



Hewitt

Hewitt *Best Employers in Asia* 2009 Study

Regional Highlights Report

April 2009



Contents

Contents	1
Why Conduct a Hewitt Best Employers Study Today?	2
Why Does Hewitt Conduct Best Employer Studies?	2
Is This Research Still Relevant in a Downturn?	2
The Results	4
Hewitt Best Employers in Asia 2009	4
Hewitt Best Employers in Asia 2009 —Hotels	5
Providing Insight into the Practices that Create Better Performance.....	5
What Makes Hewitt Best Employers , Best?.....	6
Characteristics of Hewitt Best Employers	6
Key Finding #1: Relentless Execution of Programs	7
Key Finding #2: Persistent Empowerment of Managers	10
Key Finding #3: Highly Efficient HR Functions.....	14
Benefits of Becoming a Hewitt Best Employer	16
Hewitt Best Employers Reap the Benefits in Five Distinct Areas	16
Hewitt Best Employers in Asia 2009 Study.....	19
The Scope of the Hewitt Best Employers in Asia 2009 Study	19
The Hewitt Best Employers in Asia 2009 Judging Process.....	20
Key Drivers of Employee Engagement in Asia in 2009	21
Hewitt Best Employers Build Cultures That Increase Productivity	22
What do Employees in Asia Value Personally?.....	22
Current and Desired Cultures.....	23
Organization Culture and Impact on Organization Efficiency	24
Hewitt Best Employers in Asia 2009 —Market Lists	25
Hewitt Best Employers in Australia/New Zealand (ANZ) 2008	25
Hewitt Best Employers in China 2009	25
Hewitt Best Employers in Hong Kong 2009	25
Hewitt Best Employers in India 2009	26
Hewitt Best Employers in Korea 2009	26
Hewitt Best Employers in Malaysia 2009	27
Hewitt Best Employers in Singapore 2009	27
Hewitt Best Employers in Thailand 2009	27
Glossary	28
About Hewitt.....	29
Who We Are.....	29
What We Do.....	29
Contact Us	30



Why Conduct a Hewitt **Best Employers** Study Today?

Why Does Hewitt Conduct **Best Employer** Studies?

It is a natural question. When businesses are confronting an external environment characterized by challenge, confusion, chaos and even collapse, **why** should they be interested in the human capital management practices of **Best Employers**?

The answer is simple.

In times of uncertainty and change, it is crucial to have a clear sense of direction. The human capital management practices of Hewitt **Best Employers in Asia** shine a bright light on the pathway to business results. Understanding those practices helps identify the key levers for driving business performance through human capital practices. The results also show how **The Best** pull the levers.

Is This Research Still Relevant in a Downturn?

Over the years we have observed that Hewitt **Best Employers** have engaged and motivated employees, who in turn deliver better financial results. Being a Hewitt **Best Employer** is not just a soft concept related to being an 'Employer of Choice.' It is about creating business results and long-term value for shareholders.

Hewitt first conducted the Hewitt **Best Employers in Asia** study in 2001 and the results were published just a few days before the September 11 terrorist attacks that changed the world. We ran the study again in 2003 when we were forced to cancel many of our award events as SARS rampaged its way through Asia. We conducted the study in 2005 when Asia was still recovering from the tsunami, and again in 2007 when the sub-prime problem was just starting to bubble as oil surged to US\$98 a barrel. In 2009, as we conduct our fifth Hewitt **Best Employers in Asia** study, the world braces itself to weather the storm of the global financial crisis.

We continue to conduct this research during turbulent times because that is the reality of the world today. There is always something happening; for corporations, change is just part of everyday business.

Hewitt **Best Employers** demonstrate remarkable consistency in their day-to-day business and in their response to difficult times. For example, this year's research revealed that none of **The Best** have reduced their workforce compared to 33% of **The Rest** and 40% of **The Worst**. This approach is underpinned by comments from many of the CEOs at Hewitt **Best Employers** who indicate that they are taking direct actions to retain talent by making other cost concessions. Hewitt **Best Employers** continue to reap the benefits from this course through an increase in productivity and profits over time.

In the uncertainty we now face, employers need to stay more focused on harnessing the discretionary effort that engaged employees deliver. It is precisely that extra effort that can make the difference in how severely organizations are affected by the downturn, how quickly they emerge from it, and how strong they are after the downturn passes.

Hewitt **Best Employers** face the same external factors as other organizations. However, they have learned that creating and maintaining an environment that is focused on key human capital elements and making minor adjustments without losing sight of the goal allows them to sustain their strong position and prosper—or be set to prosper when the economy improves. Understanding what drives employee behavior during these economically difficult times is critical to business success.



Simply put, we believe the research is not just relevant in a downturn, we believe it is invaluable.

We commend the 30 organizations that have been recognized as Hewitt **Best Employers in Asia 2009**. This report shares their stories. Being a Hewitt **Best Employer** is not an easy task. The results of our 2009 study reveal that these 30 organizations have demonstrated that they are places where great people want to work, in turn ensuring these organizations are more productive and profitable than **The Rest**.



The Results

The regional Hewitt **Best Employers in Asia** judging panel identified 30 **Best Employers** from across Asia. In doing so, they created one list of 25 Hewitt **Best Employers in Asia** and one list of five Hewitt **Best Employers in Asia 2009—Hotels**.

The hotel sector has featured strongly as part of the list of Hewitt **Best Employers** in the past. One factor that many of the local panels considered this year was organizational complexity. When this factor was considered hotels did not feature as strongly in the local lists as in previous years. The regional judges decided, however, that the hotel sector has been an important part of the Hewitt **Best Employer** journey and warranted recognition for their people practices and **Best Employer** characteristics. The list of Hewitt **Best Employers in Asia 2009—Hotels** recognizes this sector.

Hewitt **Best Employers in Asia 2009**

Organization	Market
Agilent Technologies	Malaysia
American Express (Malaysia) Sdn Bhd	Malaysia
AVIVA-COFCO Life Insurance Co., Ltd.	China
Becton Dickinson India Pvt. Ltd	India
Cisco Systems	India
Convoy Financial Services Limited	Hong Kong
Domino's Pizza India Ltd	India
Dow Corning Korea Ltd.	Korea
Eureka Forbes Limited	India
Federal Express (Singapore) Pte Ltd	Singapore
Federal Express Services (M) Sdn Bhd	Malaysia
Godrej Consumer Products Ltd	India
HCL Technologies	India
Hindustan Zinc Limited	India
Intelenet Global Services	India
Intuit Technology Services Pvt Ltd	India
Johnson & Johnson Medical (China) Ltd.	China
LG Electronics India Pvt Ltd.	India
McDonald's (China) Company Limited	China
McDonald's Restaurants Pte Ltd	Singapore
Samsung Tesco Co.,Ltd	Korea
SEEK Limited	Australia/New Zealand
SHENZHEN CATIC GROUP	China
Thai Auto Works Co., Ltd.	Thailand
vCustomer Corporation	India

Note: List is in alphabetical order, not ranked.



Hewitt *Best Employers in Asia 2009*—Hotels

Organization	Market
Four Seasons Resort Langkawi, Malaysia	Malaysia
ITC-Welcomgroup (A division of ITC Ltd.)	India
JW Marriott Hotel Bangkok	Thailand
The Conrad Bangkok	Thailand
The Ritz-Carlton, Millenia Singapore	Singapore

Note: List is in alphabetical order, not ranked.

The 25 employers that make up the Hewitt *Best Employers in Asia 2009* list represent a diverse range of organizations. The list is made up of:

- Representatives from all markets—with organizations from India dominating the list in 2009.
- Global organizations (such as American Express, Cisco Systems, and Johnson & Johnson Medical) and local organizations (such as Shenzhen CATIC and Convoy Financial Services).
- Asian organizations that have expanded their businesses regionally and globally (such as LG Electronics, and Intelenet Global Services).
- Organizations who have been on the Hewitt *Best Employers* list for many years (Federal Express, Eureka Forbes, and SEEK), organizations that are making a reappearance (Agilent Technologies) and organizations who have made the list for the very first time (AVIVA-COFCO, Dow Corning, and Thai Auto Works).
- Publicly-listed and privately-owned organizations.
- A wide range of industry sectors—Manufacturing, Transport/Logistics/Storage, Financial Services, Healthcare Technology, Business Services, Telecoms, FMCG, Chemicals, and Mining.

The five hotels that make up the Hewitt *Best Employers in Asia 2009*—Hotels list are from across the region—India, Malaysia, Singapore and Thailand. They are both MNC hotels and locally-owned hotels.

Providing Insight into the Practices that Create Better Performance

By conducting the Hewitt *Best Employer* study this year, Hewitt has developed a deeper understanding of how the best organizations attract and engage talent to establish high-performing businesses, and, importantly, how they maintain this distinction in tougher economic times.

