



Securities and
Exchange
Commission
PHILIPPINES

SEC-GRI Workshop Series on Corporate Governance and Sustainability



GRI

AUGUST
18-27

2021

10:00AM - 12:00NN

Session 1 (Aug. 18, 2021):

Updates and guidance on sustainability reporting for Philippines PLCs

Session 2 (Aug. 20, 2021):

Corporate Leadership and Governance

Session 3 (Aug. 25, 2021):

Human Capital and Work Environment

Session 4 (Aug. 27, 2021):

Environmental Impact Management

Session 3 Agenda: Human Capital and Work Environment

- Session Introduction
- DOLE on Labor Protection: Policies and Programs (COVID-19)
- Key Results of Impact of COVID-19 on Private Sector Employees in the Philippines
- Company sharing on best practices on sustainable COVID-19 recovery
- Culture of Health for Business – on how companies can make sure that culture is really embedded in the business
- Open Forum and Wrap-up

Moderator:



ATTY. MARA RUIZ
Securities Counsel II
Securities and Exchange Commission



UNDERSECRETARY BENJO SANTOS BENAVIDEZ
Department of Labor and Employment



JULIA ABAD
Executive Director
Philippine Business Coalition for Women Empowerment (PBCWE)

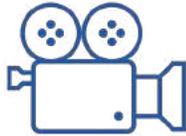


JOSE CARLO JAVIER
HR Director
International Container Terminal Services, Inc. (ICTSI)



HENDRI YULIUS WAJIYA
Country Manager, Indonesia
Global Reporting Initiative

Fast Facts



Recording will be available for 60 days

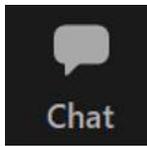


PDFs of all presentations will be distributed



Use the Q&A!

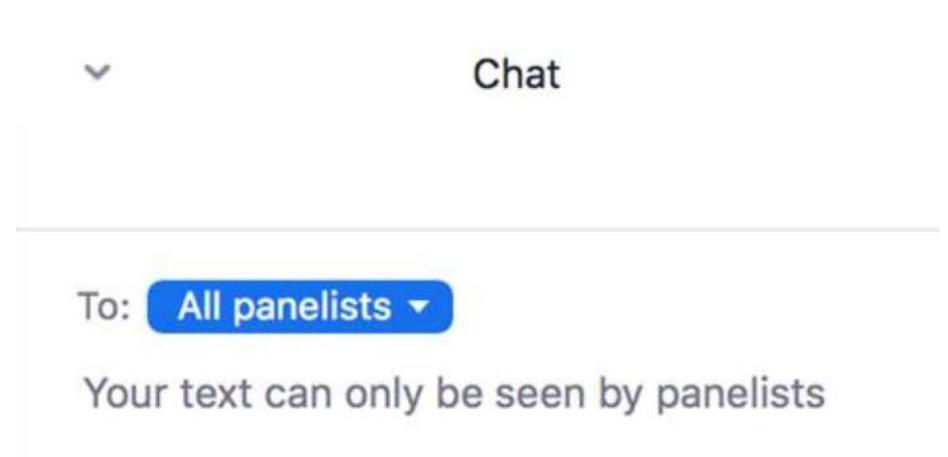
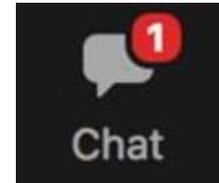
Zoom webinar controls: Chat



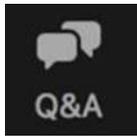
GRI and SEC will share **general messages** with all attendees using the **chat function**.

During sessions, **attendees can send a chat message** to the hosts & panelists about e.g. **technical issues with the platform**.

For content questions to speakers and panelists, please use Q&A only!



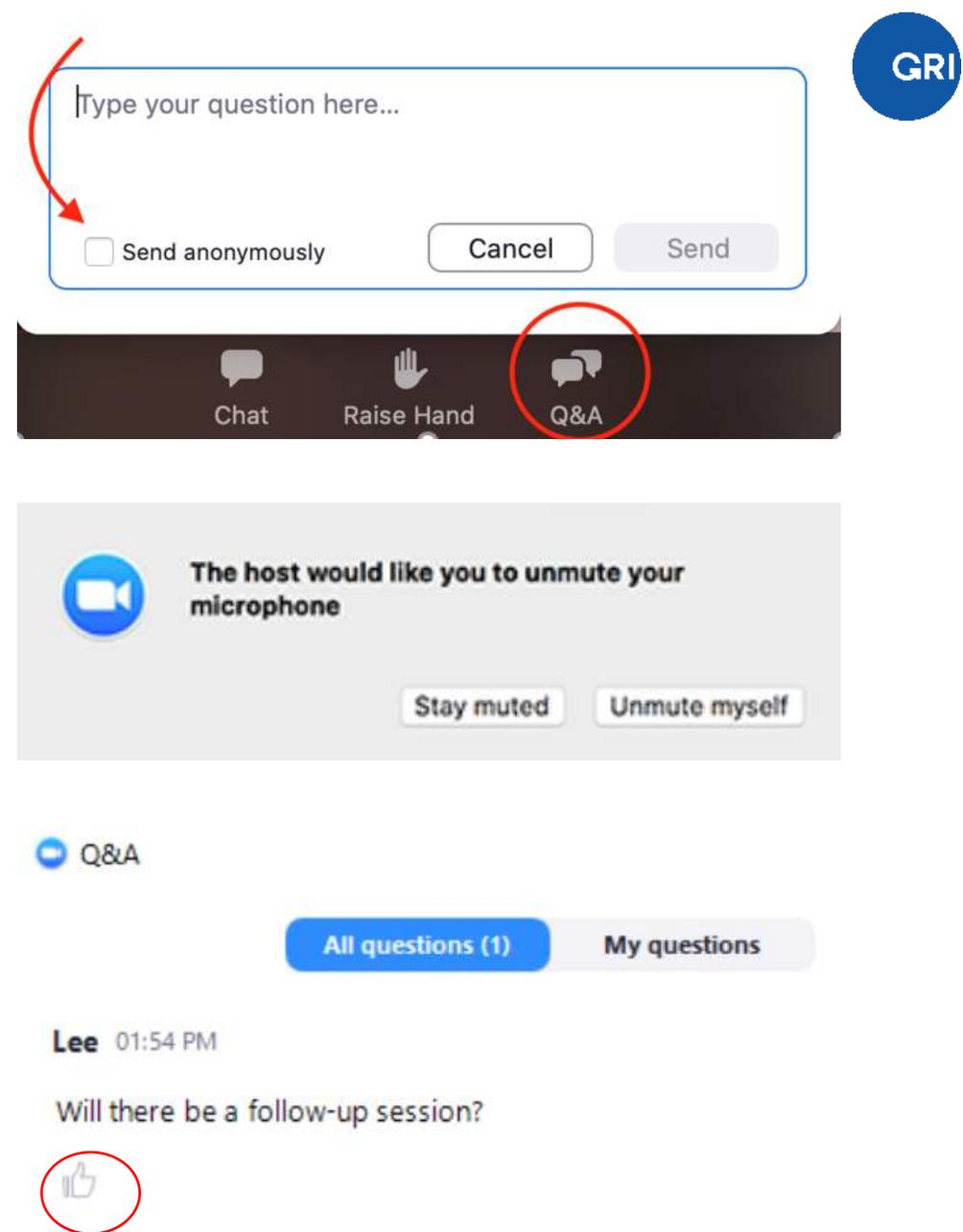
Zoom webinar controls: Q&A



During the session, please **submit your questions for speakers and panelists using the Q&A button** along the bottom panel and indicate who the question is for.

- If you would be **willing to** be brought onto the virtual stage to **ask your question using your audio, simply submit the question**. If your question is selected, you'll receive a notification to unmute yourself and join the conversation.
- If you would **prefer the moderator to ask your question**, select the **'Send anonymously'** option.

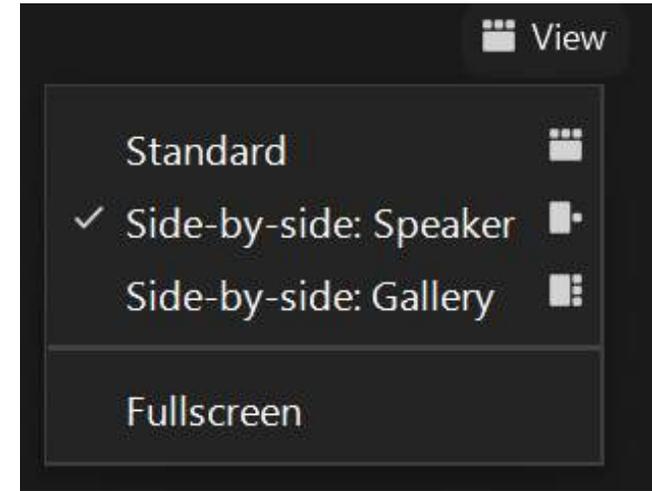
Please make use of the **'upvote question'** feature to indicate your interest in questions asked by other attendees by clicking on the like icon.



