 10** employees in Asia were familiar with ESG concepts

**92%** APAC employees agree that ESG values are relevant to their personal values

**98%** respondents expect the company they work for to make a positive impact in the world

Sustainability and minimizing climate change is the responsibility of everyone, not just governments. In the last few years, awareness and action towards ESG-related issues have increased in Asia, largely due to the perspective shifts and movements of the younger generations. Klook enables discovery of joy through experiences, and we want to make sure it's done in a responsible and sustainable manner.

*Cary Shek, Vice President of People and Culture, Klook*

# ESG in Action in Asia

## Assessing the maturity of employee-targeted ESG initiatives

In an APAC boards of directors study in December 2020, Willis Towers Watson reported some executives were taking various measures to review their employee communities through an ESG lens. Approximately half said they have or will soon deploy “listening strategies” to better engage with their employees and more than a third have created a new executive role to drive ESG strategy.

Listening to today’s workforce is important, but we sought to understand the extent to which HR professionals are engaging employees with ESG-led programs.

### EXISTING ESG PEOPLE STRATEGIES IN ASIA

Our survey findings from both employees and HR professionals show a healthy penetration of ESG-led employee offerings.

**68%** HR professionals reported their company has an ESG agenda  
**90%** employers with an ESG agenda, offered at least one ESG-integrated employee program in the past year

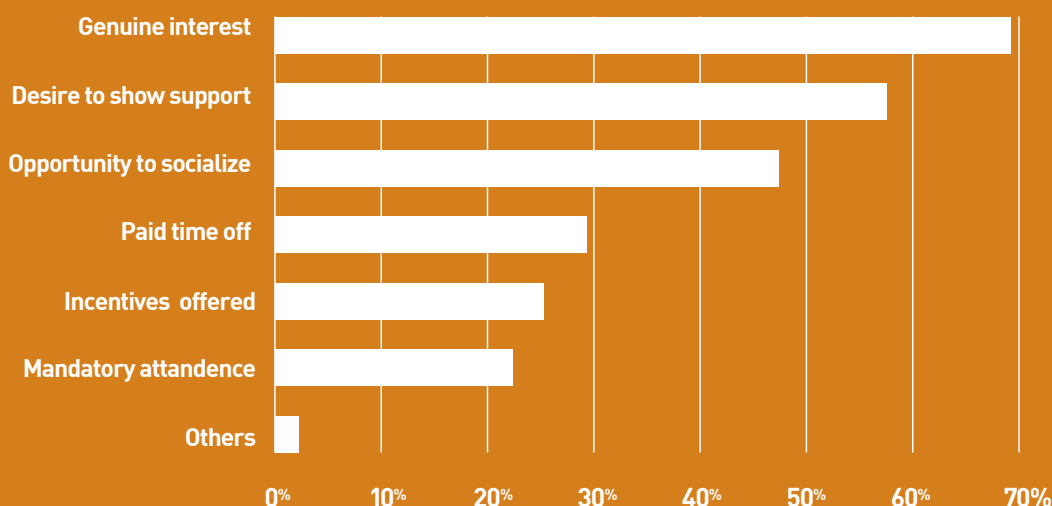
### HIGH PARTICIPATION RATES IN ESG PROGRAMS

HR professionals ranked participation rate as the key KPI for any ESG initiatives, outranking other indicators by a margin of 20%. Actions speak louder than words, and evidence of participation rates is clear.

**76%** participation rate for ESG-related programs  
3.82 times – average participation within the past year  
5.02 programs – average offering in the past year

In an ESG context, it appears that content remains king. 69% of employees reported *genuine interest* and 57% *desired to show company support* as their primary motivations for joining ESG-related activities.