In the Hewitt *Best Employers in Asia 2009* study, we introduce an exciting new area of research:

- A comprehensive review of the values of employees across Asia; how these align with the values of the organizations they work for; and the gap between the current organizational culture and that required for success.



What Makes Hewitt **Best Employers**, Best?

The Hewitt **Best Employers** excel in three areas:

- 1. Relentless execution of programs.** Hewitt **Best Employers** are more focused and disciplined in refining their human capital programs and sticking with them. This allows them to reach a point where they create the organizational momentum required to deliver results consistently.
- 2. Persistent empowerment of managers.** Hewitt **Best Employers** are deliberate in providing autonomy to managers in their organizations. They take a markedly different approach from **The Rest** in how they allocate roles and responsibilities between senior leaders and managers. They do a better job of equipping managers to perform their role, while creating self-sustaining reinforcement mechanisms.
- 3. Highly efficient HR functions.** Hewitt **Best Employers** are able to efficiently deliver HR services and processes with fewer resources. While CEOs at all organizations generally agree that the HR function identifies and implements HR strategies and solutions critical to meeting current business needs, CEOs at Hewitt **Best Employers** are much more satisfied with the efficiency of their HR teams.

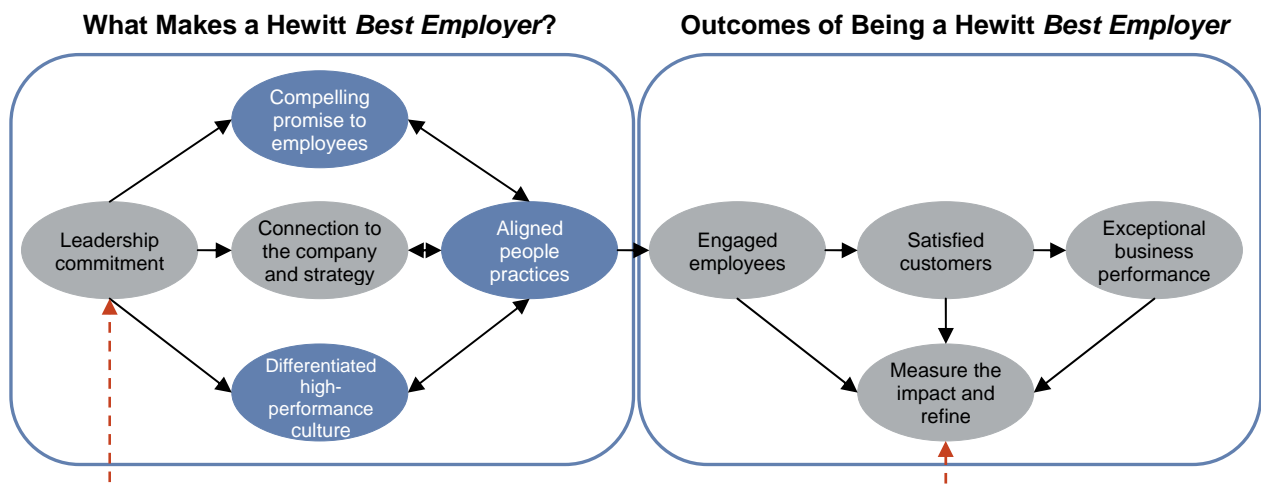
Leading a business involves making the connections between values and goals, strategies, and execution. These research findings reveal how Hewitt **Best Employers** deliver in the human capital arena to help connect their people to the goals and strategies, allowing them to execute and outperform.

Ultimately, of course, business success depends on a number of factors including access to capital, a sound business model, and a host of supporting infrastructures including technology, logistics, and so on. Talented people are a necessary component, but talent alone does not guarantee success.

Increasingly, human capital programs are being viewed as one of the supporting architectures that help organizations deliver business results. These research data and insights reveal what Hewitt **Best Employers** do differently to manage their human capital programs and how they manage those programs as a system to drive business performance. Whether a business is struggling in difficult economic circumstances, or thriving in these challenging times, this research points to an approach they can follow to produce better results.

The way forward is simple, but—as you will see—it is not easy.

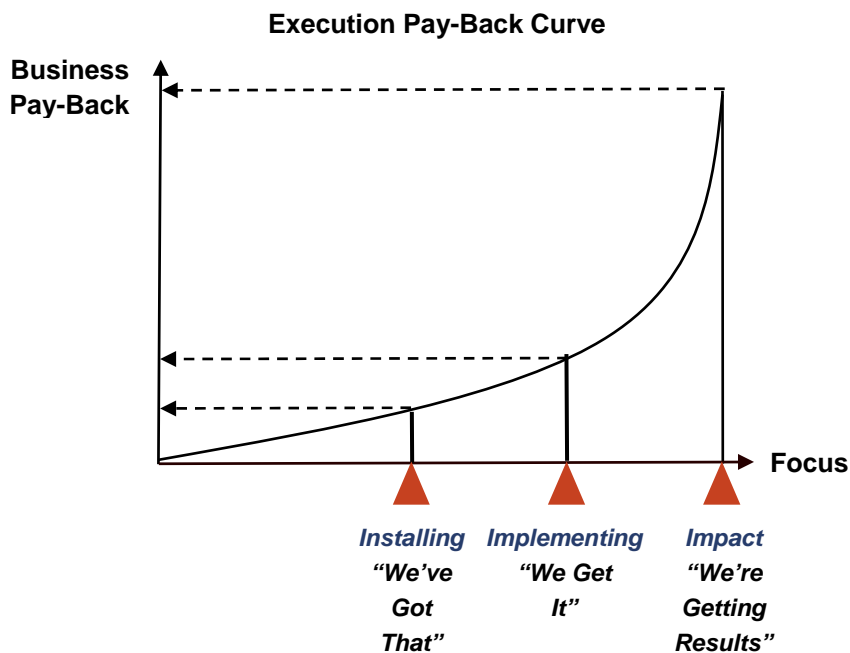
Characteristics of Hewitt **Best Employers**



Our earlier research identified five key characteristics shared by Hewitt **Best Employers**. In this years study we see that at Hewitt **Best Employers** are underpinned by three areas of excellence.

Key Finding #1: Relentless Execution of Programs

Our research consistently demonstrates that human capital management systems improve business results. As companies commence work to put these programs in place, they generally experience a slow up-tick in business results. The return on human capital program investment then typically continues at a gradual pace until organizations reach a “tipping point” where they begin to experience a dramatic rise in the return on their investment. We refer to this relationship as the execution pay-back curve. It is depicted below:



The Hewitt **Best Employer** research consistently identifies areas where **The Best**, through a relentless focus on execution, have moved further out on the curve and are experiencing better pay-back and are therefore more resilient in difficult times. Consider the following examples relating to performance management, pay-for-performance, and succession management.

Example A: Performance Management

The first example pertains to performance management and goal setting.

Phase 1: Installing (We've Got That)

Perhaps not surprisingly, we found that all organizations in the study have systems in place to set and align goals. In this sense, all of the participating organizations have passed through the “installing” gate when it comes to performance management and goal setting.

Phase 2: Implementing (We Get It)

Key differences emerge when we look at how programs are implemented. Hewitt **Best Employers** more often balance goals and targets across financial and non-financial measures, set the bar higher in terms of performance ratings, better equip managers to review performance, and review performance more frequently.



Table 1: Performance Management Implementation	The Best	The Rest	The Worst
a) We balance goals and targets across financial and non-financial measures	92%	84%	73%
b) Percentage of employees who receive the rating of “leading performer”	9%	14%	17%
c) Percentage of employees who fall into the “improvement needed” category	28%	12%	9%
d) Managers have tools and processes needed to manage performance	84%	57%	34%
e) Performance reviews are held monthly or more frequently	24%	17%	13%

Phase 3: Impact (We’re Getting Results)

The divergence between **The Best** and **The Rest** continues as the focus shifts to execution and results. Most notably, **Best Employers** indicate that the performance assessment process is actually helping to improve performance.

Table 2: Performance Management Execution	The Best	The Rest	The Worst
a) We set more aggressive goals that employees meet	56%	45%	28%
b) Managers hold employees accountable for setting and working toward aggressive goals	84%	58%	43%
c) The performance assessment process helps improve performance	82%	50%	29%

Example B: Pay-for-Performance

Despite the widespread prevalence of pay-for-performance programs, we do find significant differences between **The Best** and **The Rest** when we look at how pay-for-performance is implemented and the resulting impact it is having in organizations.

Phase 1: Installing (We’ve Got That)

All organizations have a pay-for-performance program in place. All organizations provide merit-based salary increases—and they do all provide larger increases for top performers. However, installation of other variable pay programs (e.g., short-term incentive, long-term incentive, etc.) is less consistent among participating organizations.