Zoom webinar controls: View

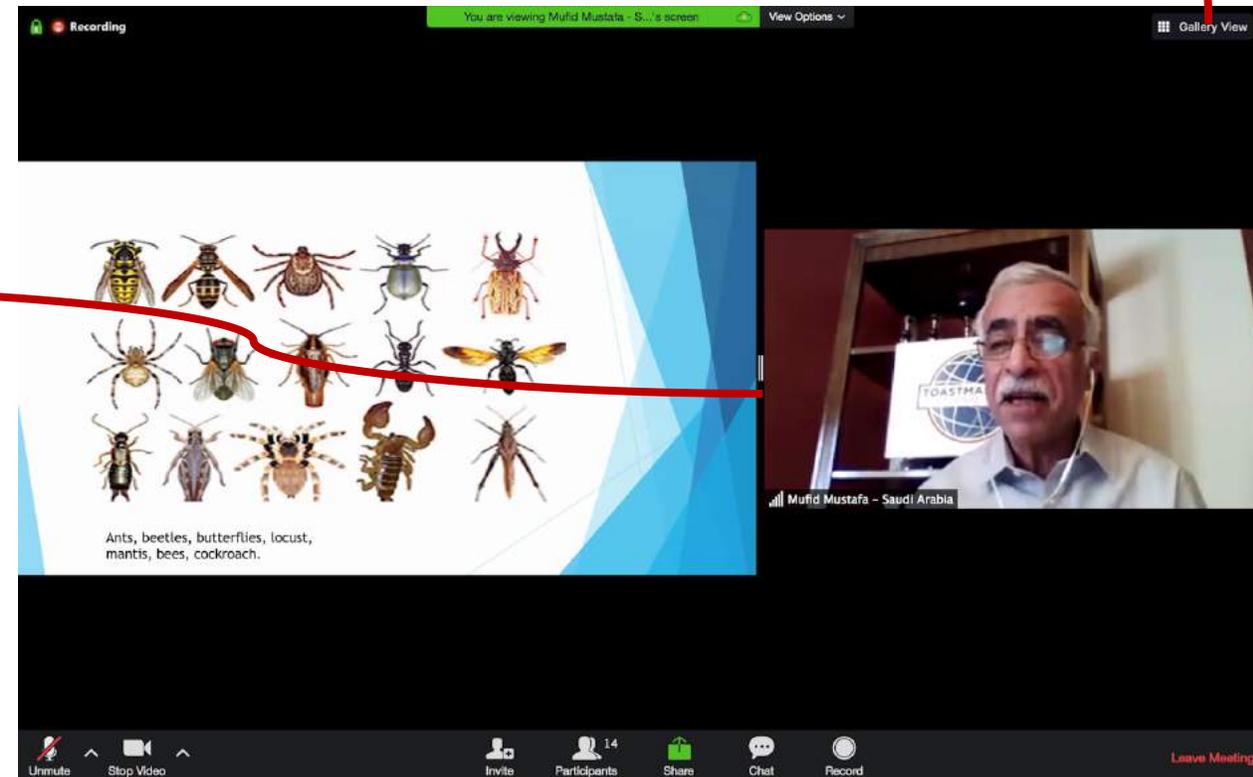


During the speaker presentations, **attendees can switch views** via the button at the top-right of your screens



Use **side-by-side speaker view** for the best experience

Feel free to **adjust the presenter-presentation size** through the bar between these boxes





DOLE on Labor Protection: Policies and Programs (COVID-19)

UNDERSECRETARY BENJO SANTOS BENAVIDEZ
Department of Labor and Employment
(video presentation)



PBCWE
PHILIPPINE BUSINESS COALITION
FOR WOMEN EMPOWERMENT

INVESTING IN WOMEN
SMART ECONOMICS
AN INITIATIVE OF THE AUSTRALIAN GOVERNMENT



Impact of COVID-19 on Private Sector Employees in the Philippines

SEC-GRI Workshop on Corporate Governance and Sustainability:
Session 3: Human Capital and Work Environment

Julia Abad

Executive Director

Philippine Business Coalition for Women Empowerment

25 August 2021



INVESTING IN WOMEN
SMART ECONOMICS
AN INITIATIVE OF THE AUSTRALIAN GOVERNMENT



The Philippine Business Coalition for Women Empowerment (PBCWE) was launched in **March 2017** through Investing in Women (IW), an initiative of the Australian Government, in partnership with the Philippine Women's Economic Network (PhilWEN).

PBCWE is the inaugural project of PhilWEN.



MERALCO



SSIGROUP, Inc

SUSTAINABILITY **AND** LARGE-SCALE ORGANISATIONAL TRANSFORMATION



Evidence-based
Strategies and
Services



Sustained
Memberships,
Recruitment, and
Partnerships



Policy Reform,
Technical Support, and
Capacity Building

Survey on the impact of COVID-19 on private sector employees in the Philippines

SURVEY DATES



Wave 1 in May 2020
Wave 2 in December 2020

SAMPLE SIZE and DEMOGRAPHIC PROFILE of RESPONDENTS



300 female and 300 male employees, aged 18-60 from private sector companies with 200 or more employees

SURVEY MODE

Web-based surveys

YouGov



TOPICS COVERED



Employment Situation



Health and Well-being

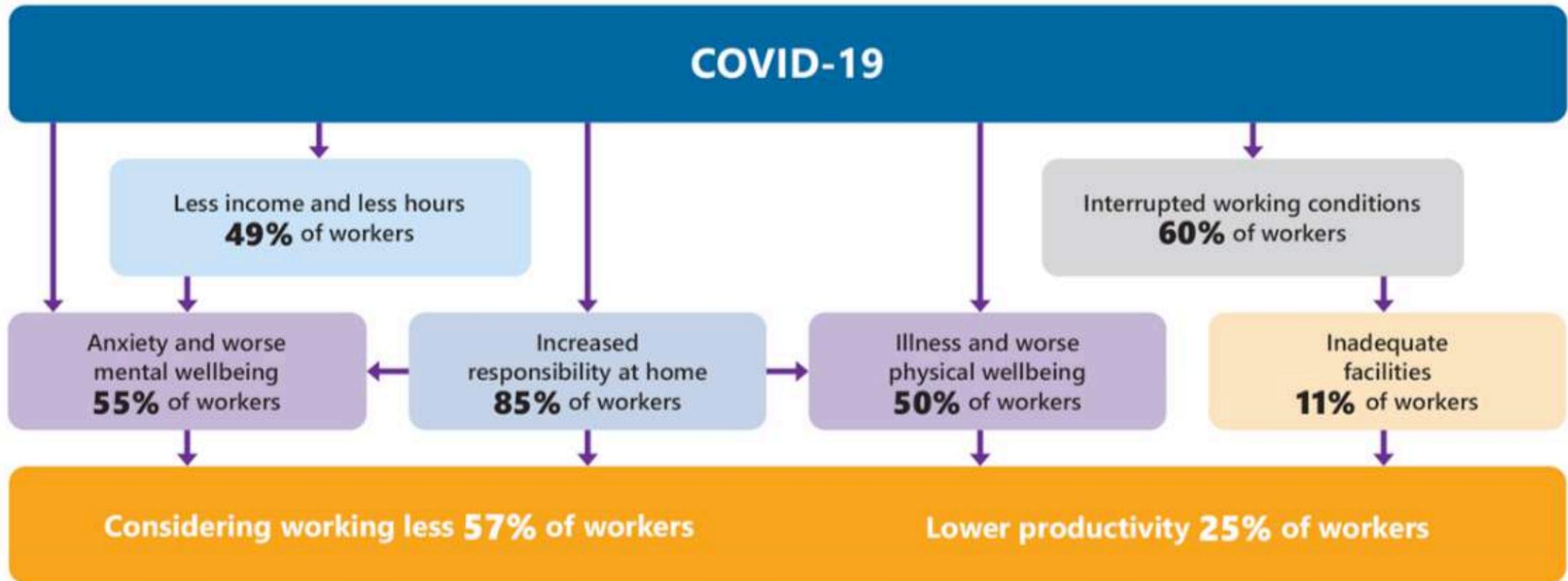


Income



Work and Home Life

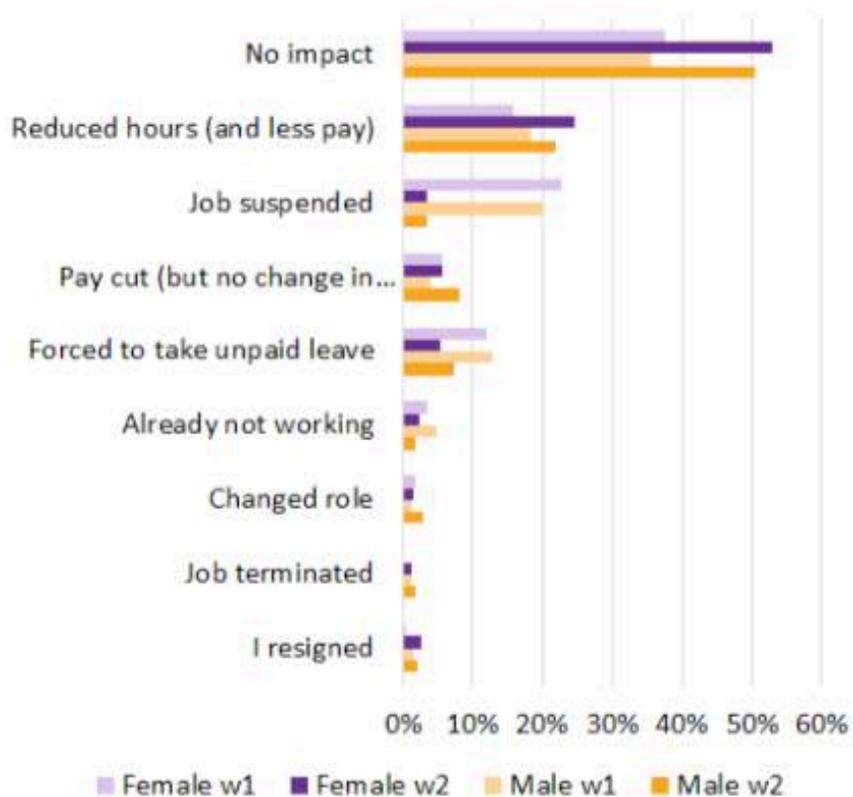
Overview: How does COVID-19 affect workers?



