Standard Chartered
State of Work-Life Balance in Seoul 2010 Survey
A Summary of Research Findings
About Community Business
Community Business is a unique membership based non-profit organisation whose mission is to lead, inspire and support businesses to improve their positive impact on people and communities. Community Business provides training, facilitation and advice to some of the world’s leading companies in Corporate Social Responsibility (CSR) and its major areas of focus include: CSR strategy, corporate community investment, diversity and inclusion and work-life balance. Founded in 2003 and based in Hong Kong, Community Business currently works with a number of organisations, small, medium and large, committed to CSR. For more information, visit www.communitybusiness.org.

About KAIST
KAIST Business School is the leading MBA program in Korea. It was the first full time MBA program in Korea recognised among the top 10 MBA programs in Asia by Asiaweek. KAIST's mission focuses on Commitment to Excellence in Education and Research, Integration of Management and Technology Education and Dedication to Initiatives Benefiting Society. KAIST Business School is considered one of the top research and business schools in Korea. Professor Betty Chung serves as one of the faculty teaching Cross Cultural Management. For more information, visit www.business.kaist.ac.kr

Acknowledgements
Community Business acknowledges and commends Standard Chartered Korea for initiating and sponsoring this first ever representative survey on the state of work-Life balance in Seoul. We are grateful to our research partner, Professor Betty Chung from KAIST Business School for working with TNS Korea to conduct the data collection and provide the data analysis for this research. Thank you also to the Public Opinion Programme at the University of Hong Kong for providing strategic advice on the approach - in particular for ensuring that the methodology adopted for this survey in Seoul was statistically sound and consistent with that used to produce the annual State of Work-Life Balance in Hong Kong Survey. This allows direct comparisons to be made between the state of work-life balance in these two key Asian cities. Also thank you to fellow members of Community Business, including Sandy Chan for proofreading and assisting in the design as well as Shalini Mahtani for editing.

Contact Us
Email: info@communitybusiness.org
Tel: (852) 2152 1889
URL: www.communitybusiness.org

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As one of the world’s most international banks, employing people representing 125 different nationalities, diversity and inclusion lies at the heart of our values and is a distinctive element of Standard Chartered’s brand.

Supporting our employees’ work-life balance is critical to attracting and retaining diverse groups, including employees with family responsibilities, employees from different generations and employees with disabilities. Through initiatives such as flexible working, employee networks and employee assistance programmes, we provide support for individuals with a broad range of needs in order to recruit and retain the very best talent, regardless of gender, family status or age, for example.

We hope this research will inspire organisations to give more support to their people, helping them balance work with other commitments and interests. When individuals can strike a good balance between personal and professional demands, they are not only happier and healthier, but they are also more productive. As an employer of over 75,000 people, we believe that what is best for our employees is also what is best for our business.

We are delighted to sponsor the Standard Chartered State of Work Life Balance in Seoul 2010 Survey. We encourage all companies to consider the work-life balance of their employees and work towards creating a supportive environment that will ultimately benefit both employees and the organisation overall.

Jaspal Bindra
Chairman, Diversity & Inclusion Council
Standard Chartered
As the largest single foreign investor in Korea, we are honoured to sponsor the Standard Chartered State of Work Life Balance in Seoul 2010 Survey.

As we can see from the results, achieving a balanced work life environment in Seoul is still in its early development. There remains a high proportion of employees who are working long hours, are not taking their paid annual leave and are suffering from ill health. This creates an impetus for the corporate community to work together to find solutions that our employees and the wider community will benefit from.

We believe that happy employees create happy and productive work environments. For Seoul to position itself as an international city, it will need to attract and retain the best talent. And for Korea to emerge has having some of the best talent in the world, we are all responsible for educating the workforce about the benefits of having great places to work.

We believe we can make a difference to people’s lives in Korea in a positive way, by raising awareness and supporting a more accommodating work environment. We remain committed to Korea - Here for people, Here for good.

Charles Ahn
Chairman, Diversity & Inclusion Council
Standard Chartered Korea
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EXECUTIVE SUMMARY

Like many other key cities in Asia, Seoul faces significant challenges in terms of the work-life balance of its working population. Globally, South Koreans have a reputation for a rigorous work ethic, putting in long hours and working overtime - often at the expense of personal considerations. This Standard Chartered State of Work-Life Balance in Seoul 2010 Survey is a representative survey of the working population in Seoul. It provides us with some real facts about the state of work-life balance in Seoul and enables us to assess to what extent it is a challenge for employees. As such it serves as an important reference point for the business community. In particular it enables companies to understand the current work and life patterns of employees in Seoul, their level of satisfaction with their current work-life balance, the key problems they face and their most desired solutions.

Working Hours and Overtime
According to the findings of this survey, employees in Seoul work very long hours - on average they work 50.8 hours per week. This is 27% higher than the 40 hours recommended by both the South Korean government and the International Labour Organisation. The finding that employees in Seoul work long hours is backed by other research that shows that workers in this city work more hours than those in all other cities in the world except Cairo.¹

Nearly two-thirds of employees in Seoul (63.7%) regularly or occasionally work overtime. By far the majority (76.2%) cite the main reason for working overtime is that they have too much work to do. However it is also interesting to note that nearly a quarter of respondents (24.0%) say they work overtime because they want to demonstrate their commitment and industrious performance to their boss, feel they cannot leave the office before their boss or simply do not want to be seen to be the first person to leave the office. This suggests cultural issues of respect for superiors and concerns about ‘face time’ are also contributing factors.

Paid Annual Leave
Employees in Seoul do not always enjoy the benefit of paid annual leave. This research shows that among those who receive paid annual leave, the average amount they are entitled to is 13.4 days. This study also highlights that 35.5% of employees are not entitled to any paid annual leave at all. It is interesting to note that the Labour Standard Act of South Korea states clearly that an employer should grant 15 days of paid leave to an employee who has registered not less than 80% attendance during the year and this applies to workplaces with at least five permanent staff. From these research findings, we are not able to establish the attendance levels of employees or the number of permanent employees in the respondents’ workplaces.