Phase 2: Implementing (We Get It)

When we look at implementation of pay-for-performance at **Best Employers**, we find that they:

- Are more likely to have variable pay programs in place beyond merit increases (92% **The Best** vs. 83% **The Rest**);
- Pay their high-performers more at each level in the organization (4% to 6% higher);
- Have more differentiation in their reward structures to recognize high potentials (79% vs. 47%); and
- Have a higher percentage of variable pay focused on long-term (as opposed to short-term) incentives at all levels of their organizations.



Phase 3: Impact (We're Getting Results)

The differences between **The Best** and **The Rest** continue as the focus shifts to execution and results. Employees at **The Best** see more sharply differentiated pay for high-performers and believe that the way their organization rewards and recognizes people helps produce the results the organization wants.

Table 3: Pay-for-Performance Execution	The Best	The Rest	The Worst
a) Overall, the way we reward and recognize people in this organization helps us produce the results we want	81%	49%	28%
b) We provide higher remuneration (higher base pay, bigger bonuses, access to long-term incentives such as stock programs, and perquisites/benefits) to high performers in our organization	75%	44%	29%
c) My performance has a significant impact on my pay	79%	52%	39%
d) If this organization does well, I will appropriately share in its financial success	79%	50%	35%

Example C: Succession Management

Succession management has not been as universally adopted within organizations as performance management or pay-for-performance. But even for this still-emerging best practice, we find that Hewitt **Best Employers** are further along in installing, implementing and seeing impact.

Phase 1: Installation (We've Got That)

More **Best Employers** have installed a succession management system:

Table 4: Succession Management Installation	The Best	The Rest	The Worst
a) Succession management system in place	88%	63%	38%

Phase 2: Implementation (We Get It)

Hewitt **Best Employers** also implement succession management deeper in their organization:

Table 5: Succession Management Implementation (Part 1)	The Best	The Rest	The Worst
a) Senior Management	86%	86%	100%
b) Report to Senior Management	91%	91%	100%
c) Middle Management	82%	72%	45%
d) Team Leader/Supervisor	55%	40%	18%
e) Specific roles defined as key talent	55%	42%	18%

At Hewitt **Best Employers**, senior leaders are more actively involved in the process when it comes to filling critical roles and filling roles deeper in the organization.

Table 6: Succession Management Implementation (Part 2)	The Best	The Rest	The Worst
a) Selecting candidates to fill critical roles	86%	67%	68%
b) Always/often involved in selecting candidates that report to their direct reports	93%	73%	78%



Phase 3: Impact (We're Getting Results)

Hewitt **Best Employers** are yielding better results from their succession management systems, based on the how often they are able to fill positions from within:

Table 7: Succession Management Execution	The Best	The Rest	The Worst
a) Ability to fill positions from within	76%	53%	28%

Closing Thoughts on Relentless Execution

This pattern of **The Best** pulling away from **The Rest** and **The Worst** as we move from installation to implementation to impact is evident in other areas too (e.g., high-potential programs, employer value proposition). By maintaining focus and continually refining their approaches, Hewitt **Best Employers** are more able to reach the tipping point where the business pay-back on human capital programs rises dramatically.

The relentless execution demonstrated by **The Best**, and illustrated above, is enabled by empowered managers (Key Finding #2) and efficient, effective HR functions (Key Finding #3). To completely understand the first key finding, it is important, therefore, to take a close look at how Hewitt **Best Employers** manage and benefit from the other two areas.

Key Finding #2: Persistent Empowerment of Managers

Hewitt **Best Employers** achieve greater execution payback through “persistent empowerment of managers.” This takes three main forms:

1. **Focusing leaders on leading so that managers can manage;**
2. **Better equipping managers to do their job; and**
3. **Creating self-sustaining reinforcement.**

Each of these is described below.

1. Focusing Leaders on Leading so that Managers can Manage

The first step in empowering managers involves clearly differentiating what is expected of managers versus what is expected from leaders. Here we note some important differences at Hewitt **Best Employers**:

- Leaders at **The Best** consider providing a vision for the organization’s future as their top priority (36% compared to 18% at **The Rest**). In addition, CEOs at **The Best** are clear about the kind of organization they want to create. Their key promise to employees is that they will “get a sense of purpose and achievement working for this organization”, while **The Rest** promote “an organization where co-workers talk positively and with pride about the organization”. The vision and promise from CEOs at **The Best** is clearly finding its mark with 82% of employees at **The Best** saying that senior leaders fill them with excitement for the future of their organization.

	The Best	The Rest	The Worst
Our senior leaders fill me with excitement for the future of this organization	82%	51%	30%

- Leaders at **The Best** (84%) are balancing both a return and revenue growth strategic agenda compared to **The Rest** (66%). Employees see this balanced focus in their leaders and trust them to take the right action.



	<i>The Best</i>	<i>The Rest</i>	<i>The Worst</i>
I trust our senior leadership to appropriately balance employee interests with those of the organization	83%	53%	29%

- Leaders are more often involved in assessing leadership quality and depth, and are more actively involved in preparing/reviewing succession plans.
- Leaders are also seen as being:
 - More worthy of trust (84% *The Best* vs. 59% *The Rest*); and
 - More consistently demonstrating organizational values (85% *The Best* vs. 57% *The Rest*).

Managers, on the other hand, also have clearly defined roles:

- They have the autonomy to recognize solid and top performers (81% *The Best* vs. 46% *The Rest*).
- They are seen by employees as more effective in:
 - Conducting performance assessments (79% *The Best* vs. 49% *The Rest*);
 - Providing clear direction on future skills (81% *The Best* vs. 52% *The Rest*); and
 - Finding ways for employees to grow (81% *The Best* vs. 54% *The Rest*).

Hewitt *Best Employers* empower managers by defining roles for leaders that get them out of the way so that managers can manage. Consider, for example, how communication of reward programs and structures is managed at *The Best* and *The Rest*, as described in the table below.

Table 8: Communication of Reward Programs	<i>The Best</i>	<i>The Rest</i>	<i>The Worst</i>
Who is responsible for communicating reward programs and structures to employees?			
■ HR	68%	57%	57%
■ Senior Management	0%	17%	20%
■ Employee's Manager	32%	26%	23%

Managers at *The Best* are more involved in communication of reward programs and structures than their counterparts at *The Rest*. While this difference may seem small, it is worth noting how senior managers are involved.

While senior management is sometimes responsible for this communication among *The Rest*, this is never the case among *The Best*. Simply put, leaders at *The Best* empower managers to manage by getting out of the way. Managing reward communication is a good example of that behavior.

By using senior managers to communicate reward initiatives, *The Rest* are less able to provide the more personal and direct communication channels that can lead to improved relevance and deeper understanding of issues in the organization. This more personal communication takes place at *The Best*.



2. Better Equipping Managers to do their Job

But Hewitt **Best Employers** do more than just clarify expectations. They also make sure managers are given the tools, skills and incentives to effectively manage their people and drive performance outcomes.

Hewitt **Best Employers** start by putting their money on the table when it comes to equipping managers. They focus a larger portion of their training budget on developing the management skills of people managers.

Table 9: Training Spend on People Managers	The Best	The Rest	The Worst
a) Percent of training budget spent on providing people managers with management skills	50%	38%	36%

At **The Best** the vast majority of managers agree they have the tools and knowledge to drive performance outcomes. At **The Rest** about half, or less, of managers agree:

Table 10: Managers Equipped to Deliver	The Best	The Rest	The Worst
a) I have the tools and training to guide employees in the aggressive goal setting we need to produce positive results	84%	53%	32%
b) I am well equipped to explain our reward structure to our employees	84%	51%	31%
c) Our review and rewards systems give me all the autonomy I need to recognize both solid performers and high performers	81%	46%	26%

It is not just Hewitt **Best Employers** that spend more, or that managers themselves feel more equipped, what is most important is that employees can see the impact, as can be seen from the data in the table below.

Table 11: Employee View of Manager Capability	The Best	The Rest	The Worst
a) My manager holds all employees accountable for setting and working towards aggressive goals	84%	58%	43%
b) My manager helps me understand the organization's goals and how my work contributes to them	85%	60%	42%
c) My manager consistently helps me find ways to grow in my job	81%	54%	36%
d) My manager provides clear direction on skills required for future success in this organization	81%	52%	34%
e) My manager directly addresses issues of poor performance	77%	56%	39%
f) My manager is more interested in the success of our team than in his/her own personal success	83%	60%	45%
g) My manager takes time to help each employee achieve their best	78%	53%	35%

Positive and effective relationships driven at the senior management levels are mirrored in the relationships employees have with their managers at **The Best**. 86% of employees at **The Best** believe their manager provides the support they need to be successful, compared to 56% at **The Rest**. Managers play a critical role in connecting employees' goals with that of the organization and building a pathway for the development of their people that is aligned to the future direction of the organization.