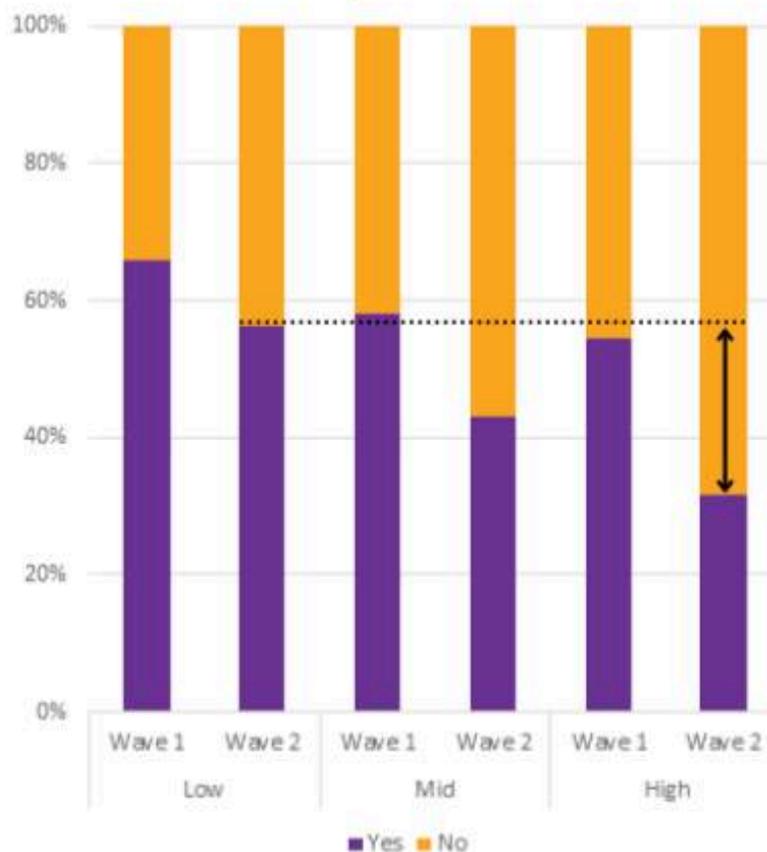
Impact on workers' jobs and income

Many workers have experienced working hours and income losses. Some still experience lower hours and pay, especially poorer workers.

Impact of COVID-19 on employment by gender



Negative impact on hours and income by income



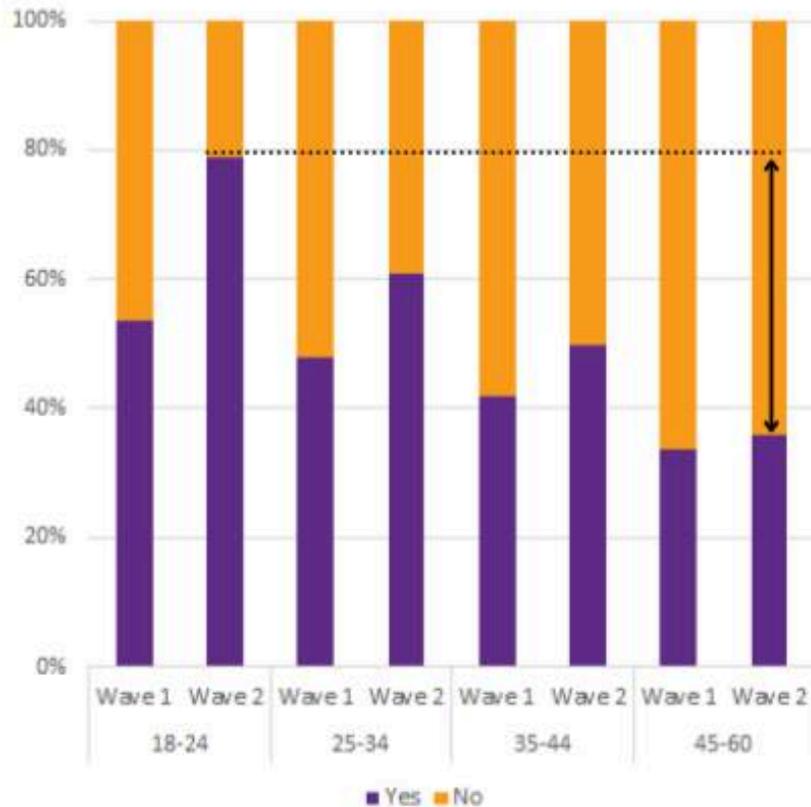
Almost all impacts of COVID-19 are worse for service sector workers, particularly hotel and restaurant workers, whose businesses have been most affected by lockdowns. Across the Philippines, 77% of female workers are in the service sector and 46% of male workers.

Despite some improvement between surveys, almost half of workers are still receiving lower pay. Poorer and less senior workers are more likely to suffer losses in income.

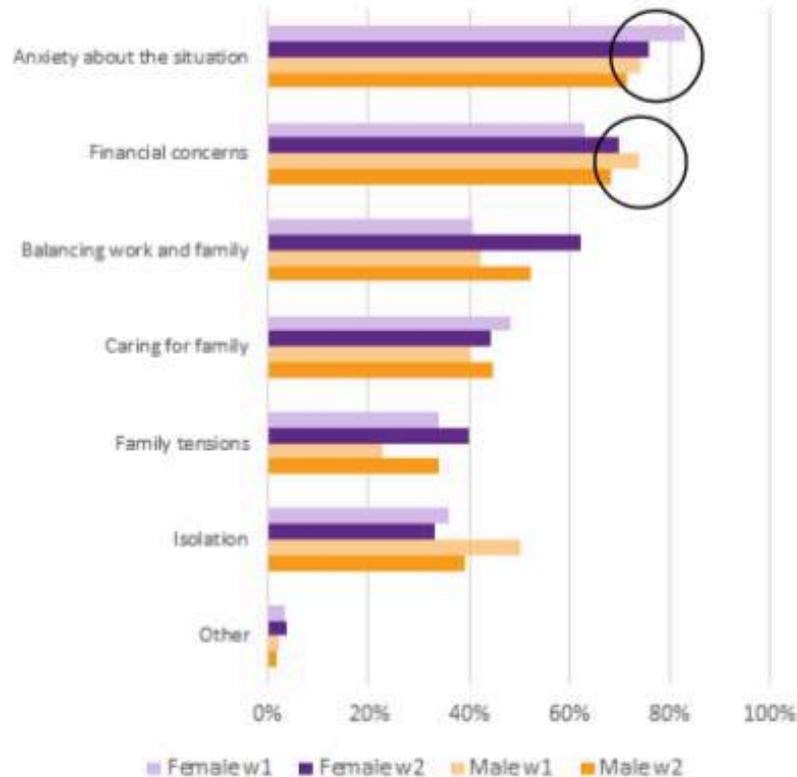
Impact on workers' mental health and well-being

Mental health is deteriorating as the pandemic continues. Anxiety and financial concerns are the main drivers.

Mental health impact by age



Reasons for negative mental health impact by gender



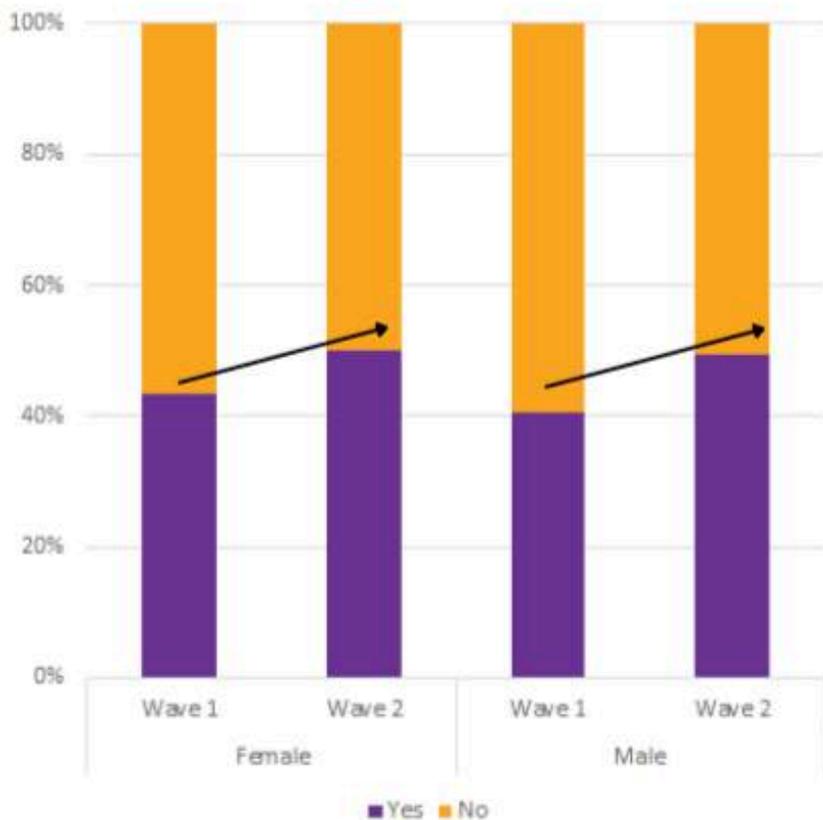
Over half (55%) of workers reported worse mental wellbeing, and 50% of workers reported worse physical wellbeing, both increases compared with the May 2020 survey.

Employees aged 18-24 reported worse mental well-being.

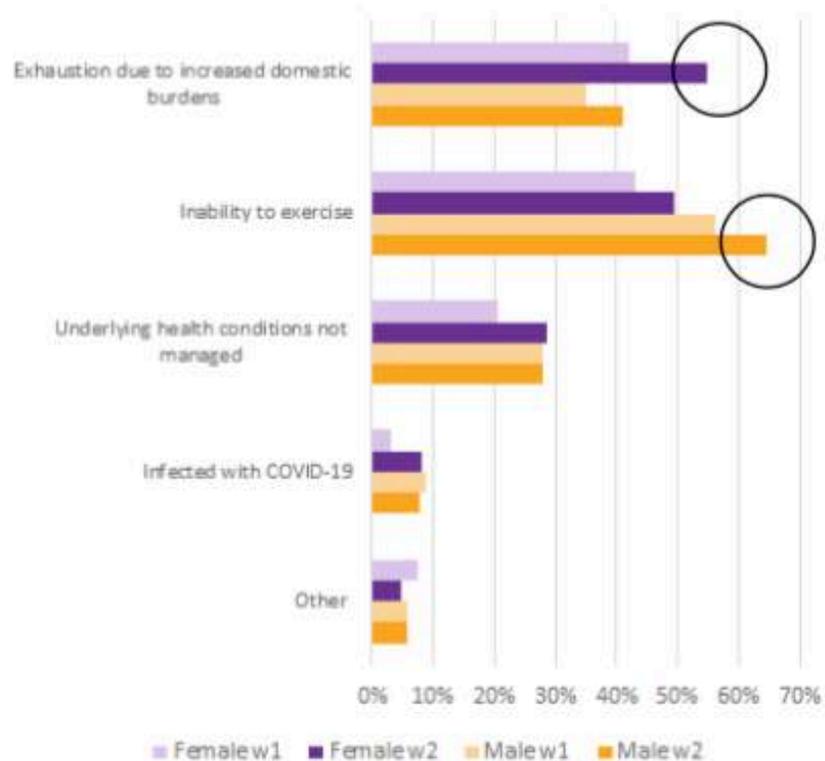
Impact on workers' physical well-being

Physical health is deteriorating as the pandemic continues. Exhaustion for women, and inability to exercise for men, are the main drivers.