Work-Life Balance Ratios and Measures
The actual work-life ratio (77:23) is far from what employees in Seoul consider is ideal (63:37). In assessing the extent to which they feel they have achieved their ideal work-life balance, employees give a score of only 5.6 out of 10. In addition, 41.3% of employees think that their work-life balance has worsened as result of the recent economic downturn.

Most Difficult Work-Life Balance Challenge
The results of this survey show that 83.4% of employees in Seoul face challenges in achieving work-life balance. In identifying the most difficult work-life balance challenge, concern about financial well-being is the most frequently cited (20.8%), followed by job security (17.2%). This is likely to be a direct reflection of the current economic climate. Long working hours (8.5%) and lack of flexible working time (8.4%) also hinder employees from achieving a better work-life balance.

Impact of Poor Work-Life Balance on Employees and Businesses
The findings of this survey clearly show that poor work-life balance is affecting employees’ health and productivity and their relationships with friends and family. 78.3% of employees report encountering some kind of problem in this area due to poor work-life balance. The top issues cited are prolonged fatigue level, sleepiness and extreme tiredness (37.3%), followed by no personal time for recreational or sports activities (30.4%) and feeling stressed out, depressed and exhausted after work (26.8%). Research has found that better work-life balance improves productivity and reduces absenteeism. In addition, high levels of fatigue can result in increased stress at work. All these factors demonstrate the business case to address work-life balance.²

¹ Prices and Earnings - A comparison for purchasing power around the global 2009 Edition (UBS August 2009).
Role of Employers and Initiatives to Support Work-Life Balance
An overwhelming majority, almost 80% of employees in Seoul, think it is important for their employers to address work-life balance - even in the current economic climate. Yet they give their employers a score of only 4.9 out of 10 for their effort and resources in doing so. Clearly employees believe that their companies are not doing enough to promote the work-life balance of staff. According to the survey findings, the most desired work-life balance solution is a five day work week (26.2%), followed by flexible working time (17.2%) and more paid annual leave (12.1%). Only a quarter of respondents say that their employers offer flexible work options and by far the most frequently offered arrangement is flexible working hours with very few offering alternative options such as job sharing or part-time work.

Risk to Employers
Arguably the most striking finding from this research and the most compelling call to action for employers is that approximately one-third of employees in Seoul are considering their job options because of poor work-life balance. Indeed, 35.6% say they would consider leaving their current job in order to achieve better work-life balance, whilst 31.6% say they would consider leaving Seoul.

Comparison with Hong Kong
In terms of a comparison of the state of work-life balance between Seoul and Hong Kong where this study has been conducted for a number of years, there are some significant differences. These include the findings that employees in Seoul work longer hours, are more concerned about job security and are more interested in flexible working arrangements than their counterparts in Hong Kong.

This Standard Chartered State of Work-Life Balance in Seoul 2010 Survey has highlighted some important facts about work-life balance in Seoul. Employers in South Korea concerned about retaining their workforce and creating healthy and productive workplaces are advised to reflect on these findings and engage with their employees to proactively address the issue of work-life balance in their organisations. In particular companies should look to address the key problems highlighted by the findings of this survey and consider ways to shorten working hours, reduce workloads, encourage employees to take their full annual leave entitlement, reassure employees about financial well-being and job security and demonstrate a commitment to promoting the work-life balance of employees by introducing initiatives such as a shorter or compressed work week and more flexible working options.

KEY FINDINGS AT A GLANCE

**Working and Living Patterns**
1. Employees in Seoul work very long hours
2. Over 60% of employees in Seoul work overtime and by far, the main reason is a heavy workload
3. Less than 20% of employees in Seoul take all their annual leave entitlement and over one-third say they are not entitled to any paid annual leave at all

**Satisfaction with Work-Life Balance**
4. Seoul employees’ actual work-life balance is far from what they consider ideal
5. Over 40% of Seoul employees say their work-life balance has worsened as a result of the economic downturn

**Problems with Current Work-Life Balance and Desired Solutions**
6. Nearly 80% of Seoul employees say current work-life balance is having a detrimental effect on their health and personal relationships
7. Concern about financial well-being and job security are the most difficult work-life balance challenges for employees in Seoul
8. Almost 80% of employees in Seoul think it is important for their companies to address the issue of work-life balance and score their employers poorly on their efforts in this respect
9. Flexible working options are only available to one-quarter of employees in Seoul
10. Approximately one-third of employees in Seoul would consider leaving their current job or leaving Seoul for a better work-life balance elsewhere
INTRODUCTION

Community Business is a leading non-profit organisation, working with member companies to raise awareness of the importance of responsible business practice and creating workplace environments that treat people with respect. As part of this work, Community Business has long championed the issue of work-life balance - recognising it as a key challenge for employees in the region and calling for companies to take steps to address. Since 2006, Community Business has worked with the Public Opinion Programme (POP) at The University of Hong Kong to conduct research among the working population in Hong Kong. Over the years, this annual ‘State of Work-Life Balance in Hong Kong Survey’ has become the authoritative reference source for businesses looking to understand issues relating to work-life balance and to develop appropriate work-life balance policies and strategies for their employees in Hong Kong. The research has done much to raise the profile of work-life balance as a business issue in Hong Kong, initiating discussion and driving positive change in this area.

Standard Chartered, an international bank employing over 75,000 employees worldwide, is dedicated to promoting the healthy work-life balance of its employees. Standard Chartered Korea approached Community Business to propose the introduction of a work-life balance survey for South Korea. Standard Chartered Korea’s objective was to champion a credible piece of research that would not only raise awareness in South Korea of the importance of work-life balance but also highlight the work-life balance challenges specific to the South Korean market.