3. Creating Self-Sustaining Reinforcement

The third area of differentiation in empowering managers centres on how Hewitt **Best Employers** manage to put self-sustaining reinforcement mechanisms in place. Leaders and HR work together in these organizations to set the organization into a virtuous cycle where strength leads to strength. This is accomplished largely through efforts directed at a culture of accountability, continuous improvement and rewards that reinforce accountability.

Culture that Delivers Sustainable Competitive Advantage

Hewitt, in partnership with the Barrett Values Centre, conducted the first culture and values study in the Asia Pacific region as part of Hewitt's **Best Employer in Asia 2009** study. The results show that employees value working for successful organizations and that many organizations in the region are very focused on brand image, satisfying customers, and achieving results.

We find several noteworthy differences in the organizational cultures at **The Best** and **The Rest**. Among **The Rest** and **The Worst**, control, bureaucracy, cost reduction, and expense management are mentioned with much higher frequency as cultural values and organizational behaviors. This is in contrast to **The Best**, where the top three most commonly cited cultural values are employee recognition, coaching, and mentoring. So, whereas **The Rest** and **The Worst** are developing cultures, systems and practices that include higher levels of bureaucracy and control, **The Best** are building cultures that help sustain the manager empowerment that they are persistently working to create.

It is perhaps not surprising that **The Rest** and **The Worst** are twice as likely to cite culture as an obstacle to achieving business performance. This is in stark contrast to **The Best** where there is little or no concern about culture at all. **The Best** organizations have established their cultures largely as they would like them to be, and while there may be some tinkering, there is much more focus on how to embed the culture into other systems.

Systemic Benchmarking and Continuous Improvement

Measurement is another important difference. **The Rest** simply are not measuring and learning to the same extent as **The Best**. Data has been available for years now on what it takes to be a Hewitt **Best Employer**, but we still find that many of **The Rest** and **The Worst** are failing to deliver even on the most basic fundamentals. On the other hand, Hewitt **Best Employers** are hungry for benchmarking data, and adopt it with greater impact into their organizations.

This is evident in the comments from CEOs of organizations that have been recognized previously as Hewitt **Best Employers** and who participated again in this study. When asked why they are participating, their responses centered strongly around two main reasons—firstly, they wanted some external validation that they are still on the right path. Secondly, they want more current and more robust benchmarking that will allow them to refine their approaches.

CEOs at Hewitt **Best Employers** expect HR to be measured and assessed via systemic means. This is not done from a “control” perspective. Instead, we find that within Hewitt **Best Employers** there is a clear link between accountability and feeling valued. That is a clear example of a virtuous cycle. People want to be accountable because it makes them feel valued, and feeling valued then makes them want to deliver the discretionary effort that engaged employees demonstrate.

Rewards that Reinforce Stretch Goals and Accountability

Hewitt **Best Employers** are significantly more likely to have a variable pay plan thereby adopting a pay-for-performance culture. All of **The Best** had a formal recognition program in place compared to only 76% of **The Rest**. **The Best** align reward programs with results and behaviors to a much greater extent than **The Rest**. For example, in **The Best**, managers are more frequently rewarded for developing high-performers when compared to **The Rest** (78% vs. 42%).



The Best were significantly more likely than **The Rest** to set stretch goals linked to pay. All of **The Best** set stretch goals linked to pay for their senior management and direct reports to senior management compared to 80% and 71% respectively for **The Rest**. Below the top two levels of management **The Best** continued to significantly differentiate from **The Rest** through setting stretch goals linked to pay. On average, **The Best** were between 27% and 43% more likely to link stretch goals than **The Rest**. Through the setting of these stretch goals, **The Best** ensure that their employees are being constantly challenged and pushed to achieve higher outcomes relative to **The Rest**.

While pay-for-performance and variable pay programs were seen to achieve most major goals just over half the time for all organizations, **The Best** were seen to help achieve all major goals—22% compared to only 8% of the time for **The Rest**. This difference demonstrates that employees in **The Best** respond to the variable pay plans and are more effective than **The Rest** in achieving all major goals.

The Best not only focus on providing greater eligibility to variable pay programs compared to **The Rest**, they push this eligibility deeper into the organization. A significantly higher percentage of employees participate in short and long-term variable remuneration programs at all levels in the organization.

Relative to **The Rest**, employees within **The Best** organizations are significantly more satisfied with their remuneration and recognition offering. In **The Best**, 25% more employees believe they are paid fairly and 29% more employees believe they are appropriately recognized relative to **The Rest**. They also have a far higher understanding of how pay and rewards are determined and confidence in its effectiveness:

- 30% more employees in **The Best** understand how pay and rewards are determined, and 38% of employees in these organizations believes reward and recognition strategies helps deliver the desired results relative to **The Rest**.
- 35% more employees in Hewitt **Best Employers** believe they will share in the organizations financial success.
- 25% more employees in Hewitt **Best Employers** believe that performance has a significant impact on pay and 35% believe that high-performance will be rewarded through higher pay.

Key Finding #3: Highly Efficient HR Functions

HR clearly plays an important role in helping to drive relentless execution and persistent empowerment of managers. Indeed, these results show that the HR function at Hewitt **Best Employers** is more efficient and effective in helping the organization position itself for the future.

Hewitt **Best Employers** are able to efficiently deliver HR services and processes with fewer resources.

Table 12: HR Workforce Service Ratio	The Best	The Rest	The Worst
Average HR workforce service ratio (total employees per human resource employee)	128:1	51:1	53:1

This raises questions about whether the HR function at **The Best** is using a fundamentally different operating model.

In fact, Hewitt’s 2008-2009 Global HR study shows that in HR functions around the globe, significant progress has been made to drive efficiencies in service delivery. Furthermore, in the current climate, many organizations are taking a renewed interest in outsourcing as a cost-savings solution in response to the recent economic situation.



In the Asia-Pacific region we find that local or regional governance is a top priority, and building of clearer decision-making and accountability processes for HR is also very important. Significant ‘transformation’ activity is in progress. This is largely focused on process redesign and integration and organization restructuring, as well as upgrading of HR skills and competencies. Finally, there is increasing emphasis on service delivery effectiveness, including consolidation of services and self-service capabilities.

In Hewitt **Best Employers**, both CEO and general staff believe that the HR department identifies and implements human resource strategies and solutions critical to meeting the business needs. In other words, HR is really the business partner in Hewitt **Best Employers** to support business growth.

Table 13: Leader and Employee Perception of HR	The Best	The Rest	The Worst
a) Leaders view HR as effective in implementing solutions to meet business needs	96%	82%	66%
b) Leaders see HR as efficient in implementing solutions	96%	72%	50%
c) Leaders say information from HR is easy to obtain	96%	73%	56%
d) Employees view HR as effective in implementing solutions to meet business needs	75%	44%	22%
e) Employees see HR as efficient in implementing solutions	75%	45%	23%
f) Employees say information from HR is easy to obtain	75%	49%	29%

A CEO’s main goals for HR are hiring and retaining people and HR is successful in this area as they retain staff and critical staff.

Table 14: CEO Top Ranked Priorities for HR	The Best	The Rest	The Worst
a) Hiring the people we need at the right times and speed	29%	36%	38%
b) Retaining the people we need to be successful	29%	21%	22%

The HR functions at **The Best** is better able to deliver against their requirements.

- Hewitt **Best Employers** are better able to retain staff required for success (56% **The Best** vs. 35% **The Rest**).
- They experience lower level of talent shortage (64% **The Best** vs. 74% **The Rest**) particularly in key areas of leadership, project management, and client management.