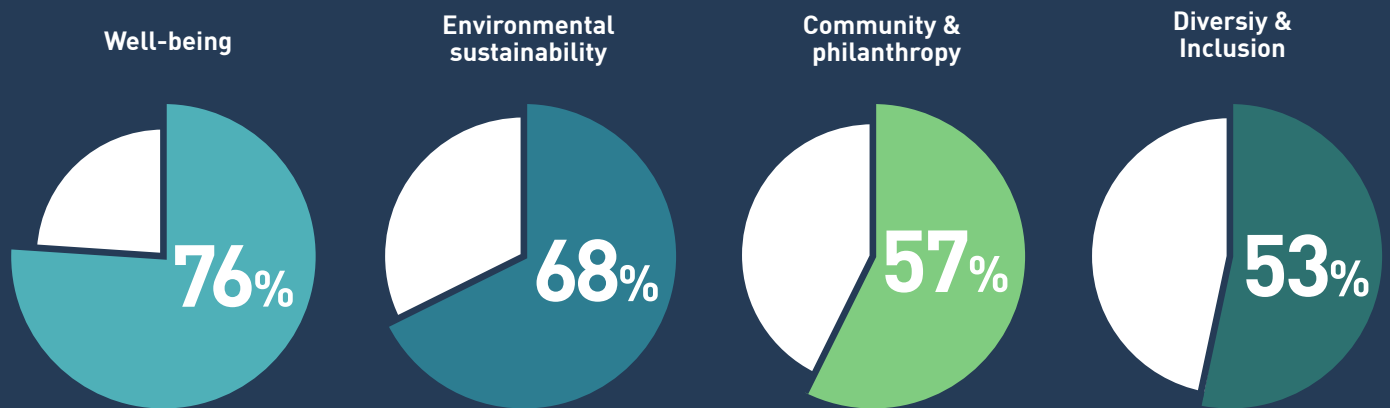
Drivers for ESG program participation



## THE MILLION DOLLAR QUESTION

If *genuine interest* is the primary driver, which ESG topics resonate the most with employees? Aligned our employee experience data, as well as, the most prominent personal concerns of 2021, programs relating to health tend to spark the most interest.

### Employees' interest for ESG topics

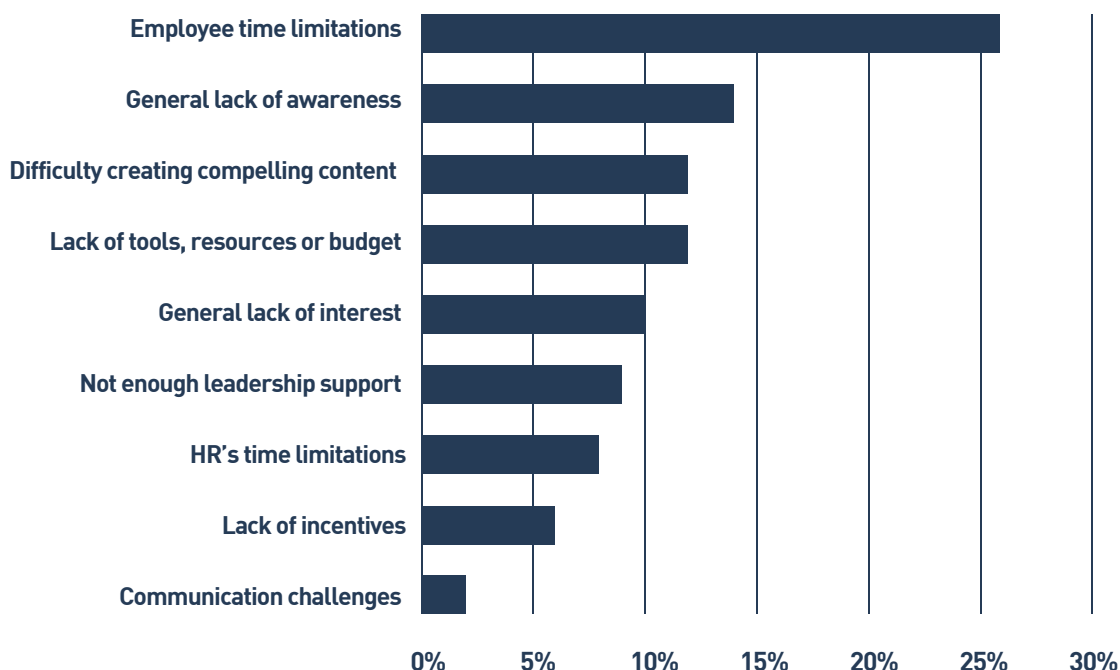


## HR'S CHALLENGES WITH ESG-LED PROGRAMS

Overcoming ESG's biggest challenges will help reap the highest participation rates. When HR professionals were asked their top 3 challenges associated with implementing successful ESG programs, the subject of time proved most difficult.