As a representative survey of the working population in Seoul, the Standard Chartered State of Work-Life Balance in Seoul 2010 Survey looks to assess the state of work-life balance in Seoul by investigating the following:

1. employees’ work and living patterns;
2. employees’ satisfaction with work and life; and
3. problems employees face in achieving a healthy work-life balance and their desired solutions to overcome such challenges.

It is Community Business and Standard Chartered Korea’s hope that the findings of this survey will provide the necessary data to enable companies operating in South Korea to develop work-life policies and initiatives that are aligned to the priorities of their employees in South Korea.

METHODOLOGY

Community Business partnered with one of South Korea’s leading research institutions, KAIST Business School in Seoul, to conduct this research. Building on the tried and tested approach, the focus was on aligning the methodology as closely as possible to the Hong Kong study, whilst ensuring it was appropriate to the South Korean business context. Community Business was responsible for advising on the overall strategy, drafting the survey questions, managing the overall project and writing this summary report. KAIST was responsible for providing insight into the South Korean context, translating the questions in the survey, organising the data collection through random telephone interviews, ensuring a representative sample size, collating the findings and providing initial analysis on the data.

Target Population

The target population for the survey was defined as full-time workers of all levels in Seoul of age 15 or above who speak Korean. A full-time worker was defined as an employee who works at least five days a week or who has a total working time of not less than 40 hours per week.

3 Copies of all the Hong Kong surveys are available for download on the Community Business website.
Sample Size
The sample size of the survey was 1,000 respondents.

Telephone Interviews
The surveys were conducted on a random basis by telephone, using a computer-assisted technique developed by the POP in Hong Kong. The telephone interviews were conducted in Korean by native Korean speakers. 1,000 successful telephone interviews were conducted between 11 and 23 February 2010. The random selection of respondents and the overall sample size allow inferences to be made about the working population in Seoul as a whole.

Questionnaire
The questions for the survey were proposed by Community Business and were drawn primarily from the State of Work-Life Balance in Hong Kong 2009 Survey. These were reviewed by both Standard Chartered Korea and KAIST to ensure that they were appropriate to the South Korean context and then translated into Korean. The survey included 18 questions, including six demographic questions used for profiling purposes. Ten questions were taken directly from the Hong Kong 2009 Survey to ensure consistency of approach and to allow a direct comparison of findings between Seoul and Hong Kong to be made. Two new questions were added to explore issues of interest around the availability and take-up of flexible working options. The full list of questions can be found in Appendix I.

Summary of Research Findings
This report examines the findings for each of the 18 questions asked in the survey and presents ten overall key findings. For each question, we highlight the mean response. In particular, this report highlights findings that arise from statistically significant differences due to gender, industry, income level and age that are also deemed by Community Business to be of interest to the business community. Statistically significant variations have been identified by the research team at KAIST. A difference is said to be significant when the chi-square value (p-value) is smaller than 0.05 and 0.01. Therefore in some cases, to the lay observer it may appear from our graphs that there is a significant variation. However, our text may not make reference to this. Readers should be guided by the words in the text which state clearly when a statistically significant variation has occurred.

Recognising the need to put the findings of this survey in context, a later section of this report (see page 25) provides a high-level comparison between the state of work-life balance in Seoul and Hong Kong, both similarities and significant differences between the two cities. It is important to note however, that whilst comparisons between Seoul and Hong Kong can generally be made, they should be treated with some degree of caution due to slight differences in the methodology and wording of questions. Also, there may be cultural ambiguities which cannot be fully accounted for when translation takes place from Chinese or English to Korean.

DEMOGRAPHICS
As part of the survey, respondents were asked a number of demographic questions, including questions relating to their gender, age, income, educational attainment, position and industry. For the purpose of this report, we focus on four demographic variables only: gender, industry, income level and age.

Figure 1 shows the distribution of responses from different industries in Seoul. Commercial Services refers to jobs offering products or services to other businesses such as market research or office administration. Other Personal Services refers to personal services provided by individuals generally paid on an hourly basis such as private tutors and freelance workers. The Other category includes people from a wide range of industries and does not represent a single industry per se. The findings from this group have therefore not been taken into account in the analysis.

Items marked with an asterisk (*) in Figure 1 represent a sub-sample size with means there were less than 30 respondents from this industry. Statistically speaking, the smaller the sample size, the larger the sampling error. Findings for these industries are therefore for indication only. These industries include: Law, Accountancy, Professional Information Services, Banks and Finance, Telecommunication, Oil, Energy, Resources and Utilities, Media, Property, Transportation, Insurance and Film/Entertainment.
Figures 2, 3 and 4 show the distribution of respondents by gender, income level and age.

The distribution of the respondents in this Survey between men and women is approximately 60:40. This is broadly in line with the actual distribution of the labour force in South Korea.

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4 Labour Force Statistics by Sex and Age in 2008 are available at OECD Stat Extracts (Online Database of Organisation for Economic Co-Operation and Development)
Figure 3. Distribution of Respondents by Monthly Income (Including Bonus)

Table 1. Monthly Income (Including Bonus): Approximate Amount in US Dollars

<table>
<thead>
<tr>
<th>KRW</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>₩1,500,000 or below</td>
<td>US $1,313 or below</td>
</tr>
<tr>
<td>₩1,500,000 - ₩2,990,000</td>
<td>US $1,313 - US $2,618</td>
</tr>
<tr>
<td>₩3,000,000 - ₩4,490,000</td>
<td>US $2,627 - US $3,932</td>
</tr>
<tr>
<td>₩4,500,000 - ₩5,990,000</td>
<td>US $3,940 - US $5,245</td>
</tr>
<tr>
<td>₩6,000,000 - ₩7,490,000</td>
<td>US $5,254 - US $6,559</td>
</tr>
<tr>
<td>₩7,500,000 or above</td>
<td>US $6,567 or above</td>
</tr>
</tbody>
</table>

Figure 4. Distribution of Respondents by Age Group

Based on exchange rate of USD 1: KRW 1,142
KEY FINDINGS

In presenting the key findings of the survey, this report shows the overall mean response for 2010 and where of business interest, the statistically significant variation by gender, industry, income level, and age. Graphs for significant demographic variables are provided in Appendix II with key findings illustrated in this section.