Table 15: Areas of Talent Shortage	The Best	The Rest	The Worst
a) Leadership	27%	55%	65%
b) Project management	13%	32%	46%
c) Client management	7%	22%	15%



Benefits of Becoming a Hewitt **Best Employer**

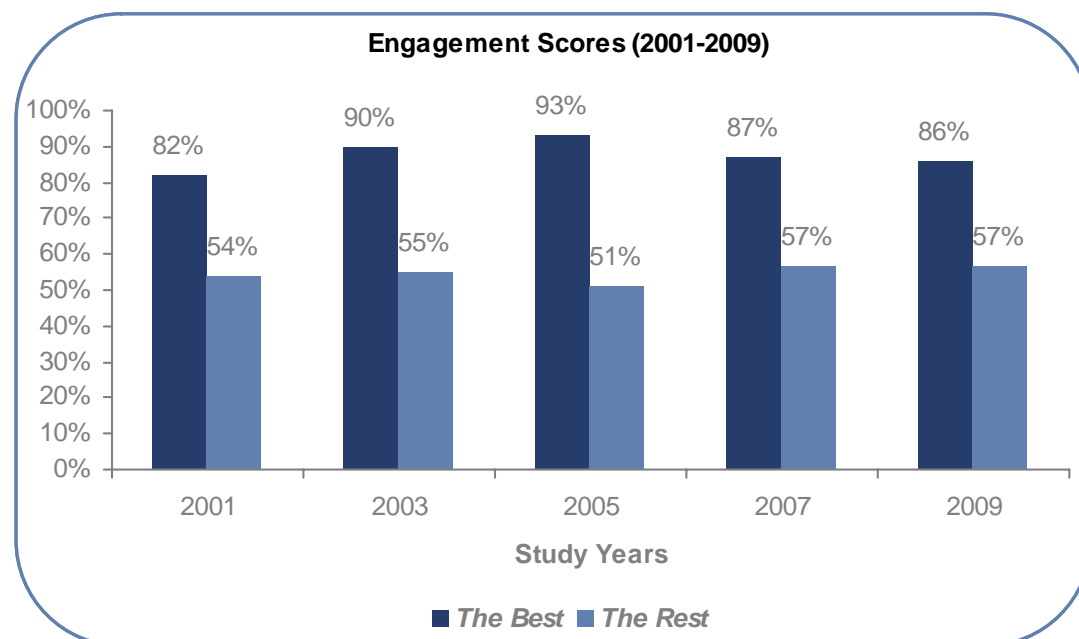
Hewitt **Best Employers** Reap the Benefits in Five Distinct Areas

- 1. Higher Employee Engagement**—Hewitt **Best Employers** have a stronger competitive advantage with a highly engaged workforce that is prepared to go the extra mile for their organization and its customers.
- 2. Stronger Cultural Alignment**—Hewitt **Best Employers** create greater alignment between employees' personal values and organizational values resulting in more productive behaviors.
- 3. Better Financial Results**—Hewitt **Best Employers** deliver better business results and are more capable of building a sustainable business model.
- 4. A Strong Reputation that Attracts Talent**—Hewitt **Best Employers** attract the best talent.
- 5. Better Retention of Key Talent**—Hewitt **Best Employers** build long-term employee relationships.

1. Higher Employee Engagement

Hewitt Best Employers Have Highly Engaged Employees

Engagement amongst **The Best** (86% on average) is significantly higher than at **The Rest** (57% on average). Over the past eight years Engagement amongst **The Best** has remained consistently above 80%. Whilst Engagement levels amongst **The Rest** show a slight improvement over time, Engagement still continues to hover in the 50% range, indicating that half the workforce is not committed to acting in ways that will help their organizations to be more successful.



Source: Hewitt **Best Employers in Asia 2001-2009** studies.

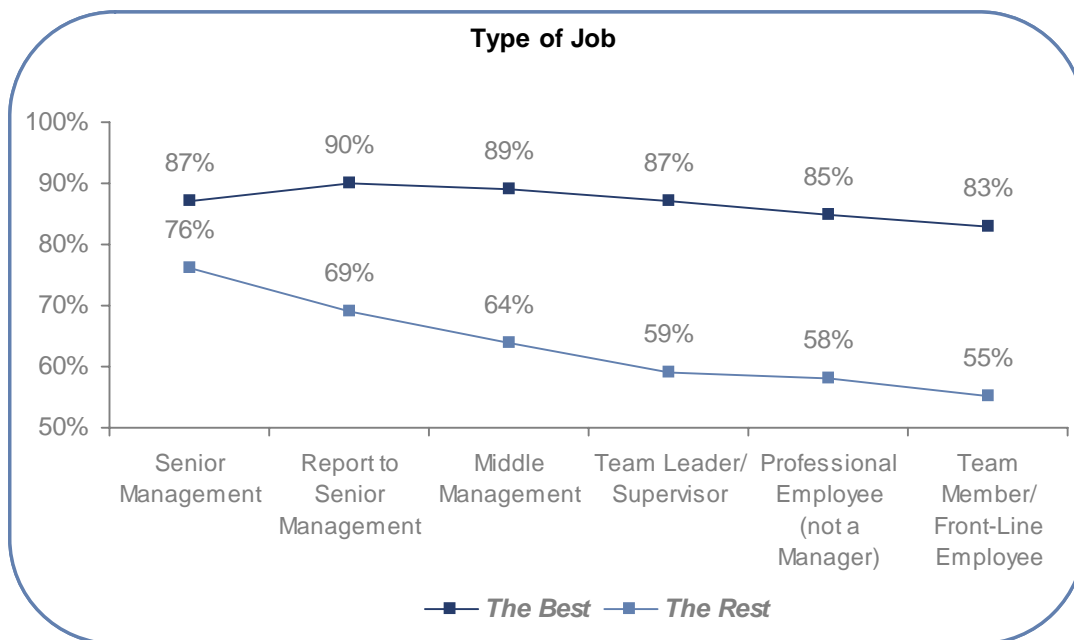


- Employees in Hewitt **Best Employers** have a clear understanding of what the business needs. Hewitt **Best Employers** spend time and resources building a strong culture and people practices to support those business needs. Hewitt **Best Employers** develop aligned people strategies and the capabilities of team members, so that they are less impacted by employee turnover and skill shortages in the labor market.
- Hewitt **Best Employers** work hard to ensure their employees are highly engaged and will strive to meet customer needs.

Hewitt Best Employers Maintain High Engagement Scores across all Levels in the Organization

Leaders at Hewitt **Best Employers** have the highest level of Engagement, averaging 87%. Because of their high personal levels of Engagement, leaders are able to encourage a workforce that is as passionate, motivated, and connected to the organization’s goals as they are themselves. Leaders are less engaged at **The Rest**, creating a domino effect that lowers Engagement throughout the organization dramatically.

We also see more consistent levels of Engagement throughout organization levels in **The Best**. At **The Rest**, Engagement levels tend to drop off relative to organization level. In **The Rest**, we see a downward spiraling effect of lower Engagement levels, starting with Senior Management, with each level of management not able to create high levels of Engagement with their direct reports. While this trend is observable to some extent amongst **The Best**, the level of Engagement among job levels differs very slightly. The level of Engagement remains high and in the ‘High-Performance’ range (i.e. > 65%) irrespective of level.



Source: Hewitt **Best Employers in Asia 2009** study.

2. Stronger Cultural Alignment

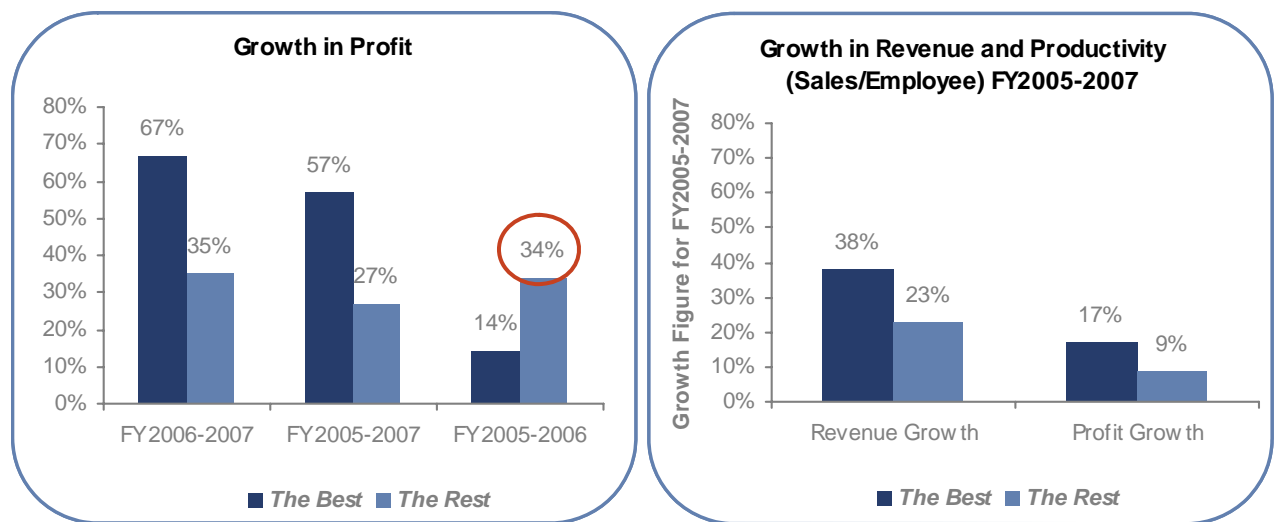
At Hewitt **Best Employers**, strong alignment between employee values and the culture of the organization limits time spent on non-productive activities. At **The Rest** the time and energy devoted to non-productive activities and behaviors increases dramatically, with employees at **The Worst** devoting almost one quarter of their energy to actions and behaviors that do not contribute to successful achievement of their companies goals (e.g., managing bureaucracy).