More than half of HR respondents quoted *not enough time for employees to join* as their primary participation challenge. This puts HR in a difficult place, since individual time management may not be part of HR's direct domain. Subsequent challenges fell more squarely on HR's shoulders, including *content creation*, *insufficient resources*, and *lack of participation incentives*.

### HR's implementation challenges



## THE CRITICAL ROLE OF HR

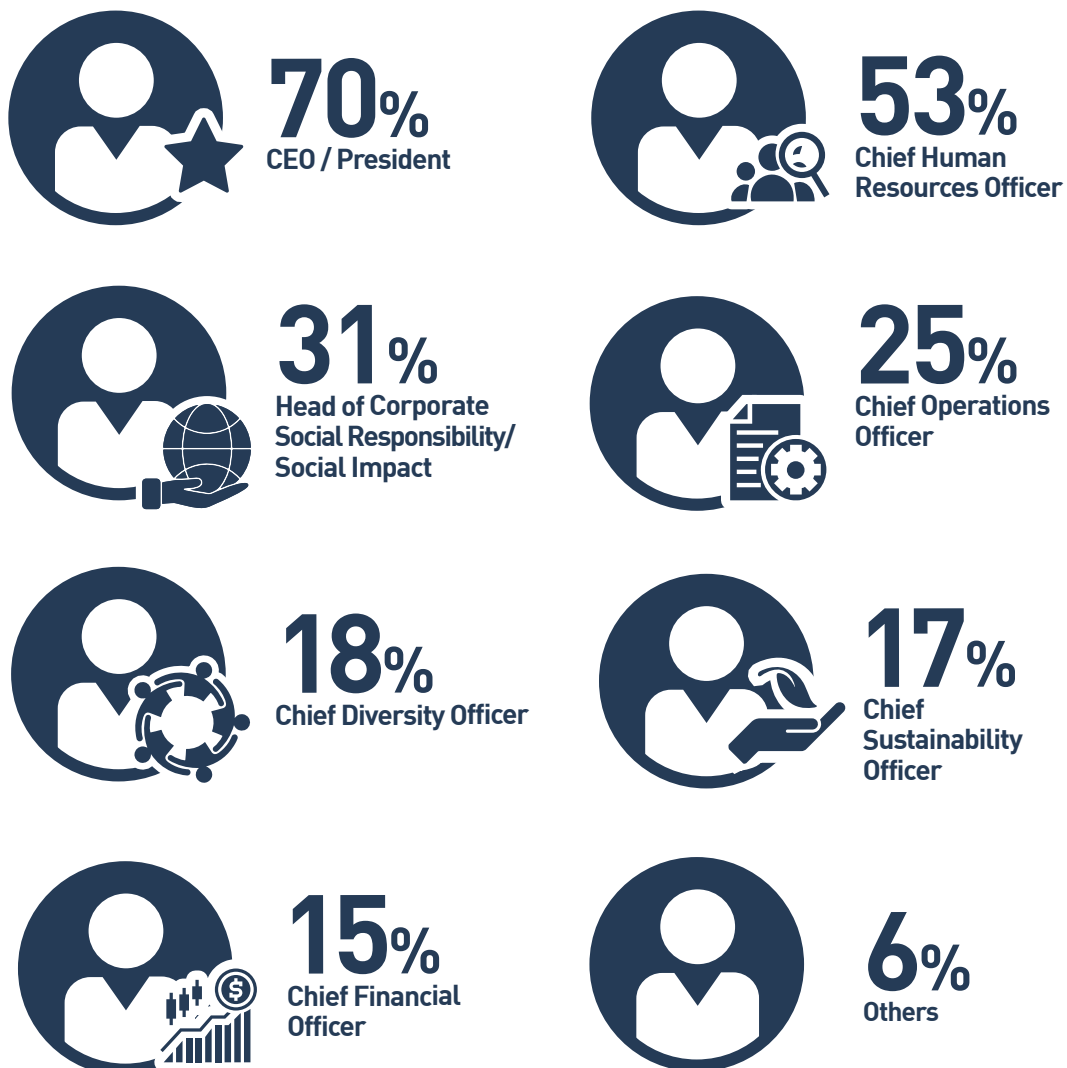
Executive ESG roles are still relatively new and far more prevalent in larger organizations. Still, 84% of our surveyed human resource managers agreed that the HR function has a fundamental role in the company's ESG strategy.