Community Business has identified 10 key findings and these are presented in the following sections:
A. Working and Living Patterns
B. Satisfaction with Work and Life
C. Problems with Current Work-Life Balance and Desired Solutions

A. Working and Living Patterns

Finding 1: Employees in Seoul work very long hours

Respondents were asked how much time they spend on work each week. The survey results show that respondents work on average 50.8 hours per week. It should be noted that this is 27% higher than recommended by the International Labour Organisation (ILO). The ILO recommends that workers should work no more than 40 hours per week with occasional paid overtime, paid at a premium of up to 12 hours per week. It is also significantly longer than the average number of hours worked each week by employees in Hong Kong (48.4 hours).

Participants in the survey were also asked how much time they spend on personal activities, such as meeting friends or engaging in leisure activities like sports. According to their responses, employees in Seoul spend an average of about 2.2 hours per day on personal activities. As shown in Figure 5, almost 20% of the respondents reported that they spend less than one hour each day on their personal activities.

Figure 5. Time Spent on Personal Activities Per Day
It is interesting to look at these numbers and calculate the actual work-life ratio of employees in Seoul. Dividing actual working hours by time spent on personal time reveals a work-life ratio of 77:23.

### Significant Demographic Variables: Table 1

<table>
<thead>
<tr>
<th>Demographic Variable</th>
<th>Key Findings</th>
<th>Reference in Appendix II</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Men work longer hours (52.3 hours) than women (48.5 hours).</td>
<td>See Graph 1.1</td>
</tr>
<tr>
<td></td>
<td>• Employees from Other Personal Services (58.6 hours) and Wholesale/Retail (57.3 hours) work the longest numbers of hours.</td>
<td>See Graph 1.2a and 1.2b</td>
</tr>
<tr>
<td></td>
<td>• Employees from Oil, Energy, Resources and Utilities (41.9 hours), Media (42.8 hours), Law, Accountancy, Professional Information Services (44.1 hours) and Telecommunications (44.7 hours) work the shortest number of hours.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Employees in Banks and Finance (81:19) and Other Personal Services (81:19) have a worse work-life ratio, than those in Telecommunication (70:30), Law, Accountancy, Professional Information Services (71:29), Media (72:28) and Import/Export Trade (74:26).</td>
<td></td>
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<tr>
<td></td>
<td>• Older employees work longer hours than younger employees with no employees between the ages of 15 and 39 working more than 50 hours a week.</td>
<td>See Graph 1.3a and 1.3b</td>
</tr>
<tr>
<td></td>
<td>• Employees who are aged 40 or above generally spend less time on personal activities. Over 10% spend less than one hour per day on their personal activities.</td>
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Note: The average time employees spent on personal activities is 2.2 hours per day.
Finding 2: Over 60% of employees in Seoul work overtime and by far, the main reason is a heavy workload

Respondents were asked how often they work overtime. Taking into account all those who said ‘occasionally’, ‘1-2 times a week’, ‘3-4 times a week’ and ‘every day’, the findings reveal that 63.7% of employees in Seoul are working overtime, with 16.9% working overtime nearly every day, as shown in Figure 6.

To explore the issue of overtime further, respondents were asked the reasons for working overtime. They were given a number of options to choose from and allowed to choose more than one option. The findings are shown in Figure 7. By far, the majority of the respondents who work overtime (76.2%), say they do so because they have too much work to do and they have to keep up with their workload. However it is also interesting to note that nearly a quarter of respondents (24.0%) say they work overtime because they want to demonstrate their commitment and industrious performance to their boss, feel they cannot leave the office before their boss or simply do not want to be seen to be the first person to leave the office. This is a trend that is seen in other markets in Asia and is often referred to as ‘face time’ - the need (perceived or otherwise) to be seen to be staying late at the office, regardless of how productively the time is being spent.

Although it is a common perception that South Koreans like to work long hours, the findings of this survey suggest that this is not true. Only 2.2% cite their reason for working overtime is because they enjoy it.
**Figure 7. Reasons for Overtime Work**

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Percentage of Respondents</th>
</tr>
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<tbody>
<tr>
<td>I Have too Much Work to Do and I Have to Keep up with the Workload</td>
<td>76.2</td>
</tr>
<tr>
<td>I Want to Demonstrate My Commitment and Industrious Performance to My Boss</td>
<td>11.9</td>
</tr>
<tr>
<td>I Have to Support My Co-Workers</td>
<td>10.8</td>
</tr>
<tr>
<td>My Senior Manager/Boss Requests it</td>
<td>8.4</td>
</tr>
<tr>
<td>I Cannot Leave the Office Before My Boss</td>
<td>4.4</td>
</tr>
<tr>
<td>I Do Not Want to Be Seen as the First Person to Leave</td>
<td>4.4</td>
</tr>
<tr>
<td>I Enjoy Working Overtime</td>
<td>2.2</td>
</tr>
<tr>
<td>I Do Not Want to Go Home</td>
<td>1.3</td>
</tr>
<tr>
<td>Working Long Hours is the Only Way to Get Promotion</td>
<td>1.1</td>
</tr>
<tr>
<td>Others</td>
<td>0.5</td>
</tr>
<tr>
<td>Don’t Know/Hard to Say/Refuse to Answer</td>
<td></td>
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</tbody>
</table>