Physical health impact by gender



Reasons for negative physical health impact by gender



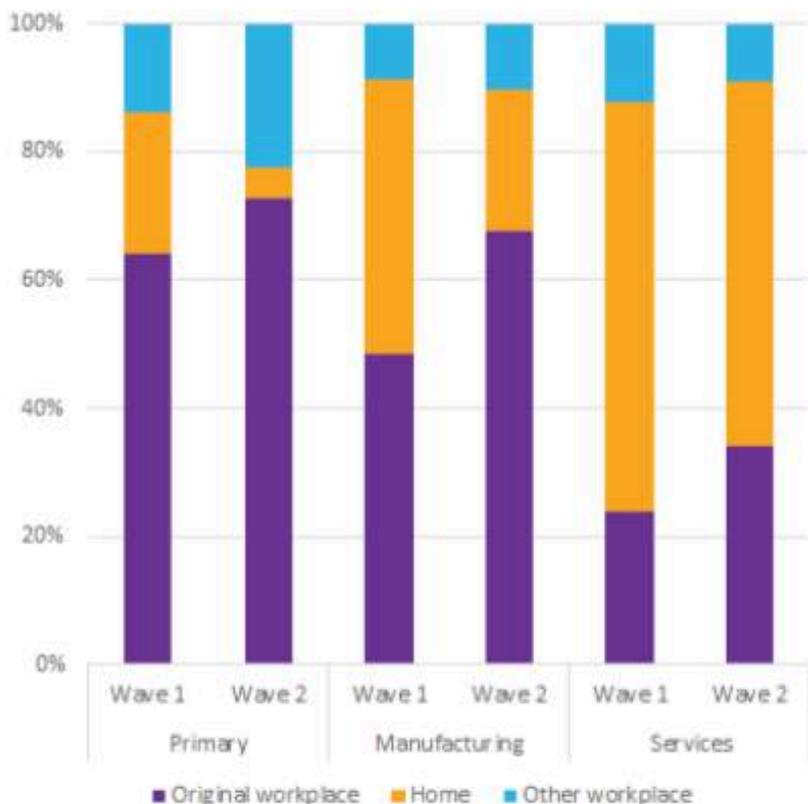
Half of the workers reported feeling that COVID-19 impacted their physical well-being negatively over wave 2, this increased from 42% over wave 1. Rates were similar for men and women.

Employees attributed these negative impacts mostly to anxiety about the situation, financial and family concerns, as well as exhaustion for women from increased domestic burdens and inability to exercise for men.

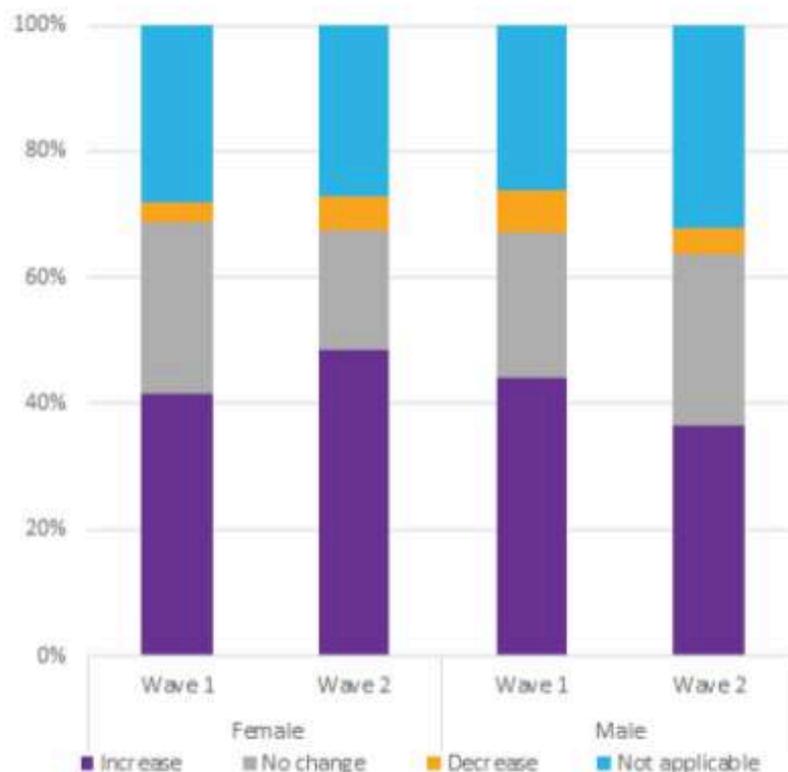
Impact on workplace and home conditions

Workers are gradually returning to their original workplace. Service workers, particularly professionals, more likely to work from home

Location of work by sector



Time devoted to childcare by gender



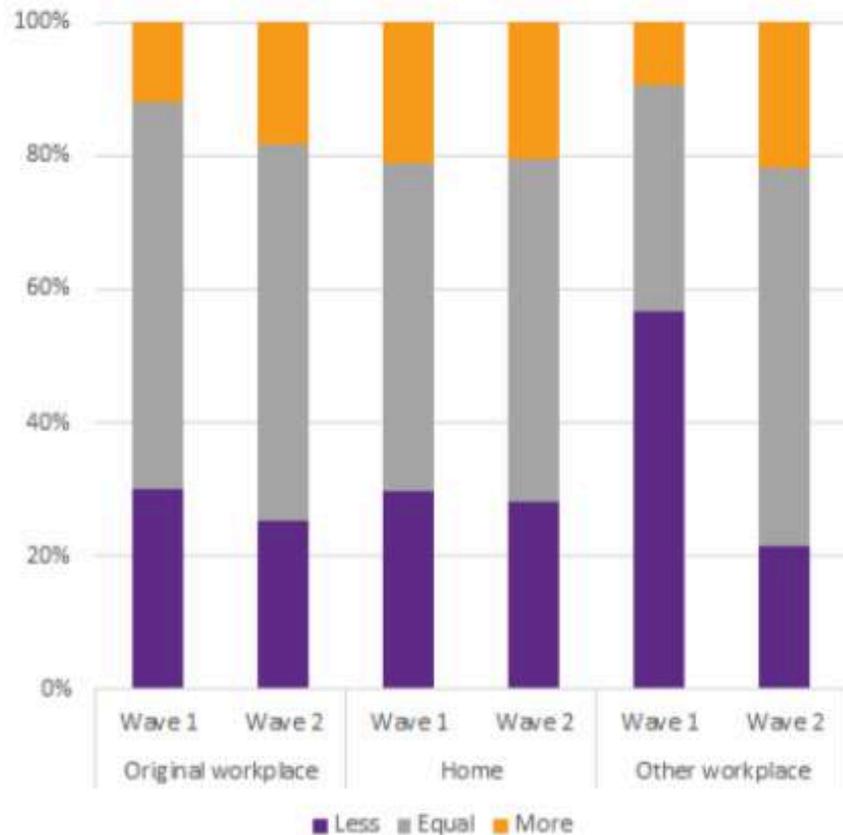
Service workers – in professional services, information media and ICT, or public service – are most likely to work from home. This is in line with the experience of other countries and reflects the fact that these types of jobs are easier to do from home.

The majority of women (89%) and men (81%) report having more responsibility at home, for housework and/or caring for children and other relatives.

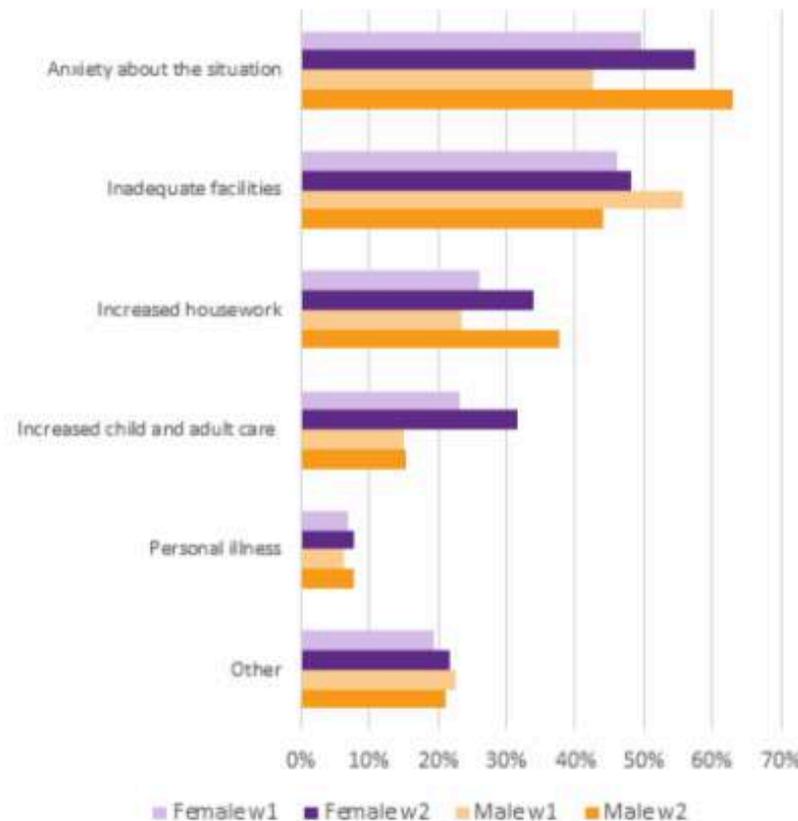
Impact on workers' productivity

Productivity improving over time. Anxiety is the main reason for lower productivity. Working at home has not led to lower productivity.