According to Mercer's Multi-stakeholder Success Model for Purpose-driven Organizations, Chief Human Resource Officers shoulder the responsibility for internal ESG progress and outcomes. Our findings were on par with this role. As perceived by our human resource respondents, Chief Human Resources Officers are primary leaders in driving total ESG agendas, second only to CEOs.

HR is crucial to internal communication—making sure employees buy into a company's purpose, have proper training, and can walk the talk for the company. Also, wellness, health and safety matters, diversity and inclusion, employee engagement, career development—these all contribute to the resilience of human capital. It should be an intrinsic role for HR to advise management on how to maintain human capital resilience.

*Marcus Chau, Regional ESG Lead, The Executive Centre*

### HR's perception: Who is responsible for driving your company's ESG agenda?





# Data Conclusion

## What comes next?

With such high awareness and relevance within Asia's workforce, it's safe to assume ESG will touch every part of a company's existence, perhaps effecting change more profoundly than the last decade of digital transformation.

HR professionals already had a big job keeping employees safe and engaged. Now they also carry the weight of activating their company's positive impact agenda through their employee communities. It is a tall order, but according to our data, these efforts have the potential for complementing and compounding results.

In 2021, our Asian workforce was absorbed by health concerns, striving for work-life balance, and seeking employers who could contribute to personal happiness and purpose. Directly and/or indirectly, each of these findings is related to ESG values. It is just a matter of connecting the dots.

Many limit the scope of HR to making policy decisions and creating people strategies. In my HR experience, we apply design thinking to engagement programs, acting like a product manager of sorts. ESG can significantly contribute to employee engagement by activating physical, emotional, purposeful aspects and mindset. When we can strike this balance, we see the result in the sustainability and retention of our people.

*Rosa Lee, Board member & Executive Vice President, Bosch China*

**We predict 2022 will be the year people managers discover how ESG can be a secret weapon to addressing current employee issues and further unlocking new levels of employee drive.**

70% of HR professionals surveyed are actively seeking new ideas, content and partners to enhance their ESG programs. Therein lies an opportunity to learn from each other and perhaps try something new in the new year.

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# ESG people strategy playbook for 2022

**The power of ESG lies in its integration. Learn from those who know.**

We interviewed HR executives, ESG consultants and people managers to identify a few tips to remember for ESG programming this year.



# 1

## Cultivate a culture of purpose.

Purpose can easily get lost in translation between leadership and employees. Whether it's the purpose of your company or the purpose of your ESG strategy, make purpose your priority in 2022. Know it, live it, share it. When there is a deep understanding of the organizational attributes of purpose, there is more opportunity for people to internalize abstract concepts, connect with them, and uncover new solutions.

Employers should help employees get inspired to figure out the real point of ESG. If a company is truly committed to ESG transformation, they will equip their staff with practical skills and knowledge from the beginning.

**Christina Lee, Founder & CEO,  
Global Green Connect**

We communicate with our employees about ESG efforts through a strong platform of recognition. This builds up a sense of purpose internally and fuels collective success across the organization.

**HR Expert at Google**

We are only a kick-start engine. Employees have more ideas for contributing to society.

**Bernard Wong,  
Regional Human Resources  
Consultant APAC, Toms**

The best engagement in is when employees can openly discuss a company's purpose and put it into action for themselves. Redefine the way of working and free time for employees to innovate. This is a very big topic for every company and may not come easy, but time allocation is paramount to ESG's success.