**Significant Demographic Variables: Table 2**

<table>
<thead>
<tr>
<th>Demographic Variable</th>
<th>Key Findings</th>
<th>Reference in Appendix II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>Men work overtime more frequently than women. For instance, more male employees (22.4%) work overtime everyday than female employees (7.9%), while more female employees (46.2%) say they never work overtime compared to male employees (27.9%).</td>
<td>See Graph 2.1</td>
</tr>
<tr>
<td>Employees</td>
<td>Employees from Banking and Finance, Government/Public Affairs, Information Technology and Telecommunications tend to work overtime more often than employees in other industries.</td>
<td>See Graph 2.2</td>
</tr>
<tr>
<td></td>
<td>Relatively more employees from Education, Other Personal Services, Property, Transportation, Restaurants/Hotels, Warehouse Duties and Wholesale/Retail say they never work overtime.</td>
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</tr>
</tbody>
</table>
Finding 3: Less than 20% of employees in Seoul take all their annual leave entitlement and over one-third say they are not entitled to any paid annual leave at all

Respondents were asked the amount of paid annual leave they are entitled to in terms of days. The findings shows that 46.5% of respondents are entitled to paid annual leave and the average length is 13.4 days. Conversely, 35.5% of respondents say they are not entitled to any paid annual leave at all and 36.3% of respondents say they are entitled to less than 15 days.

The Labour Standard Act of South Korea states clearly that an employer should grant 15 days of paid leave to an employee who has registered not less than 80% attendance during the year and this applies to workplaces with at least five permanent staff. From these research findings, we are not able to establish the attendance levels of employees or the number of permanent employees in the respondents’ workplaces.

**Figure 8. Number of Days of Entitled Paid Annual Leave**

- 15 Days or Above: 10.2%
- 11 to 15 Days: 21.5%
- 6 to 10 Days: 10.3%
- 5 Days of Below: 4.5%
- Not Fixed, Because I am Self-Employed: 11.9%
- No Paid Annual Leave: 35.5%
- Don't Know/Hard to Say/Refuse to Answer: 6.0%
Amongst those respondents who are entitled to paid annual leave, only 18.5% say they always take all their annual leave each year as shown in Figure 9. 18.0% of respondents usually take all their annual leave but of concern is that over a third of respondents (36.1%) say they rarely or never take all their leave. This research did not examine the reason for the low take-up of annual leave. However, given that heavy workload is identified as by far and away the main reason why employees in Seoul work overtime, it is not unreasonable to conclude that employees simply have too much to do and that this is preventing them from taking appropriate time off.

**Figure 9. Frequency of Paid Annual Leave Taken Each Year**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
<td>18.5</td>
</tr>
<tr>
<td>Usually</td>
<td>18.0</td>
</tr>
<tr>
<td>Rarely</td>
<td>10.9</td>
</tr>
<tr>
<td>Never</td>
<td>25.2</td>
</tr>
<tr>
<td>Don’t Know/Hard to Say/Refuse to Answer</td>
<td>27.5</td>
</tr>
</tbody>
</table>

**Significant Demographic Variables: Table 3**

<table>
<thead>
<tr>
<th>Demographic Variable</th>
<th>Key Findings</th>
<th>Reference in Appendix II</th>
</tr>
</thead>
</table>
|                      | • Employees have more annual leave in Telecommunication (20.5 days) Government/Public Affairs (17.2 days), Medical, Hygiene and Welfare (16.4 days) or Banking and Finance (16.1 days).  
• Employees are more likely to never use all of their paid annual leave in Banks and Finance (43.6%) as well as Other Personal Services (41.9%). | See Graph 3.1a and 3.1b |
|                      | • Employees in the 40-49 age group are entitled to more paid annual leave than other age groups (16.1 days).  
• However, less than 10% of those aged 40 or above always use all their annual leaves while employees from the younger age groups are more likely to take all their entitled annual leave. | See Graph 3.2a and 3.2b |
B. Satisfaction with Work-Life Balance

**Finding 4: Seoul employees’ actual work-life balance is far from what they consider ideal**

Respondents were asked about their ideal split between work and personal life, referred to in this research as their ‘preferred work-life ratio’. According to the findings of this survey the preferred work-life ratio of employees in Seoul is 63:37.

This contrasts greatly with the actual work-life ratio of 77:23, shown in Figure 10. This is calculated by dividing actual work hours reported by time spent on personal life.

![Figure 10. Preferred and Actual Work-Life Ratio](image)

There is clearly a mismatch between employees’ expectations and reality and this is backed by a further finding from the survey. Respondents were also asked to rate to what extent they had achieved their ideal work-life balance on a scale of 0 to 10. The higher the score, the closer they are to their ideal situation with the score of 5 being neutral. The average score was barely above neutral, at 5.6.
Significant Demographic Variables: Table 4

<table>
<thead>
<tr>
<th>Demographic Variable</th>
<th>Key Findings</th>
<th>Reference in Appendix II</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="https://via.placeholder.com/15" alt="" /></td>
<td>• Employees rate the extent to which they have achieved their ideal work-life balance highest in the following industries: Transportation (8.7), Law, Accountancy, Professional Information Services (6.9), Property (6.4), Media (6.3), Oil, Energy, Resources and Utilities (6.2) and Commercial Services (6.1).</td>
<td>See Graph 4.1</td>
</tr>
<tr>
<td><img src="https://via.placeholder.com/15" alt="" /></td>
<td>• Employees rate the achievement of their ideal work-life balance the lowest in the following industries: Restaurant/Hotels (4.7), Wholesale/Retail (4.7) and Other Personal Services (4.8).</td>
<td>See Graph 4.2</td>
</tr>
<tr>
<td>$</td>
<td>• Employees from higher income groups tend to have achieved their ideal work-life balance more than those from lower income groups.</td>
<td></td>
</tr>
</tbody>
</table>

Finding 5: Over 40% of Seoul employees say their work-life balance has worsened as a result of the economic downturn

In trying to assess the impact of the recent economic downturn, respondents were also asked whether they thought their work-life balance had improved, worsened or stayed more or less the same as a result of the recent economic downturn. Although over half of the respondents (54.0%) said their work-life balance has remained more or less the same, Figure 11 shows that 41.3% of employees think that their work-life balance has worsened as a result of the economic downturn.