3. Better Financial Results

Hewitt research has shown that there is a strong link between employee Engagement and business performance. The Hewitt **Best Employers in Asia 2009** results are no exception.

- Hewitt **Best Employers** have increased revenues and delivered increased profitability when compared against **The Rest** in the past two years.
- Hewitt **Best Employers** have focused not just on capturing market share, but also on creating more efficient businesses. As a result, while revenues are 65% higher than **The Rest**, profits are better by 89%.
- **The Best** have a leaner talent model than **The Rest** and as such are in better position to manage the downturn. **The Rest** are likely to come under more severe pressure to maintain cost structure.



Source: Hewitt **Best Employers in Asia 2009** study.

4. A Strong Reputation that Attracts Talent

83% of employees at **The Best** feel that their organization's strong reputation as an employer is attracting the right people they need to achieve their goals, compared with just 52% at **The Rest** and 30% at **The Worst**.

Hewitt **Best Employers** have employees as their strongest advocates:

	The Best	The Rest
I would not hesitate to recommend this organization to a friend seeking employment	87%	60%
Given the opportunity, I tell others great things about working here	89%	64%

5. Better Retention of Key Talent

Leaders at Hewitt **Best Employers** are perceived by employees as building relationships with all levels in the organization and making employees feel valued. 82% of employees at **The Best** say that senior leaders fill them with excitement for the future, compared with 51% at **The Rest** and 30% at **The Worst**. Employees at Hewitt **Best Employers** agree they are less likely to be thinking about leaving the organization:

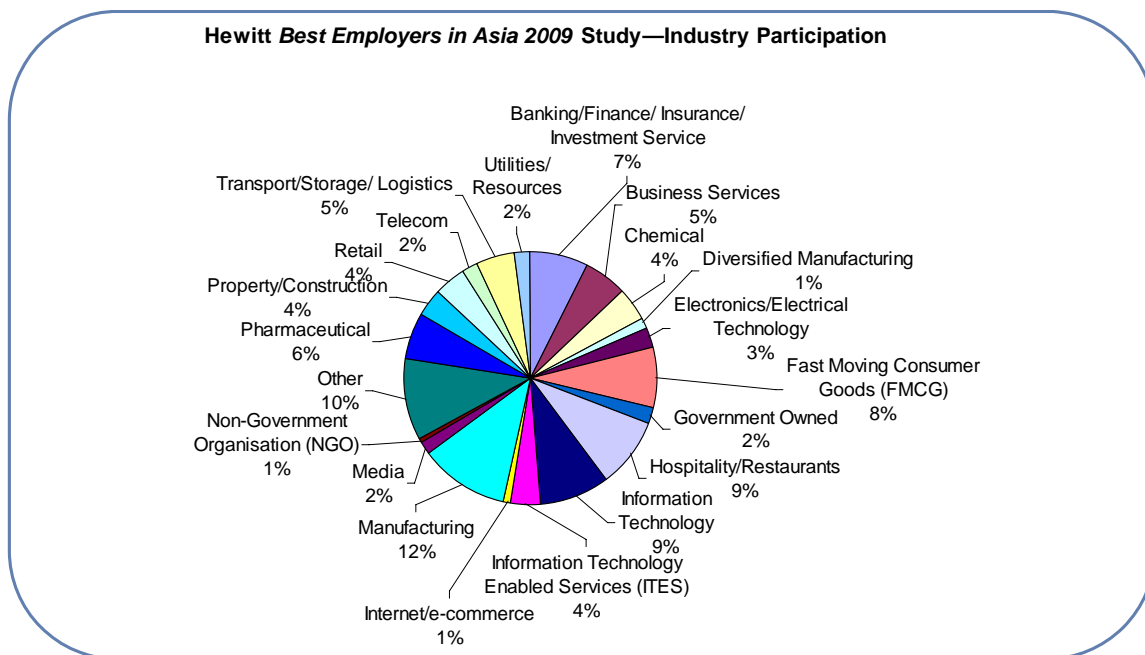
	The Best	The Rest
It would take a lot to get me to leave this organization	83%	55%
I rarely think about leaving this organization to work somewhere else	78%	50%



Hewitt *Best Employers in Asia 2009* Study

The Scope of the Hewitt *Best Employers in Asia 2009* Study

- The Hewitt *Best Employers in Asia 2009* study represents the fifth regional study conducted by Hewitt. It was conducted in the key markets of Australia/New Zealand, China, Hong Kong, India, Korea, Malaysia, Singapore, and Thailand
- More than 900 organizations registered to participate in the Hewitt *Best Employers in Asia 2009* study. The study received input from more than 180,000 employees representing a workforce of over two million people—making it the largest single source of employee and human capital research across the region.
- This year's participants represented 21 different industry classifications (see below), the largest being Manufacturing.



Source: Hewitt *Best Employers in Asia 2009* study.

- Between June and November 2008, Hewitt collected information from each participating organization using three study tools: the Employee Opinion Survey (EOS); the CEO Questionnaire; and the People Practices Inventory™ (PPI).
 - Over 180,000 employees responded to the EOS, representing the views of diverse two million employee cross-section of the workforces in Australia/New Zealand, China, Hong Kong, India, Korea, Malaysia, Singapore, and Thailand.
 - The CEOs from each participating organization provided Hewitt with information on their business strategies, the challenges they face, and the contribution their employees make to the success of their business.
 - The HR teams in each organization provided Hewitt with insights into their people management strategies, performance metrics, and organizational statistics.



The Hewitt *Best Employers in Asia 2009* Judging Process

- Approximately 20% of participants were randomly audited to ensure the accuracy of the data provided. In these audits, Hewitt also asked organizations how they were dealing with the global financial crisis.
- Hewitt then conducted an initial analysis of the three tools, providing a filter to assist the independent local judging panel. In each market the independent judging panel chose their list of Hewitt **Best Employers** based on their own criteria for being a **Best Employer**. All judging panels evaluated information on a 'blind' basis and were unaware of the participating organizations' identities until after the list of Hewitt **Best Employers** was agreed.
- The local **Best Employers** were short-listed for consideration by a regional judging panel, chaired by Professor Arthur Yeung—Philips Chair Professor of Human Resource Management; Founder & Director, CEO Learning Consortium; Director, Centre of Organization and People Excellence; Associate Dean, China Europe International Business School; Professor of Business Administration, Ross School of Business, University of Michigan. Professor Yeung has now sat on five of Hewitt's **Best Employers in Asia** judging panels. Other panel members, both of whom have also sat on previous Hewitt **Best Employers in Asia** judging panels were: Ms. Christine Brendle—Managing Director Asia, Dow Jones Consumer Media Group; and Associate Professor Siriyupa Roongrerngsuke, Ph. D.—Executive Director, Head of Human Resource Program, Sasin Graduate Institute of Business Administration of Chulalongkorn University. Associate Professor Roongrerngsuke also chaired the Hewitt **Best Employers in Thailand** judging panel.
- The regional Hewitt **Best Employers in Asia** judging panel identified 30 **Best Employer** organizations from across Asia.
- This year's judging panel identified a separate list of **Best Employers** from the Hotel industry sector. The hotel sector has featured strongly as part of the list of Hewitt **Best Employers** in the past. They did not, however, feature as strongly in the local lists this year as in previous years. Many of the local panels considered a range of factors in making this decision, one of them being organizational complexity. They felt that many of the other industries represented in the sample faced more challenges in their workplace than the hotel sector. The regional judges decided, however, that the hotel sector has been an important part of the Hewitt **Best Employer** journey and warranted recognition for their people practices and **Best Employer** characteristics. For these combined reasons, a separate regional list was created.
- In selecting the list of Hewitt **Best Employers**, judges focused on organizations' sustainability in good and bad times, especially in view of the current economic climate. In addition they placed particular emphasis on three broad indicators:
 - Quality of leadership;
 - Commitment to customers; and
 - Commitment to people.
- The judges also took into account the following when making their final selection:
 - Organization size and complexity factor;
 - Cultural alignment; and
 - Quality and quantity of employee comments on their perception of the company.

The last word goes to Professor Yeung, chairman of the Hewitt **Best Employers in Asia 2009** judging panel:

*"We commend the strong commitment of Hewitt **Best Employers** to take care of employees and customers during this challenging period. Clearly, these **Best Employers** maintain a good balance between short-term business pressure and long-term sustainable success."*



Key Drivers of Employee Engagement in Asia in 2009

As part of each Hewitt **Best Employers** study we examine which Engagement drivers contribute to potential increases or decreases in employee Engagement.