Impact of COVID-19 on Productivity by work location



Reasons for less productivity



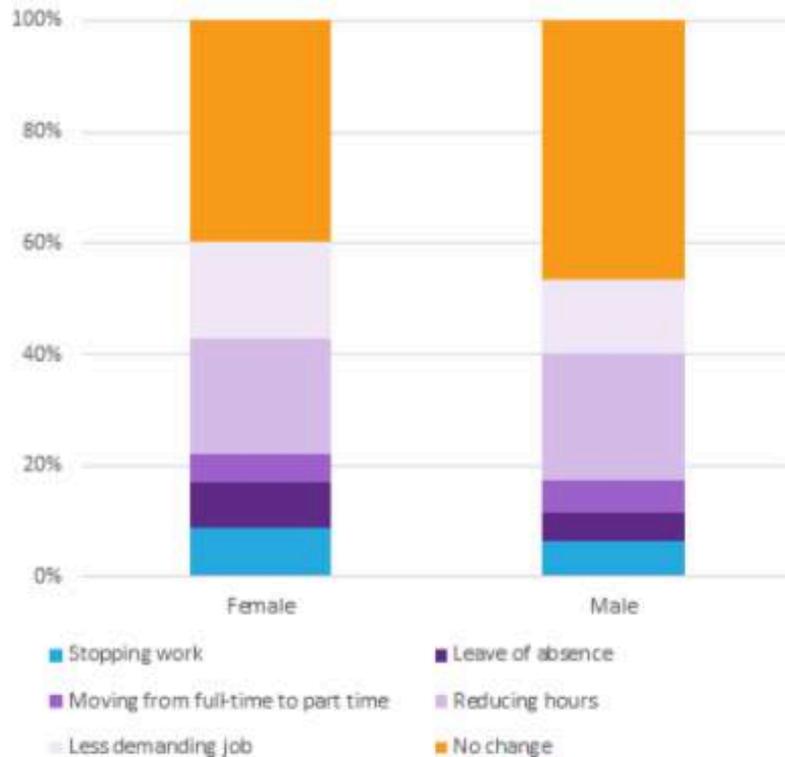
Workers' productivity has continued to recover since the early impacts of the pandemic.

However, in the December 2020 survey, 25% of workers still reported lower productivity compared with the pre-pandemic situation, and 57% were considering working less, as a result of the negative impacts they have experienced.

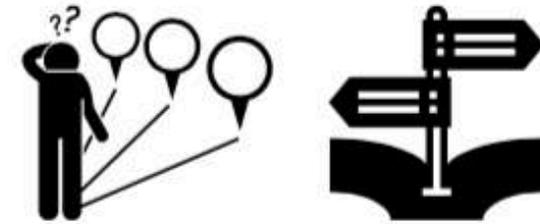
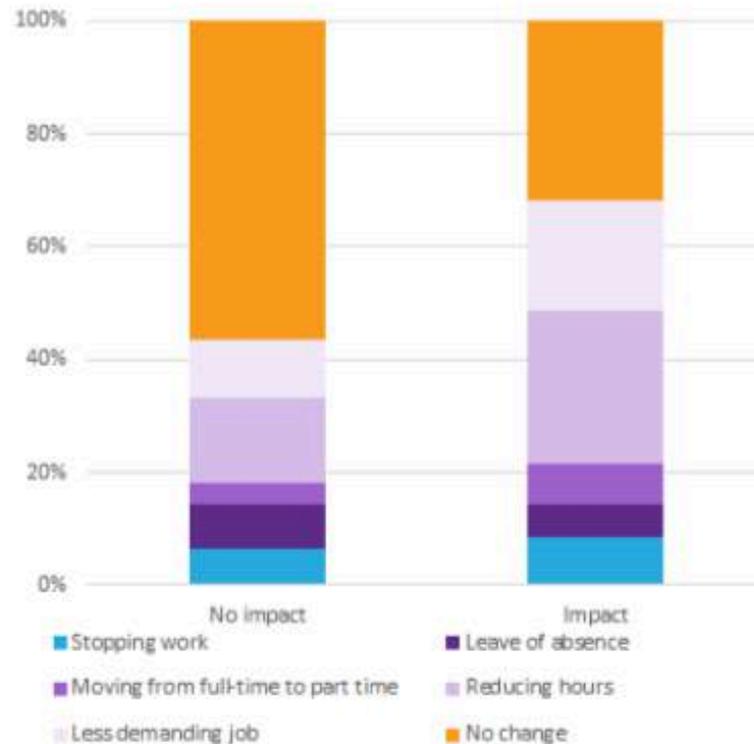
Impact on workers' decisions to work less

Most men and women are considering working less. Those experiencing negative mental or physical wellbeing, or increased household caring responsibilities are more likely to consider working less.

Considering a change in employment by gender



Considering a change in employment relative to impact on mental health



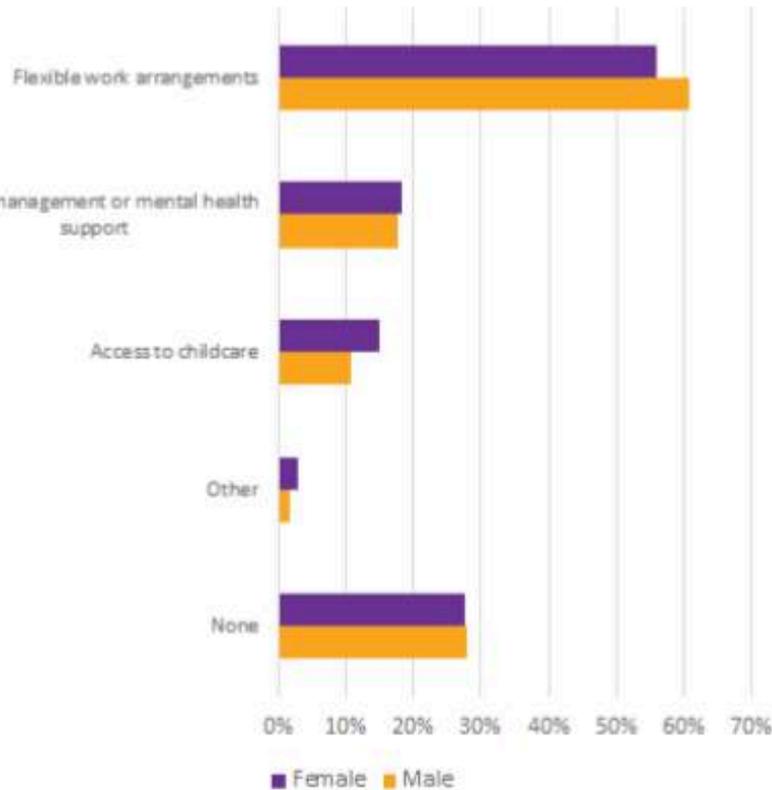
Most workers are considering working less. Women are slightly more likely than men to consider working less (60% vs 54%), primarily because more are considering stopping work altogether (17% vs 12%).

Workers who experience increased caring responsibilities at home are more likely to consider working less. 68% of workers that experience a negative impact on their mental health are considering working less. This compares to only 44% of workers not experiencing worse mental wellbeing.

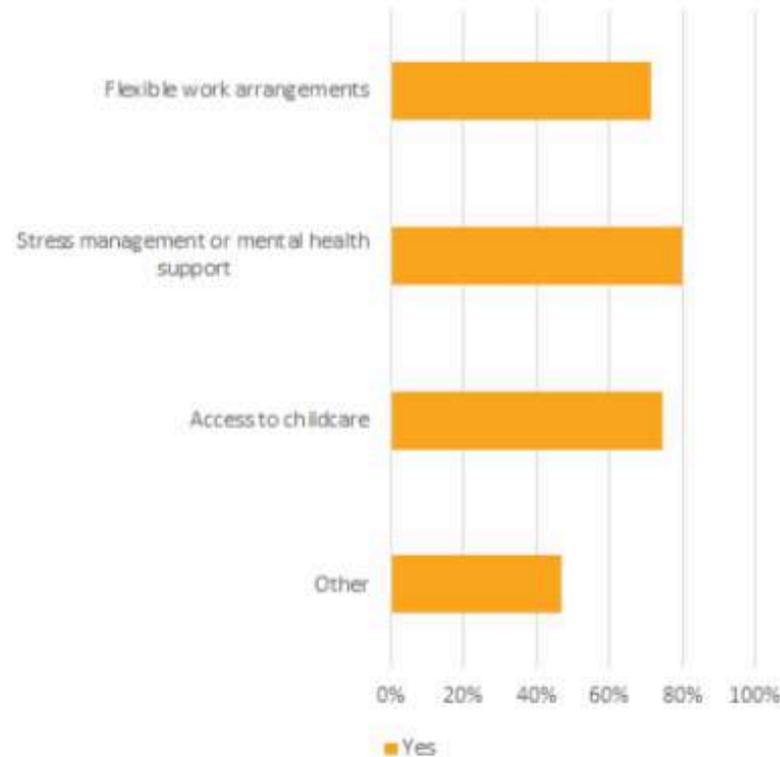
Positive changes due to COVID-19

Flexible work is the most popular change in work life due to COVID-19.
Most expect this change to persist.

Positive change in work life due to COVID-19
by gender



Do you expect the positive change to
persist?



Two-thirds of employees reported that COVID-19 has also brought positive changes to their work life. Access to flexible work arrangements was reported by 56% of women and 61% of men as the most popular positive change.

Flexible work is particularly popular with service workers, especially professional service and public service workers who are most able to work from home or work non-standard work hours.

How employers can best support employees

- Be aware of the range of stressors affecting different types workers, especially their mental health, and those resulting from their increased responsibilities at home.

- Make use of data and analysis to better understand and address workforce needs, particularly for those employees most affected.