Figure 11. Change in Work-Life Balance as a Result of Economic Downturn
C. Problems with Current Work-Life Balance and Desired Solution

**Finding 6:** Nearly 80% of Seoul employees say current work-life balance is having a detrimental effect on their health and personal relationships.

Respondents were asked what problems, if any, they have encountered over the past 12 months as a result of a disturbed work-life balance. They were given a list of options to choose from and were able to choose more than one option. The findings are shown in Figure 12.

78.3% of respondents say they have encountered some kind of problem in the last 12 months as a result of poor work-life balance. Over one-third of them (37.3%) claim they have suffered from prolonged fatigue, sleepiness and extreme tiredness. The second and third top problems faced by employees are not having any private time for recreation activities or sports (30.4%) and feeling stressed out, depressed and exhausted after work (26.8%). Whilst few seemed willing to cite that their productivity and work quality had reduced dramatically as a result of poor work-life balance, it is known from other research that this is the likely outcome of the other problems that they highlighted.

![Figure 12. Problems Resulting from Poor Work-Life Balance](image)
Respondents were asked to identify their most difficult work-life balance challenge, selecting one choice from a list of options. Taking all the issues into account, Figure 13 shows that 83.4% of employees in Seoul experience some kind of challenge in achieving work-life balance. Financial well-being/wealth management is identified as the most difficult challenge for the largest percentage of respondents (20.8%), followed by concerns about job security (17.2%). It is likely that these concerns are a direct reflection of the current economic environment. Although some way behind in terms of percentage, it is also interesting to note that long working hours (8.5%) and lack of flexibility in working hours (8.4%) rank as the third and fourth most difficult challenges.
Key Findings

- More men than women regard financial well-being/wealth management (Male: 23.2%; Female: 16.8%) and concern about job security (Male: 20.6%; Female: 11.6%) as the greatest barrier to achieving work-life balance.
- More women (12.1%) are concerned with leaders’ attitudes as a barrier to work-life balance than men (1.5%).

- Employees from Other Personal Services (43.9%), Wholesale/Retail (35.6%), Manufacturing (27.6%) and Banking and Finance (26.3%) are most concerned about their financial well-being/wealth management.
- Job security is more of a concern for employees from Oil, Energy, Resources and Utilities (59.4%), Telecommunications (37.3%), Restaurants/Hotels (32.8%), Medical, Hygiene and Welfare (29.5%), Government/Public Affairs (28.5%) and Construction (21.5%).
- More employees from Transportation (20.3%) and Construction (14.7%) see lack of flexibility in working hours as a major work-life balance challenge.
- More employees from Education (31.1%) do not see any challenges in achieving work-life balance.

- Employees from lower income brackets are more concerned about financial well-being/wealth management and job security as a major work-life balance challenge than those from higher income brackets.
- More employees who are aged 40 or above regard financial well-being/wealth management as their main work-life balance challenge while more younger employees regard lack of flexibility in working hours as theirs.
Respondents were asked how important they thought it was for their employers to address the issue of work-life balance in the current economic climate. As many as 79.6% of respondents said they think it is ‘very important’ or ‘quite important’ as shown in Figure 14.

![Figure 14. Importance of Addressing Work-Life Balance](image)

Findings 8: Almost 80% of employees in Seoul think it is important for their companies to address the issue of work-life balance and score their employers poorly on their efforts in this respect.

However when asked how much effort they believed their employer has made to promote work-life balance they scored them poorly. Using a scale from 0 to 10 with 0 representing no effort being made, 10 being all possible effort being made and 5 being neutral, respondents gave their employers an average score of only 4.9. This is below the neutral score of 5 and indicates that employees in Seoul believe their companies can do more in terms of promoting work-life balance in the workplace.

To try to identify what steps companies should take to address the work-life balance priorities of employees in Seoul, respondents were asked what work-life balance initiatives would most help them achieve better work-life balance and given a range of options to choose from. As shown from Figure 15, a five day work week was identified as the most helpful initiative by the largest percentage of employees (26.2%), followed by flexible working (17.2%) and more paid annual leave (12.1%).
Figure 15. Initiatives Provided by Employer that Would Most Help Work-Life Balance

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Day Work Week</td>
<td>26.2%</td>
</tr>
<tr>
<td>Flexible Working Time</td>
<td>17.2%</td>
</tr>
<tr>
<td>More Paid Annual Leave</td>
<td>12.1%</td>
</tr>
<tr>
<td>Work Support Services (e.g. employee counselling scheme,</td>
<td></td>
</tr>
<tr>
<td>stress management training)</td>
<td></td>
</tr>
<tr>
<td>Free Sports Facilities</td>
<td>6.4%</td>
</tr>
<tr>
<td>Job Share</td>
<td>5.2%</td>
</tr>
<tr>
<td>Option to Work from Home Sometimes</td>
<td>5.0%</td>
</tr>
<tr>
<td>Creche or Nursery Facilities at Work or Funded by Your</td>
<td>4.7%</td>
</tr>
<tr>
<td>Career Breaks/Unpaid Leave</td>
<td>4.7%</td>
</tr>
<tr>
<td>Longer Maternity Leave</td>
<td>1.7%</td>
</tr>
<tr>
<td>Paternity Leave</td>
<td>1.7%</td>
</tr>
<tr>
<td>Others</td>
<td>1.1%</td>
</tr>
<tr>
<td>Don’t Know/Hard to Say/Refuse to Answer</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

Significant Demographic Variables: Table 6

<table>
<thead>
<tr>
<th>Demographic Variable</th>
<th>Key Findings</th>
<th>Reference in Appendix II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>• More women than men prefer a five day work week (28.5% versus 24.8%) and</td>
<td>See Graph 6.1</td>
</tr>
<tr>
<td></td>
<td>paid annual leave (14.4% versus 10.7%).</td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>• Employees from lower income groups tend to prefer a five day work week</td>
<td>See Graph 6.2</td>
</tr>
<tr>
<td></td>
<td>while employees from higher income groups tend to prefer flexible working.</td>
<td></td>
</tr>
</tbody>
</table>
Finding 9: Flexible working options are only available to one-quarter of employees in Seoul

Two specific questions were included in this survey to explore the availability and take-up of flexible working options by employees in Seoul. Respondents were asked if their company offers flexible working options and if yes, to select from a list of options what type of flexible work arrangements their company offers. Only one-quarter of respondents (24.9%) said their company offers any flexible work option, as shown in Figure 16.