**Marcus Chau, Regional ESG Lead,  
The Executive Centre**

ESG isn't an additional workload, it should be integrated into a company's business strategy. The goal is for ESG not to be separate from the business itself. Both go hand in hand, and this should be a goal of HR and all departments.

**Christina Lee, Founder and CEO,  
Global Green Connect**

# 2

## Innovation takes time. Make space for ESG.

In our survey, both HR professionals and employees claimed a lack of time for ESG organisation or participation. Time can be a precious resource, but also the key for a successful ESG strategy. Two ESG experts we interviewed were firm about the importance of making space for ESG integration. The long-term results of sustainability is worth the small, short-term sacrifice in productivity.

# 3

## Promote brand activism. Be sincere, authentic and actionable.

Recent probes and new regulation around ESG greenwashing as it pertains to investments and advertising are trending. Remember that ESG is authenticity in action. Your employees will sniff out any trace of box-ticking or insincere gestures. Know the motivation and intention of each activity, as well as the greater alignment to your company's purpose. The more knowledgeable and specific you can be in your communications to employees, the more fruitful the engagement results will be.

Having a good ESG report may only mean completion of an ESG compliance checklist. Any investable company should go beyond compliance by generating positive impact for both internal and external stakeholders.

**Christina Lee, Founder & CEO,  
Global Green Connect**

Corporates across all sectors could participate in orchestrating transformation in their own industries, in particular to support their employees, business partners and stakeholders to understand the merits in incorporating ESG values in their operation and pioneer in the path to sustainability.

**Anthony Cheung, Board Governor & Convenor  
of Green Finance, Friends of the Earth (HK)  
Managing Director of ESG, Polymer Capital**

# 4

## Focusing on the "S" in ESG.

What is good for employees turns out to be good for your company's ESG strategy as well. A report by Baker McKenzie noted that the social aspect of ESG is often not well understood or managed, and therefore could benefit from a lift within an organization's internal structure—its employees. Our survey proves the "S" in ESG is closest to the hearts and minds of Asia's workforce, and can represent more than just ethical supply chains or health & safety systems. It covers holistic wellness, gender/racial/ethnic equality, as well as collective sustainability. It starts with an open mind and a commitment to education.

We think of education as a crucial part of sustainability, and it's linked to lifelong learning. How can we influence education in a broader sense? How can we balance the demand and supply side of skill sets as the future of work changes? Employers can champion these ideas to attract and retain talents through the 'S' part of ESG.

**Donna Buckland,  
Chair of UNESCO Hong Kong Association  
Global Peace Centre**

For diversity and inclusion, we simply embrace the diversity within the company. We have LGBTQs. We have Blacks. We have Latinos. We have Muslims. We have Asians. We have mothers at work. Understanding and working closely with all employees is paramount to our success.

**Richard Chow,  
Recruiter, Meta**

# 5

## Revamp the meaning (and metrics) of wellness.

Companies must step up their games and rethink the one-off health programs of the past. Wellness is not just a mind or body state, it's the holistic pursuit of health and an integration of these values into all aspects of life. Consider the several areas of well-being: emotional, physical, mental, spiritual, social, intellectual, occupational, nutritional, sleep-related, financial and more. Successful programs incur small changes in behaviour—look for willingness to involve friends and family or consistent evidence on social media accounts.

One-off yoga or lunch-and-learns are no longer successful wellness interventions. Employees need to see the potential for lasting impact.

**Bonnie Cheng,**  
Programme Director of the  
MBA Programme, HKU Business School

We see employees sharing our ESG activity news on their personal social media feeds. Both employee commitment and engagement increase and the feeling of pride is clear.

**Vice President of HR at Lenovo**

We embrace long-term strategic goals and appoint internal sustainability champions from all departments to drive ESG collaboration and realization.

**Inti Wong,**  
Corporate Governance Director,  
Chow Tai Fook Jewellery Group

Leadership settles key ideas, then we adopt a bottom-up approach. Our ESG values were brainstormed and discussed by all employees. They symbolize the spirit our company advocates.