Gender Equality Assessment, Results and Strategies (GEARS)



Gender Equality Staff Survey Application (GESSA)

With the COVID-19 pandemic weighing down on everyone's mental health, PNB quickly introduced various support programs to help employees cope with increased stress and anxiety.

- 24/7 mental health hotline; internal mental health helpline
- Mental health-related webinars
- Free consultation with psychologists and psychiatrists

PBCWE helps companies establish baselines, gather data, and use this data to create evidence-based strategies to achieve workplace gender equality in their respective organisations.

Companies can determine where to start and be able to take concrete steps in their current practices on recruitment, promotions, talent identification, succession planning, and employee retention.

How employers can best support employees

- Provide relevant, targeted support, including: flexible work arrangements, full and partial paid leave, childcare, technical support to work at home, mental health and stress services, job training and re-skilling.

- Communicate with employees about the support offered and respond to workers' concerns about the future of the business and their job security.



In PBCWE, unique capacity building and training modules were developed and completed – based on consultation and experience working with our member firms, as well as a “response” to the needs of the Philippine business sector.



Implementing a strategic communication plan can motivate all internal stakeholders to become active participants, ensuring ongoing interest and progress while building accountability to established outcomes geared towards workplace gender equality.

Survey on the impact of COVID-19 on private sector employees in the Philippines



Impact of COVID-19 on employees in the Philippines, May 2020

Key findings

COVID-19 has had a significant impact on employment in the Philippines.

- A majority of employees reported their job was suspended, furloughed and/or reduced. Of those who were furloughed or laid off, 37% of employees could report that COVID-19 had no impact on their job.
- A total of 8 out of 10 females had become work from home.
- Over 80% of those affected began working from home.

However, nearly 70% of employees reported they were able to do equally or more productive during the crisis – 37% of women and 34% of men reported being more productive.

Overall, 4 in 10 adults felt pressure to do more household work and child care. Increased time spent on learning was reported by 77% of women and 73% of men.

Importantly, 46% of women and 38% of men reported a negative impact on their mental well-being due to COVID-19, and 4 in 10 respondents reported a negative impact on their physical well-being (37% of women and 47% of men).

What these findings mean for employers:

- Consider permanently adopting flexible work policies – most employees are equally or more productive working from home.
- Review how the firm manages performance, identifies talent, and develops leadership. The demands of employees may not be obvious, and their contributions may be hidden or perceived differently depending on factors such as how much face time they have in the office.
- A high proportion of employees are suffering from mental health challenges. Consider employee assistance programs, mental health support, and the long-term impact of this crisis on staff.
- Ensure women and men are both represented in COVID-19 management committees, to capture and respond to their different experiences.

Results and analysis

3. Impacts on employment situation

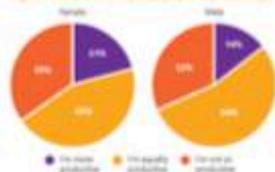
Many people lost their jobs in the lockdown, however, the survey focused on people still employed, to gain insights into managing a workforce during a crisis, which could assist firms during recovery.

Among those surveyed, 62% of employees reported their jobs had been affected, with 27% reporting their job was suspended until further notice, 17% with reduced hours and less pay, and 17% forced to take unpaid leave.

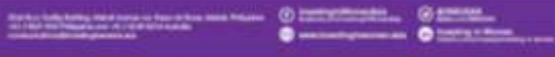
As the survey began, lockdown was still in place, but ending. At the time, 67% of female and 58% of male respondents were working from home, 4% of women and 8% of men were working in a new space set up by their firm, and 25% of respondents reported working from their normal workplace.

Despite the changes, nearly 70% of employees reported they were equally or more productive than before the crisis – with 37% of women and 34% of men reporting greater productivity (see Figure 1).

Figure 1 How COVID-19 impacted your work productivity?



For the 32% of male and 33% of female employees who said they were less productive at work, the main reasons were inadequate facilities (35% men and 48% women) and uncertainty about the situation (32% men and 32% women).



Impact of COVID-19 on private sector employees in the Philippines – update

The Philippine Business Coalition for Women Employment and Involvement in Women commissioned surveys of 300 men and 300 women employees aged 18 to 60 from the private sector firms in the Philippines. Following the first survey in May 2020, which examined the initial impacts of COVID-19 on employees, the repeat survey in December 2020 sought to understand how the pandemic was affecting employees after almost a year of living with COVID-19.

Key findings

The COVID-19 pandemic continues to have a significant impact on private sector employees in the Philippines.

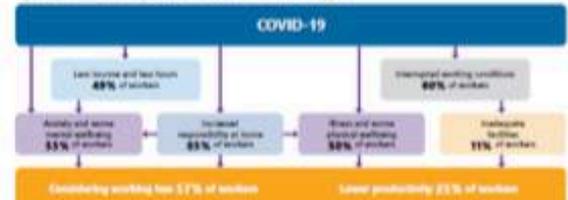
- Workers' productivity has continued to recover since the early impacts of the pandemic, however, in the December 2020 survey, 28% of workers still reported lower productivity compared with the job pandemic situation, and 17% were considering working less, as a result of the negative impacts they have experienced.
- Over half (53%) of workers reported worse mental wellbeing, and 50% of workers reported worse physical wellbeing, both increases compared with the May 2020 survey. Older workers reported more negative mental and physical health than younger employees.
- Employees attributed these negative impacts mostly to anxiety about the situation, financial and family concerns, as well as exhaustion for women from increased domestic burdens and inability to exercise for men.
- The majority of women (86%) and men (81%) report having become responsible at home, for household and/or caring for children and other relatives.
- Despite some improvement between surveys, almost half of workers are still working longer days, lower income and less sector workers are more likely to suffer income losses.

- Almost all aspects of COVID-19 are worse for service sector workers, particularly hotel and restaurant workers, whose businesses have been most affected by lockdowns. Across the Philippines, 77% of female workers and 80% of male workers are in the service sector.
- However, less than a third of employees reported that COVID-19 has also brought positive changes to their work life. Access to flexible work arrangements was reported by 56% of women and 61% of men as the most popular positive change.
- In this survey, women and men reported that COVID-19 has affected them in similar ways.

How employers can best support employees:

- Be aware of the range of stresses affecting workers, especially their mental health, and those resulting from their increased responsibilities at home.
- Provide relevant, targeted support, including flexible work arrangements, but not partial paid leave, childcare, technical support to work at home, mental health and stress services, job training and re-skilling.
- Make use of data and insights to better understand and address workforce needs, particularly for those employees most affected.
- Communicate with employees about the support offered and respond to workers' concerns about the future of the business and their job security.

Figure 2 Overview of the impact of COVID-19 on workers in the Philippines



For more information, the survey factsheets are available at Investing in Women's website.
<https://investinginwomen.asia/>

*"As leaders, we can confidently say that **Workplace Gender Equality** is the key ingredient for businesses to thrive and survive during unprecedented events. Having a diverse pool of talent has put us in a more stable position to sustain business operations and retain the top talent in the market."*

MA. AURORA "BOOTS" GEOTINA-GARCIA

*Chairperson, Philippine Women's Economic Network
Co-Chairperson, Philippine Business Coalition for Women Empowerment*



INVESTING IN WOMEN
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Impact of COVID-19 on Private Sector Employees in the Philippines

SEC-GRI Workshop on Corporate Governance and Sustainability:
Session 3: Human Capital and Work Environment



Email us at communications@pbcwe.com



Best Practices: Sustainable COVID-19 Recovery

Jose Javier Carlo, HR Director, International Container
Terminal Services, Inc. (ICTSI)

Background: March 2020...COVID Arrives in the Philippines



- **Pressure to continue to operate: supplies need to continue to flow into the country and prevent panic.**
 - COVID-related: Medicines, Medical Equipment, PPE, etc.
 - Food supplies
- **Ensure compliance with COVID protocols, which are also just being defined.**
 - Medical protocol: handling of COVID cases within the terminal, reporting of confirmed cases to the DOH and LGU.
 - Personal protective equipment: masks/face shields, alcohol/hand sanitation
 - Employee medical benefits: access to hospitalization, medical procedures covered under COVID
- **Secure approvals from various government agencies for the requirements to continue to operate**
 - LGU permits for shuttles; documents for employees to be allowed passage, IATF IDs
- **Impact on third parties that are essential for our operations: truckers/logistics, contractors, suppliers**
 - Allow them to continue operations for our requirements

1. Be Decisive

- **Secure On-Site Operations**

- Clinic as frontline: screen all employees with cough, colds, fever, and similar symptoms. Automatic quarantine for all reported cases. Those with symptoms encouraged to report by call rather than coming onsite for check-up.
- Provide PPE: ensure continuous supply of masks, alcohol/hand sanitizers
- Establish checkpoints upon entry: temperature check, enforcement of wearing of PPE
- Transportation: on top of continuous shuttle service, established bus service including security escort through checkpoints.
- Set-up isolation tent and establish procedures for disinfection of work areas for potential cases discovered onsite.

- **Establish work from home arrangements**

- Secure laptops and internet connections (phone data plans and portable WIFI connections)
- Identify those who can work from home and set-up internal processes to allow for continuity of work.
- Shift processes online

2. Be Flexible: Adjust as you learn

- **Hired company doctor to strengthen frontline**
 - Clinic continued to be run by third party medical services but under the guidance of a company doctor.
 - Tweaked and corrected policies related to COVID as additional information became available and guidelines came out from DOH, WHO, and LGUs.
- **Addressed traffic flow at our reception area to support social distancing guidelines and establish crowd control.**
- **Improved internal processes based on additional information**
 - Established inventory management process for distribution of PPEs (masks and alcohol) to support 24X7 operations.
 - For those with cough/colds/fever, adjusted automatic quarantine period to 3 days, extended to 5 and up to 14 depending if the symptoms remain. This allowed us to cope with manpower demand.
 - General services improved their response time for disinfection, as well as the cleaning solution to be used.