**Figure 16. Adoption of Flexible Working Options**

For those employees who said their company does offer flexible working options, by far the most common arrangement offered is flexible working hours (76.0%). Other options such as job sharing (13.0%), working from home (7.8%) and part-time working (6.1%) are offered to a much smaller percentage of employees.

**Figure 17. Type of Flexible Working Options Offered to Employees**

<table>
<thead>
<tr>
<th>Flexible Working Options</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible Working Hours</td>
<td>76.0%</td>
</tr>
<tr>
<td>Job Share</td>
<td>13.0%</td>
</tr>
<tr>
<td>Working from Home</td>
<td>7.8%</td>
</tr>
<tr>
<td>Part-Time Work</td>
<td>6.1%</td>
</tr>
<tr>
<td>Working Remotely</td>
<td>5.6%</td>
</tr>
<tr>
<td>Phased Retirement</td>
<td>2.1%</td>
</tr>
<tr>
<td>Others</td>
<td>1.1%</td>
</tr>
</tbody>
</table>
### Significant Demographic Variables: Table 7

<table>
<thead>
<tr>
<th>Demographic Variable</th>
<th>Key Findings</th>
<th>Reference in Appendix II</th>
</tr>
</thead>
</table>
|                      | · More employees from Wholesale/Retail (44.0%) Information Technology (36.3%), Oil, Energy, Resources and Utilities (34.8%), Law, Accountancy, Professional Services (33.1%), Warehouse Duties (31.6%), Other Personal Services (30.8%) and Restaurants/Hotels (30.3%) are provided with flexible working options.  
· Relatively more companies in Information Technology provide options for employees to work remotely (28.3%) while more companies in warehouse duties provided options of part-time work (23.7%). | See Graph 7.1a and 7.1b |

### Finding 10: Approximately one-third of employees in Seoul would consider leaving their current job or leaving Seoul for better work-life balance elsewhere

To understand how concerned employees in Seoul are about their work-life balance and to what extent it might lead them to consider alternative job options, respondents were asked if they would consider leaving their current job for better work-life balance. Alarmingly, as Figure 18 shows, over one-third (35.6%) of respondents say that leaving their current job is something they would consider.

**Figure 18. Considering Leaving Current Job for Better Work-Life Balance**

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>35.6%</td>
</tr>
<tr>
<td>No</td>
<td>63.3%</td>
</tr>
<tr>
<td>Don't Know/Hard to Say</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

Similarly the survey explored if respondents were concerned enough about work-life balance that they might consider leaving Seoul. Again 31.6% said they would, as shown in Figure 19.

**Figure 19. Considering Leaving Seoul for Better Work-Life Balance**

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>31.6%</td>
</tr>
<tr>
<td>No</td>
<td>67.6%</td>
</tr>
<tr>
<td>Don't Know/Hard to Say</td>
<td>0.9%</td>
</tr>
</tbody>
</table>
STATE OF WORK-LIFE BALANCE IN SEOUL AND HONG KONG – A COMPARISON

As mentioned in earlier sections of this report, a similar work-life balance survey has been conducted in Hong Kong by Community Business on an annual basis since 2006. The Hong Kong Survey has become the credible reference source for businesses looking to understand issues relating to work-life balance and develop appropriate policies and strategies for their employees in Hong Kong. Seoul and Hong Kong are comparable in that they are both leading cities in Asia with global credentials. Ensuring access to the most productive and engaged workforce to compete internationally is critical to companies operating in both marketplaces. It is therefore interesting to compare some of the key findings of this first Standard Chartered State of Work-Life Balance in Seoul 2010 Survey with those of the most recent State of Work-Life Balance Survey in Hong Kong conducted in October 2009.

A summary comparison is provided in the table below.

<table>
<thead>
<tr>
<th>Category</th>
<th>Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual Working Hours and Personal Time</td>
<td><strong>Similarities:</strong>&lt;br&gt;• Employees in Seoul and Hong Kong work long hours - on average they work over 48 hours per week which exceeds what the ILO recommends, i.e. 40 hours. <strong>Significant Differences:</strong>&lt;br&gt;• However, employees in Seoul (50.8 hours) work longer hours than those in Hong Kong (48.4 hours). The gap is wider amongst men (Seoul: 52.3 hours; Hong Kong: 49.5 hours) than women (Seoul: 48.5 hours; Hong Kong: 47.2 hours).&lt;br&gt;• Despite this, employees in Seoul (15.3 hours) also spend longer on personal activities compared to employees in Hong Kong (11.2 hours). This seems to be inconsistent but may be because employees from these two cities have different definitions of ‘personal activities’.</td>
</tr>
<tr>
<td>Actual and Ideal Work-Life Ratio</td>
<td><strong>Similarities:</strong>&lt;br&gt;• Employees in both cities identify a very similar ideal work-life ratio (Seoul: 63:37; Hong Kong: 62:38). Looking at the actual time they spend on work and personal activities (Seoul: 77:23; Hong Kong: 83:17), the work-life balance of employees in both cities is far from what they consider ideal. <strong>Significant Differences:</strong>&lt;br&gt;• However, according to the findings of this survey, those who work in Seoul (77:23) have a more balanced actual work-life ratio than those who work in Hong Kong (83:17).</td>
</tr>
<tr>
<td>Degree of Achieving Ideal Work-Life Balance</td>
<td><strong>Similarities:</strong>&lt;br&gt;• Employees in both cities give a similar score to the extent to which they have achieved their ideal work-life balance (Seoul: 5.6 out of 10 points; Hong Kong: 5.7).</td>
</tr>
<tr>
<td>Impact of Poor Work-Life Balance</td>
<td><strong>Similarities:</strong>&lt;br&gt;• Over three-quarters of employees in both cities reported that they face negative impact due to a poor work-life balance. Prolonged fatigue level, sleepiness and extreme tiredness is ranked as top in both cities.</td>
</tr>
</tbody>
</table>
### Most Difficult Work-Life Balance Challenge

**Similarities:**
- In both cities, financial well-being/wealth management is cited as the most difficult work-life balance challenge.