Table 1: Top <u>Opportunity</u> Drivers—Levers to Increase Employee Engagement			
	Driver 1	Driver 2	Driver 3
The Best	Career Opportunities	Career Aspirations	Work Tasks
The Rest	Career Opportunities	Career Aspirations	People/HR Practices

Table 2: Top <u>Threat</u> Drivers—Levers to Decrease Employee Engagement			
	Driver 1	Driver 2	Driver 3
The Best	Sense of Accomplishment	Diversity	Customer Focus Learning & Development Organization Reputation
The Rest	Sense of Accomplishment	Work Tasks	People/HR Practices

In 2009 our analysis shows that some common Engagement drivers continue to influence employee Engagement across all organizations. The common drivers with the potential to increase employee Engagement at both **The Best** and **The Rest** are:

- Career Opportunities—My future career opportunities here look good.
- Career Aspirations—I can fulfill my career aspirations (e.g., training new associates, achieving work/life balance, developing a new product) here.

The common driver with the potential to decrease employee Engagement at both **The Best** and **The Rest** is:

- Sense of Accomplishment—I get a sense of accomplishment from my work.

At **The Rest** the driver 'People/HR Practices' which refers to the degree to which an organization's policies and practices create a positive work environment is seen as both a driver of Engagement and a threat.



Hewitt **Best Employers** Build Cultures That Increase Productivity

Hewitt, in partnership with the Barrett Values Centre, conducted the first culture and values study in the Asia region as part of Hewitt's **Best Employer in Asia 2009** study. The study aims to understand what employees personally value and how they view the culture of their organization. The results show that employees value working for successful organizations and that many organizations in the region are very focused on brand image, satisfying customers, and achieving results. In an unsteady climate, when organizations need to be nimble to survive, Hewitt **Best Employers** already have a strong workplace culture that will assist them through the challenging times ahead.

What do we know about culture? We know that there is a significant link between the culture of an organization and the Engagement of its workforce—a positive organizational culture in which people can bring both their passion and capability leads to a motivated, performing workforce that is focused on successful execution.

Organizational culture is often thought of as deeply embedded and very slow to change, which is not surprising as it involves fundamental human values. Barrett's research shows that employees are at their most productive when their personal values are closely aligned with their employer's values.

What do Employees in Asia Value Personally?

The results showed that there is no difference in the top ten things that employees personally value at **The Best**, **The Rest**, and **The Worst**, despite vastly different Engagement levels and business performance. CEOs will be reassured to know that employees at all types of organizations personally value accountability, achievement, honesty, and commitment, and select values that are important for healthy organizational performance rather than focus on their own self interest. Given that across different organizations and markets, employees select the same 'fundamental values', it should not be too hard to satisfy most people's needs as they are very similar. Why is it then, that it is such a challenge to meet these needs and harness the goodwill and energy of employees at all organizations?

Employees Personally Value ...

The Best	The Rest	The Worst
Accountability	Accountability	Accountability
Commitment	Commitment	Commitment
Achievement	Achievement	Balance (home/work)
Adaptability	Adaptability	Achievement
Balance (home/work)	Cooperation	Adaptability
Continuous learning	Balance (home/work)	Honesty
Co-operation	Continuous learning	Co-operation
Caring	Honesty	Continuous learning
Honesty	Caring	Efficiency
Efficiency	Efficiency	Caring



Current and Desired Cultures

Organizations in the Asia Pacific region are very focused on the image their brand projects in the marketplace, satisfying their customers, driving accountability, and achievement. There are, however, important differences in the cultures experienced by employees at **The Best** compared with **The Rest** and **The Worst**. At **The Rest** and **The Worst**, there is less alignment between what employees want and what they actually experience and the culture is described as being focused on fundamental viability factors such as cost reduction and profitability. Employees at **The Worst** also describe workplaces which are hierarchical and bureaucratic, and would like to see greater organizational transformation (through learning, innovation, and employee participation) and collaboration (through a focus on leadership excellence and employee fulfillment). The culture experienced by employees at **The Worst** is one in which people are spending time unproductively.

What do Employees Actually Experience in their Workplace? (Current Culture)

The Best	The Rest	The Worst
Brand image	Brand image	Brand image
Customer satisfaction	Customer satisfaction	Cost reduction
Being the best	Cost reduction	Customer satisfaction
Accountability	Achievement	Bureaucracy
Continuous improvement	Continuous improvement	Accountability
Achievement	Accountability	Continuous improvement
Employee recognition	Being the best	Profit
Commitment	Teamwork	Achievement
Teamwork	Community involvement	Being the best
Coaching/mentoring	Commitment	Teamwork

Note: Values are listed in rank order according to the number of votes for each.

What do Employees Want to see Valued in their Workplace? (Desired Culture)

The Best	The Rest	The Worst
Customer satisfaction	Customer satisfaction	Customer satisfaction
Accountability	Accountability	Accountability
Brand image	Brand image	Continuous improvement
Continuous improvement	Continuous improvement	Brand image
Being the best	Being the best	Employee recognition
Achievement	Employee recognition	Employee fulfillment
Employee recognition	Achievement	Teamwork
Commitment	Teamwork	Balance (home/work)
Teamwork	Employee fulfillment	Coaching/mentoring
Employee fulfillment	Efficiency	Achievement

Note: Values are listed in rank order according to the number of votes for each.

What people would like to experience in their work environments is very similar with employees in all organizations wanting to see a greater focus on employee fulfillment; however, there are some subtle but important differences. At **The Rest**, employees would like to see more efficiency, and at **The Worst** employees would like to see more balance (home/work) and coaching/mentoring in their work environments.



At Hewitt **Best Employers** there is strong alignment between the culture that employees want (desired culture) and the culture that they actually experience (current culture) with nine out of the top ten cultural values selected by employees matching. In contrast, at **The Worst**, there is less alignment between current and desired cultures with only six of the top ten values matching.

Organization Culture and Impact on Organization Efficiency

We also examined the level of entropy across organizations. Entropy is a measure of the limiting values displayed in an organization and provides insight into the efficiency of organization systems, processes and behaviors. Entropy is inversely related to Engagement and is driven by inconsistency and inefficiency across the organization and a misalignment between current and desired values. Organizations with high entropy have lower levels of Engagement and productivity and lag the market in financial performance.

	<i>The Best</i>	<i>The Rest</i>	<i>The Worst</i>
Level of Entropy	6%	13%	21%

Hewitt **Best Employers** had a very low entropy score of 6% indicating that these organizations are functioning in a healthy way with employees focused and productive. In contrast, at **The Worst**, there is an average entropy score of 21% indicating that employees at these organizations devote almost one quarter of their energy to actions and behaviors that do not contribute to successful achievement of their companies goals (e.g., managing bureaucracy). Not surprisingly, these organizations are less financially successful and will require cultural transformation to succeed.

Everyone is looking for the missing link, the silver bullet that will “fix” their organization. There is no magic bullet, but having a clear focus and perseverance does work. The spoils from putting the groundwork in place are not always apparent within a 12 month timeframe. Organizations sometimes give up or change strategy if immediate results are not apparent, and in tough economic times, the focus on people can be lost. However, it is important that organizations sustain a focus on people issues, to maintain the motivation and confidence of their workforces and reduce the wasted time and effort expended in less positive cultures.

We see Hewitt **Best Employers** taking the following actions:

- Relentlessly pursue the people agenda to ensure they build productive cultures and deliver on the business strategy with the right people, values and behaviors.
- Actively manage across all their management levels to ensure alignment, buy-in and a common understanding of strategies and tactics.
- Actively engage with and lead their employees to ensure a common understanding, consistent messages and a culture that allows employees’ energies to be focused on meaningful and productive work rather than activities that undermine or destroy value.
- Identify and implement people strategies and solutions critical to business needs.

For more information on these findings on organizations culture at a local market level, please contact your local Hewitt office.



Hewitt *Best Employers in Asia 2009*—Market Lists

Hewitt *Best Employers in Australia/New Zealand (ANZ) 2008*

Hewitt Best Employer	Bain & Company
Hewitt Best Employer— Runner Up	SEEK Limited
Hewitt Best Employer— Highly Commended (in alphabetical order)	Federal Express Pacific Inc. (FedEx Express New Zealand)
	Inside Mobile
	Medtronic Australasia
	NSW Teachers Credit Union
	The GPT Group
	Vedior Asia Pacific
	Westaff

Note: List is in three categories.

Hewitt *Best Employers in China 2009*

Rank	Organization
1	SAS Institute, Greater China
2	SHENZHEN CATIC GROUP
3	McDonald's (China) Company Limited
4	Wal-Mart (China) Investment Co., Ltd.
5	Johnson & Johnson Medical (China) Ltd.
6	AVIVA-COFCO Life Insurance Co., Ltd.
7	YANTAI WANHUA POLYURETHANES CO.,LTD.
8	General Motors (China) Investment Company Limited
9	Ernst & Young
10	China Vanke Co., Ltd

Note: List is ranked.