3. Continuous improvement

- **Clinic/medical team continues to be our frontline**
 - Oversee company vaccination process
 - Adjustments in guidelines based on vaccinations and now delta variant impact
- **Management team ready to adjust to the situation**
 - Continued tweaking of work from home arrangement.
 - Flexibility on the activation/deactivation of stay-in programs compliant with covid requirements
- **Employee support**
 - Union has been key partner
 - Employees, whether onsite or working from home, have continued to do their work
- **Company support to employees**
 - Adjusted medical benefits to cover COVID-related expenses
 - Assistance in securing hospital beds
 - Acquisition of additional small oxygen tanks that can be lent to the employees

In Summary: It's Not Over

- **BE DECISIVE**

- Decisions needed to be made with whatever information was available...there was no time to wait.
- Continue to move forward and overcome challenges: early fatality, but was the first and so far the last.
- In the absence of directions, we need to create our own.

- **BE FLEXIBLE**

- Adjust as more information becomes available: some things became known only as the situation unfolded.
- Be willing to change what you originally decided as you learn more: initially those with symptoms were automatically quarantined 14 days, then 5-14, then 3-14.
- Learn and adjust, both in terms of information and in what to do.

- **CONTINUOUS IMPROVEMENT**

- Protocols were improved and implementation became smoother over time.
- Both management and employees became more comfortable with how to manage and balance WFH and onsite work.
- Integration of new developments: re-opening of economy, vaccination, as well as Delta variant



Thank you!



GRI

Integrating Culture of Health in the Workplace

Introduction to Culture of Health for Business (COH4B)

Hendri Yulius Wijaya

Country Program Manager, Indonesia



Principles of Culture of Health

A culture of health for business is a movement and a practice

“A Culture of Health for Business”

is a...

- Growing **global movement**
- Set of **business practices**
- Commitment to **good health, equity, and well-being** for all stakeholders
- Proven **strategy** to improve business performance

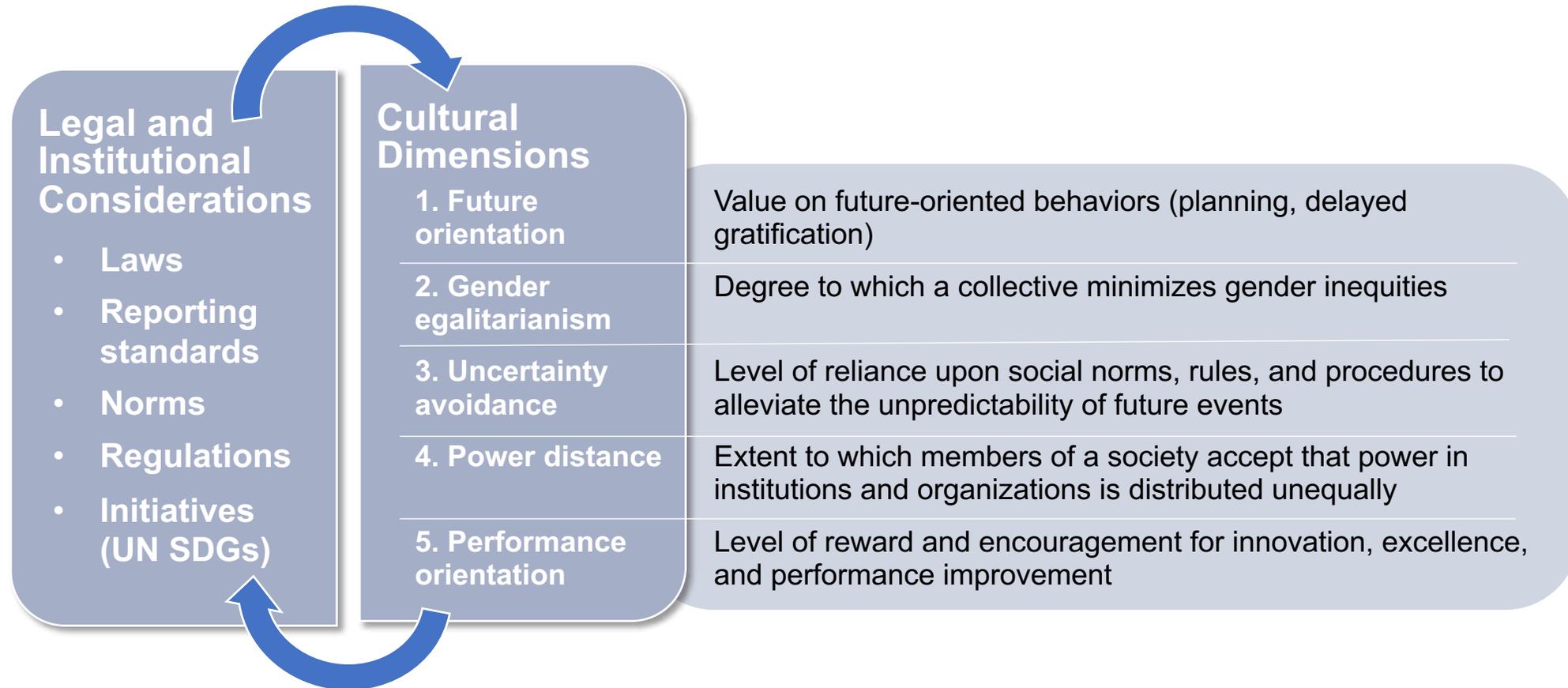
is *not*...

- A temporary endeavor
- Limited to **only wellness programs, healthcare benefits, and office perks**
- **Optional** (*Every company's culture has an intentional or unintentional impact on the health of its workers, and stakeholders increasingly expect transparency about this*)

Cultural practices determine sustainability practices

Regional and international cultural and legal differences are important considerations for a culture of health for business that resonates

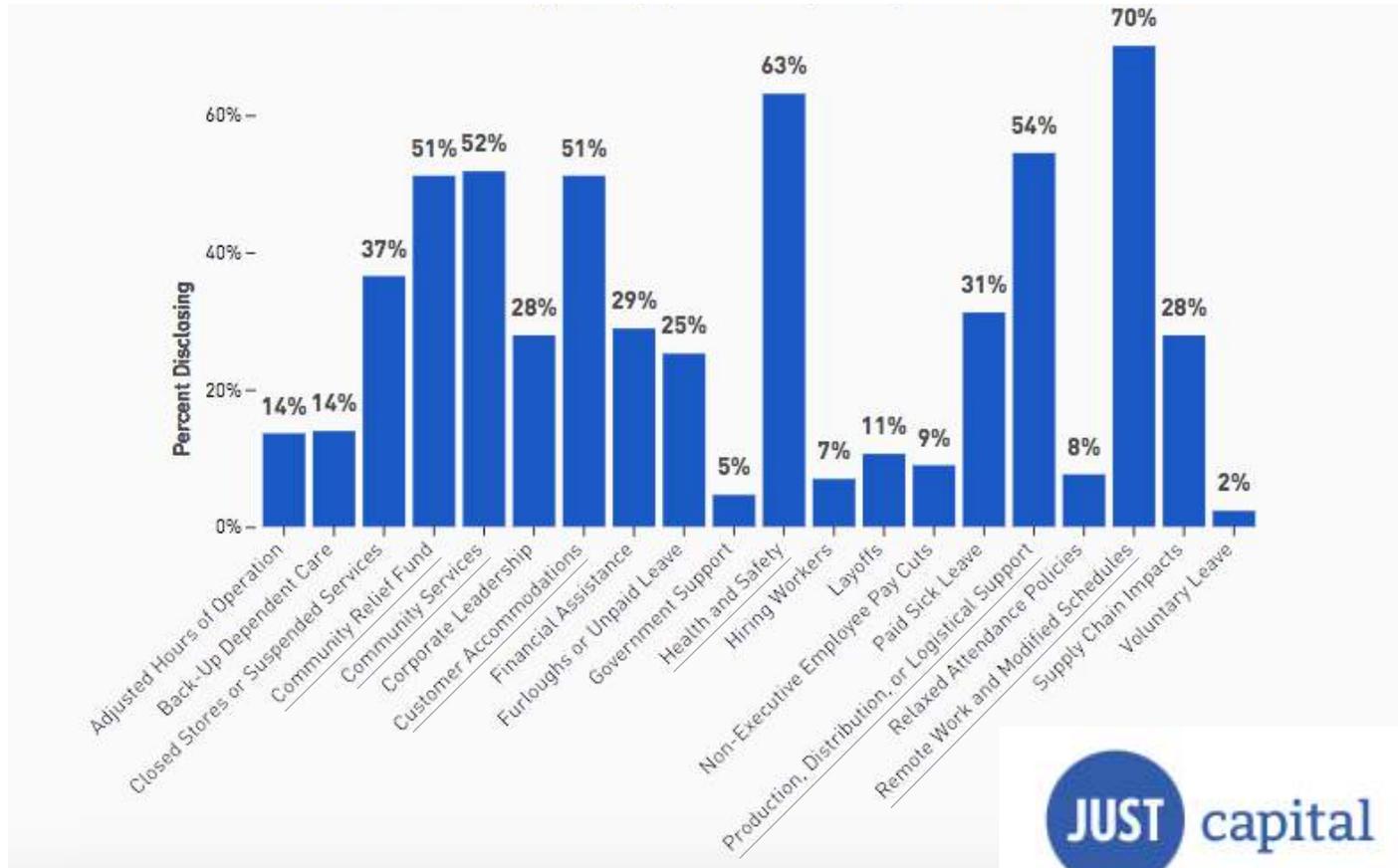
Evolving Considerations for Corporate Sustainability Decision-Makers