**Joanna Kuo,**  
Corporate Talent Acquisition Lead, KKday

# 6

## Crowdsource accountability. Look to co-create.

Goals and directives may come from leadership, but bottom-up accountability could be a quick way to permeate all employee ranks. Nominate or involve your employees in mapping out activities or goals for the year.



We've seen a significant rise in demand for positive impact vouchers and rewards for spending with prosocial retailers. In 2022, we are building an ESG category within our Merchant Marketplace.

*Dennis Shi, Founder & CEO, Mojodomo*

We have embedded ESG values into our programme, encouraging members to take part in bettering the community. They can donate their "Live Young" points for philanthropic purposes, thereby enhancing the well-being of society, on top of boosting personal wellness.

*Ngai Chi Wai,  
Project Director of "Live Young"  
rewards programme*

# 7

## Invest in incentives. Even better, prosocial incentives.

87% of employees stated that incentives would make them more inclined to participate in ESG programs. Consider prosocial incentives such as vouchers for ESG-led retailers, charitable giving, paid time for volunteering, credits for fitness and well-being, funding for sustainability efforts, like home upgrades, and carbon offsets.

# 8

## SMEs, it's not too late to get a head start.

Small and medium-sized businesses might think their ESG strategies are too fresh to involve employees. On the contrary. Smaller companies with fewer employees tend to adapt to transformation more fluidly than their larger counterparts. SMEs with limited resources should be highly-focused, selective in scope, and keen on making investments with the most measurable impact.

ESG brings out the most adaptive business model to a fast-changing world. SMEs should embrace ESG transformation to establish mutually beneficial relationships between employees and society as a whole.

*Ophelia Lin, Founder,  
SME Sustainability Society*

For SMEs, ESG values come from within, and we need to work together. Being united as one and contributing to the community across the organization is more important than following regulations or trends.

*Pauline Wong,  
Head of HR, Meiriki Japan*

# Research Methodology

In Q3 2021, Mojodomo conducted a research study to understand the prevalence of ESG values in employee engagement initiatives across four Asia Pacific markets. The study aimed to explore opportunities in enhancing employee commitment and achieving sustainability and social impact beyond job satisfaction.

The findings are based on a survey of n=315 HR professionals and n=1,097 employees gathered through online samples in Hong Kong, Mainland China, Taiwan, Singapore and other regions in Asia. Mojodomo worked with NuanceTree Ltd. in questionnaire design and project management. The survey was carried out via the proprietary platform powered by NuanceTree Ltd.

	No. of HR professionals	No. of employees
Total	n=315	n=1097
Hong Kong	n=105	n=525
Mainland China	n=96	n=181
Taiwan	n=54	n=192
Singapore	n=50	n=182
Other regions in Asia	n=10	n=17

## Interviewed Companies

Baker McKenzie	Grab	Plaza Premium Group
BOC Life	Itiviti	Polymer Capital
Bosch China	KKday	Sabre Corporation
Chow Tai Fook Jewellery Group	Klook	Sercomm
CMB International	Lenovo	Social Career
Crypto.com	Manulife	Tencent
Enfusion	Meiriki Japan	The Executive Centre
Estee Lauder	Meta	The Hoffman Agency
Friends of the Earth (HK)	Mojodomo	TOMS
Global Green Connect	ONYX Hospitality Group	UNESCO HK GPC
Google	Palo Alto Networks	Wellesley Associates

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## Special thanks to

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# About Mojodomo

Mojodomo is a revolutionary platform for delivering customers and employees the rewards they value most. We partner with over 200 merchant brands across lifestyle, food & beverage, and travel & hospitality. A sustainability category will be added later this year, and our rewards can be redeemed at over 20,000 points of sale in 900 cities. Each virtual voucher opens a wide range of merchant options, making redemption rates higher and engagement programs more productive and more personalized. With Mojodomo, organizations give the gift of choice.

What started as a loyalty payment business has evolved into Asia's largest marketplace for digital incentives. Backed by Citibank and powered by Mastercard, we are the world's first zero-waste, performance-based approach to engagement marketing. Mojodomo has offices in Hong Kong, Singapore and Taiwan. Learn more about our proprietary platform at [mojo-domo.com](https://mojo-domo.com).

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