Hewitt *Best Employers in Hong Kong 2009*

Rank	Organization
1	Convoy Financial Services Limited
2	JW Marriott Hotel Hong Kong
3	Renaissance Harbour View Hotel Hong Kong
4	Pret A Manger (HK) Ltd
5	American Express International, Inc
6	Federal Express (Hong Kong) Limited

Note: List is ranked.



Hewitt *Best Employers in India 2009*

Rank	Organization
1	HCL Technologies
2	Hindustan Zinc Ltd.
3	Taj Hotels Resorts and Palaces
4	Cisco Systems
5	ITC-Welcomgroup (A division of ITC Ltd.)
6	Intuit Technology Services Pvt Ltd
7	Eureka Forbes Limited
8	LG Electronics India Pvt Ltd.
9	Domino's Pizza India Ltd
10	Marriott Hotels India Pvt Ltd
11	Godrej Consumer Products Ltd
12	Becton Dickinson India Pvt. Ltd
13	Stryker Global Technology Center Pvt. Ltd.
14	NetApp India Private Limited
15	The Oberoi Group
16	vCustomer Corporation
17	Paypal India Private Limited
18	Accenture Services Pvt Ltd
19	Kotak Mahindra Bank Limited
20	Whirlpool Of India Limited
21	Intelenet Global Services
22	The Hong Kong And Shanghai Banking Corporation Limited
23	Hewlett Packard India Sales Pvt. Ltd
24	Indian Oil Corporation Ltd
25	Ford India Pvt Ltd

Note: List is ranked.

Hewitt *Best Employers in Korea 2009*

Rank	Organization
1	Kookmin Bank
2	Samsung Tesco Co.,Ltd
3	Dow Corning Korea Ltd.
4	FedEx Express Korea
5	Hyundai Heavy Industries Co.,Ltd
6	Qualcomm
7	Korea Export Insurance Corporation
8	DC Chemical Co., Ltd.
9	DuPont Korea
10	Standard Chartered First Bank Korea Ltd.

Note: List is ranked.



Hewitt *Best Employers in Malaysia 2009*

Rank	Organization
1	The Ritz-Carlton, Kuala Lumpur
2	American Express (Malaysia) Sdn Bhd
3	Four Seasons Resort Langkawi, Malaysia
4	Federal Express Services (M) Sdn Bhd
5	Agilent Technologies
6	S P Setia Berhad
7	Hilton Kuala Lumpur
8	Intel Technology Sdn Bhd
9	Golden Arches Restaurants Sdn Bhd
10	Telekom Malaysia Berhad

Note: List is ranked.

Hewitt *Best Employers in Singapore 2009*

Special Commendation Award

The Ritz-Carlton, Millenia Singapore

Organization
Arup Singapore Pte Ltd.
Diageo Singapore Pte Ltd
Federal Express (Singapore) Pte Ltd
Hilti Far East Pte Ltd
Housing & Development Board
McDonald's Restaurants Pte Ltd
Nanyang Polytechnic
Singapore Food Industries Ltd
Singapore Marriott Hotel
Singapore Prison Service

Note: List is in alphabetical order, not ranked.

Hewitt *Best Employers in Thailand 2009*

Rank	Organization
1	JW Marriott Hotel Bangkok
1	Thai Auto Works Co., Ltd.
3	The Conrad Bangkok
4	Minor Corporation Public Company Limited
5	Microchip Technology (Thailand) Co., Ltd.
6	Spansion (Thailand) Limited
7	Banyan Tree Hotels & Resorts Pte. Ltd.
8	Millennium Hilton Bangkok
9	Four Seasons Hotel, Bangkok
10	HI-WAY Company Limited (subsidiary of TISCO Financial Group Public Company Limited)

Note: List is ranked.



Glossary

- **Employee Engagement** is a measure of the degree to which employees consistently speak positively about their organization, have an intense desire to stay working there and willingly exert extra effort on their organization's behalf.
- **Hewitt Best Employers in Asia 2009** are the 25 organizations selected as Hewitt **Best Employers in Asia 2009**.
- **Hewitt Best Employers in Asia 2009—Hotels** there are the five organizations from the hotel industry selected as Hewitt **Best Employers in Asia 2009**.
- **The Rest** are the organizations participating in the Hewitt **Best Employers** study which did not make either the local market or regional lists.
- **The Worst** are the 32 lowest ranked organizations in the Hewitt **Best Employers in Asia 2009** study, based on employee Engagement scores and level of alignment between business and people strategy.



About Hewitt

Who We Are

To put it simply, our business is people. Our clients understand that people are their most important asset and they count on us to maximize their HR investment. The bottom line: we are the world's largest provider of multi-service HR business process outsourcing (BPO) and the only firm fully integrating HR outsourcing and HR consulting.

Our client roster and long client relationships prove our acumen in helping organizations solve important HR issues and maximize their HR investment. Our clients include more than half the *FORTUNE 500*[®] and more than a third of the *FORTUNE Global 500*[®].

They trust us with the issues that affect the performance and lives of their employees and we succeed, in large part, because we start with a comprehensive and flexible solution. We are the only company capable of integrating the full range of benefits, payroll, recruiting, learning, and other HR services with deep, time-tested HR consulting expertise.

Smart companies turn to Hewitt because we provide solutions recognizing each company's unique—and evolving—requirements. Today, we have approximately 23,000 employees in 33 markets who understand the necessity of delivering measurable results that help clients reach their business objectives.

What We Do

Our focus is HR. We are one of the world's largest organizations devoted exclusively to human capital management. For more than 65 years, we have focused exclusively on HR and the knowledge we have shared with our clients—knowledge about how companies grow and succeed—has changed the way business manages people.

Our solutions are built around six core areas of human capital consulting:

- **Leadership**—Clients turn to Hewitt to help them develop the leaders and key talent to grow their business and achieve their boldest goals.
- **Talent and Performance**—Companies worldwide rely on Hewitt to help them create the conditions for people to excel and to realize the promise of an engaged workforce.
- **Compensation**—We help clients motivate and reward achievement and performance and retain their top talent.
- **Executive Compensation & Corporate Governance**—In an environment where scrutiny and transparency have never been greater, we advise senior management and Boards of Directors to ensure performance, shareholder value, and executive pay are appropriately aligned.
- **HR Effectiveness**—No one is better equipped than Hewitt to help the HR function deliver the results their organization expects.
- **Corporate Transformation and Transactions**—The world's largest companies count on us to lessen their risk, increase their speed and ensure return on investment in the most complex M&A transactions and transformation agendas.



Contact Us

If you would like more information please contact your local Hewitt office:

China	
36/F Central Plaza 381 Huai Hai Road Middle Shanghai 200020	Contact: Mr. Tim Yang Tel: (86) (21) 2306 6688 Email: bestemployerschina@hewitt.com
Hong Kong	
2601-05 Shell Tower Times Square, 1 Matheson Street Causeway Bay, Hong Kong	Contact: Mr. Philip Wixon Tel: (852) 2877 8600 Email: bestemployershongkong@hewitt.com
India	
The IL&FS Financial Centre Plot C-22, G-Block, 6th Floor, Quadrant 'B' Bandra-Kurla Complex, Bandra (East) Mumbai 400 051	Contact: Ms. Sonali Chatterjee Tel: (91) (22) 4034 5000 Email: bestemployersindia@hewitt.com
Korea	
7th Floor, Gwanghwamun Bldg. 211, Sejongno, Jongno-ku Seoul 110-730	Contact: Mr. Timothy Lee Tel: (82) (2) 399 3600 Email: bestemployerskorea@hewitt.com
Malaysia	
Suite 2.01 Wisma E & C No. 2, Lorong Dungun Kiri Damansara Heights, Kuala Lumpur 50490	Contact: Ms. Yap Yoke Wah Tel: (60) (3) 2094 4088 Email: bestemployersmalaysia@hewitt.com
Singapore	
89 Science Park Drive #03-01/02, The Rutherford Singapore Science Park 1, Singapore 118261	Contact: Ms. Wendy Ng Tel: (65) 6872 7668 Email: bestemployerssingapore@hewitt.com
Thailand	
17th Floor, Abdulrahim Place 990 Rama IV Road Bangrak, Bangkok 10500	Contact: Mr. Panuwat Benrohman Tel: (662) 613 0900 Email: bestemployersthailand@hewitt.com
Regional/Asia Pacific	
Contact: Ms. Jo Reinhard	Tel: (612) 9247 8066 Email: bestemployersasia@hewitt.com

www.hewitt.com/bestemployersasia

www.hewitt.com