Expectations of companies are changing due to COVID-19

Stakeholders are tracking company responses across a range of dimensions

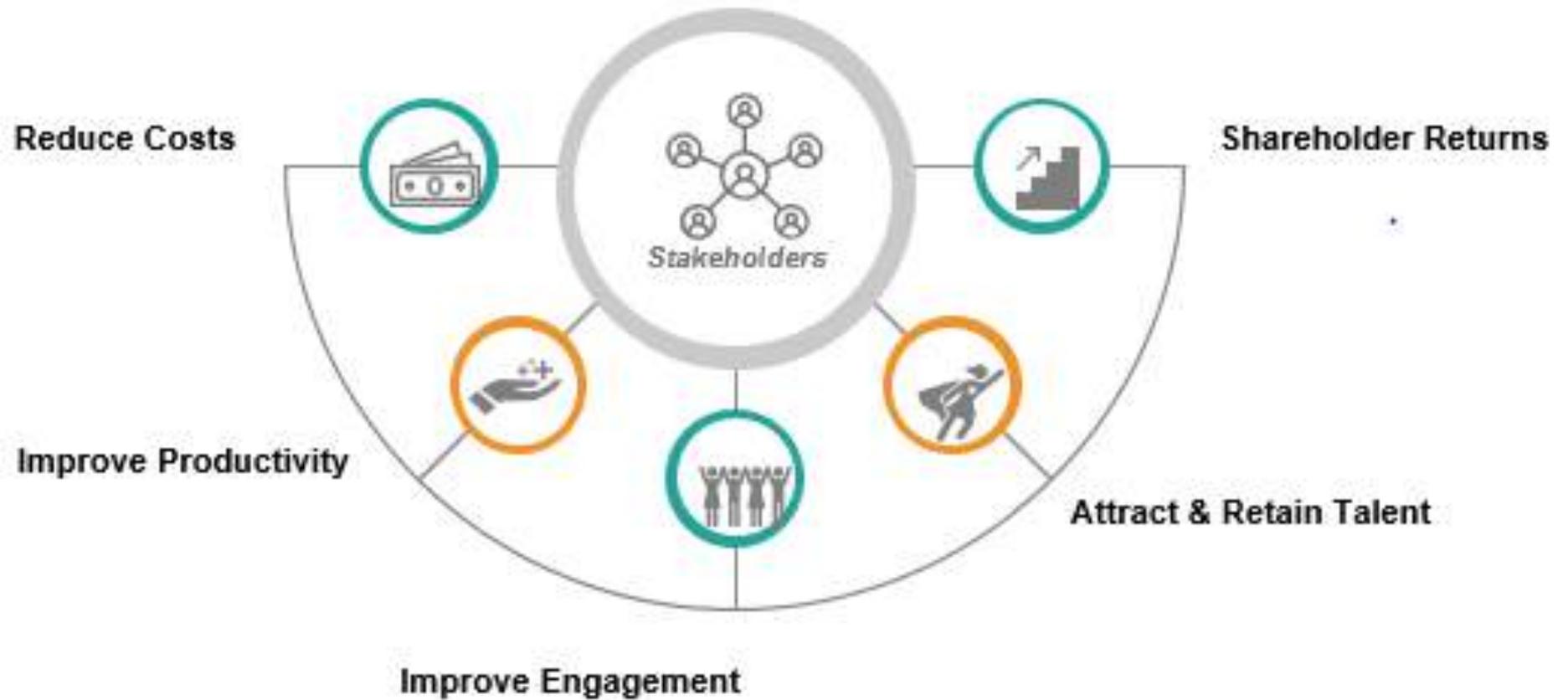
How the Largest U.S. Employers are Responding to the COVID-19 Crisis



Top Responses

- Community Relief Fund
- Community Services
- Customer Accommodations
- Health and Safety
- Production, Distribution, or Logistical Support
- Remote Work and Modified Schedules

The ROI of a culture of health for business is well-established



Leading companies are proving a virtuous cycle is attainable



Improve Productivity **Starbucks**

C.A.F.E. (Coffee and Farmer Equity) Practices Yield Higher Productivity

- Co-developed with Conservation International, the guidelines sustain and strengthen communities that grow coffee while maintaining Starbucks's high-quality standards
- Evidence shows that farmers participating in the program have higher productivity than the country averages.

Source: <https://stories.starbucks.com/stories/2019/building-a-sustainable-future-for-coffee-together/>



Improve Engagement **Target Corporation**

Healthier Stores Produce More Sales

- Target tracks employee health and well-being and has learned that employees who believe their manager cares about their wellbeing are happier and more productive.
- Stores with the best scores well-being scores also have ~6% higher comparable store sales and the lowest turnover rates.

Source: <https://www.informationweek.com/healthcare/leadership/target-thinks-retail-about-healthcare/d/d-id/1113616>

Starbuck's C.A.F.E.



Example of Culture of Health Integration

- **Social Responsibility:**
 - Coffee farmers need to protect the rights of people working on their farms and must have measures in place that promote a safe, fair and humane work environment. This includes criteria around wages and benefits, hiring practices, hours of work, use of protective equipment, access to medical care and education.
 - Permanent and temporary/seasonal workers must be paid at least the nationally or regionally established minimum legal wage on a regular basis.
 - There is zero tolerance for any form of child labor.

Source: <https://stories.starbucks.com/press/2020/cafe-practices-starbucks-approach-to-ethically-sourcing-coffee/>



Culture of Health for Business (COH4B) Framework



**RWJF and GRI have
partnered to use
disclosure to
advance health and
well-being**

- **Approach:** Leading health-focused philanthropy building a culture of health that goes beyond the healthcare system and focuses on the complex social factors that influence health, well-being and equity based on conditions tied to where we live, work and play
- **Beliefs:** Companies are critical in supporting population health and they need frameworks and guidance to understand how their actions support or undermine health and well-being
- **Tool:** The [Culture of Health for Business \(COH4B\) Framework](#) is an evidence-based, multi-stakeholder-developed tool that promotes a progressive and holistic view of health and well-being as a critical ESG issue



COH4B Framework recognized as an honoree in Corporate Social Responsibility category. See [here](#).

**COH4B is a vetted
tool developed over
two years**

- Led by Advisory Council and consultations with investors, companies, ESG rating and research firms, academics, public health professionals, nonprofits and others
- 16 smart business practices based on:
 - **Factors that contribute to health** (physical environment, health services, biology & genetics, social environment, and individual behavior)
 - **Factors correlated to degree of private sector influence** over them resulting in:
 - a. Positive **business outcomes** (e.g. financial performance, brand management, talent management, productivity, health & safety)
 - b. Positive **health outcomes** (mental and social wellbeing, mortality, obesity, impact on diseases such as cardiovascular)
- Extensive literature review for evidence

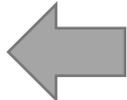
The GRI Standards offer objective metrics to understand health and well-being impacts across ESG issues



COH4B is one of several frameworks that GRI Standards are linked to



COH4B Framework



GRI Standards

FRAMEWORKS

- A tool that offers flexibility and experimentation. Frameworks define a system, but not the method itself.
- A Framework is not the whole picture but rather a set of guidelines to help proceed in a direction.
- Frameworks allow people to evolve their own methodologies that suit them best.

STANDARDS

- Generally accepted as best practice of doing something. Standards tools offer clear parameters, no room for choice and requires a single methodology and pedagogy.
- Standards do not leave room for enterprise or experimentation.
- Standards should be clear, linear practices accepted as best practice.



Culture of Health for Business Practices



A multi-stakeholder-developed framework supported by the Robert Wood Johnson Foundation



Steps to Create & Manage A Culture of Health

Five steps to create and manage a culture of health for business



Step 1: Develop or enhance your health & well-being strategy

Integrate your health & well-being strategy into your overall sustainability strategy

Follow best practices for to develop workable — and profitable — sustainability strategies, taken from *MIT Sloan Management Review* and The Boston Consulting Group eight-year study of how corporations address sustainability:

1. **Set your vision and ambition:** 90% of executives see sustainability as important, but only 60% of companies have a sustainability strategy
2. **Focus on material issues:** organizations who do report up to 50% added profit from sustainability
3. **Develop a clear business case:** while 60% of companies have a sustainability strategy, only 25% have developed a clear business case for their sustainability efforts

Source: https://sloanreview.mit.edu/projects/corporate-sustainability-at-a-crossroads/?utm_medium=referral&utm_source=authors&utm_campaign=susrpt17



Step 2: Build a cross-functional team to execute

Building sustainability into business units doubles an organization's chance of profiting from its sustainability activities¹



Source: https://sloanreview.mit.edu/projects/corporate-sustainability-at-a-crossroads/?utm_medium=referral&utm_source=authors&utm_campaign=susrpt17

Step 3: Ensure senior management and board oversight of health and well-being

Establishing and disclosing governance structures linked to the “Health Culture” practice can help Boards and cross-functional teams make decisions on health and well-being relevant for workers and communities

Culture of Health for Business Practices



A multi-stakeholder-developed framework supported by the Robert Wood Johnson Foundation

Step 4: Measure and report on health & well-being progress

Organizations select and use the **material** topic-specific Standards most relevant to them and their stakeholders

- **3 Universal Standards:** management approach and general disclosures, applicable to all organizations
- **34 Topic-Specific Standards:** organized into Economic, Environmental, and Social series
- Made **freely available** to any organization and provided in **11 languages**



Step 5: Reflect on progress to adapt and improve

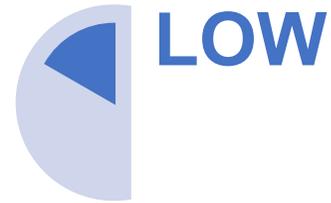
Uphold a cycle of continuous improvement to **sustain long-term success**, and **reinforce the well-being of workers**

A continuous improvement approach:

- **Empowers workers** to solve problems they identify, and gradually improves the efficiency of work processes
- Requires the development of **new skills and competencies**, which is a basic human need and key component of worker well-being
- Enables leaders to **manage growth and change** and **stay humble** in their commitments



Reflection questions to take away



- What is your organization's level of commitment to proactively work for good health and promote well-being?
- How much attention has your organization given to including regional/local diversity in its commitment(s)?
- To what extent has the COVID-19 crisis strengthened your organization's commitment(s)?
- To what degree is your organization capturing the return on any investment(s) you have made to date?
- Which of the 16 COH4B practices can best help your organization meet its commitment(s) (the whole framework, a sub-set, or an individual practice)?

THANK YOU



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GRI

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Session 1 (Aug. 18, 2021):

Updates and guidance on sustainability reporting for Philippines PLCs

Session 2 (Aug. 20, 2021):

Corporate Leadership and Governance

Session 3 (Aug. 25, 2021):

Human Capital and Work Environment

Session 4 (Aug. 27, 2021):

Environmental Impact Management