**Significant Differences:**
- However, the percentage of respondents who think financial well-being/wealth management is the most difficult work-life balance challenge in Seoul (20.8%) is higher than in Hong Kong (13.8%).
- While employees in Hong Kong think long working hours is the second most difficult work-life balance challenge (Hong Kong: 12.1%; Seoul: 8.5%), employees in Seoul are more concerned about their job security than in Hong Kong (Seoul: 17.2%; Hong Kong: 8.4%).

### Most Desired Work-Life Arrangement

**Similarities:**
- A five day work week is cited by employees in both cities as the most desired arrangement that would best support them in achieving a better work-life balance.

**Significant Differences:**
- More employees in Seoul prefer flexible working than those in Hong Kong (Seoul: 17.2%; Hong Kong: 10.8%) and more paid annual leave is not cited by so many employees in Seoul as in Hong Kong (Seoul: 12.1%; Hong Kong: 18.8%).

### Importance for Employers to Address Work-Life Balance

**Similarities:**
- The majority of employees in both cities feel that it is important for their employers to address work-life balance (Seoul: 79.6%; Hong Kong: 67.7%). On average they give their employers a lower than neutral score of 5 (Seoul: 4.9 out of 10 points; Hong Kong: 4.7) in terms of effort and resources spent in promoting work-life balance.

### Leaving Current Job for Better Work-Life Balance

**Similarities:**
- Approximately three out of ten employees in both cities would consider leaving their current job for better work-life balance (Seoul: 35.6%; Hong Kong: 30.1%).
RECOMMENDATIONS

Companies operating in South Korea who are looking to be employers of choice, attracting and retaining the best talent and ensuring a healthy and productive workforce are advised to reflect on the important findings highlighted in this research. Work-life balance is clearly a challenge for the vast majority of employees in Seoul and the workload is such that working hours are very long, overtime is a regular occurrence and many are simply not able to take their full annual leave entitlement. Whilst this hard work ethic has long been ingrained into the culture of business in many Asian countries, including South Korea, it is evident from this research that employees in Seoul today see work-life balance as important, recognise the personal impact of poor work-life balance and expect their employers to play a role in promoting a more balanced and healthy approach to work.

With particular reference to the key issues highlighted through this research, Community Business recommends that companies operating in South Korea take steps to:

Shorten working hours
With employees in Seoul working such long hours and many working overtime on a regular basis, it is logical to suggest that employers find ways to shorten working hours. Key to this approach is a change in mindset that working long hours is necessarily a sign of commitment and good performance. The focus should be encouraging staff to work smarter, not harder and companies should find ways to communicate this message and support this approach on an ongoing basis.

Reduce heavy workloads
The fundamental reason why employees in Seoul work long hours is they simply have too much work to do. Companies are encouraged to work with their employees to understand the root causes of heavy workloads and identify ways to reduce them. This might require the recruitment of additional resources - however it is more likely to involve a review of processes, better management and distribution of work and an improvement in time management practices to ensure that staff are working as effectively as possible.

Enable and encourage staff to take their full annual leave entitlement
Companies should actively encourage employees to take advantage of their full leave entitlement and enable them to do so by providing back-up support or cover while they are off. This may require a significant culture change – from one that values individuals who sacrifice their personal time for the sake of the company to one that respects and recognises the need for individuals to take a break from the routine of work.

Educate managers
Acknowledging that issues such as ‘face time’ are an issue in South Korea, as elsewhere in Asia, companies should invest time in educating managers at all levels about the business benefits and importance of work-life balance. Often seen as the key perpetrators of negative work-life balance behaviours, managers should be encouraged to act as positive role models and to not to put their staff under pressure to stay late in the office.

Reassure employees about financial well-being and job security
Recognising that many employees in Seoul are driven to work long hours by concerns about financial well-being and job security, companies are advised where possible to take steps to alleviate these fears. Obviously this is not always easy or possible - particularly in the current economic climate, but a workforce motivated by anxiety or fear is not a healthy nor a productive one. Open and regular communication is key in this respect and is essential to create a more trusting and positive work environment.
Introduce initiatives to demonstrate commitment to work-life balance

The findings of this research highlight that employees in Seoul believe their employers are not doing enough to address the issue of work-life balance. Employers are therefore advised to demonstrate their commitment by introducing specific work-life balance initiatives. The findings of this research highlight that some of the priority areas for consideration are introducing a shorter or compressed work week and offering more flexible work options. It should be highlighted that such approaches are not always straightforward - they can go against cultural norms and impact many aspects of the business. What is required is a consultative approach that takes on the views of key stakeholders as well as a willingness to experiment with options to see what works best for the organisation.

The table below provides some examples of work-life balance initiatives in five key areas. However, for more examples, companies are encouraged to refer to Community Business’ collection of work-life balance case studies from Hong Kong.6

<table>
<thead>
<tr>
<th>Key areas</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducing working time</td>
<td>5 day working week, minimising overtime, encouraging staff to leave on time, initiatives to reduce work-related travel.</td>
</tr>
<tr>
<td>Flexible working arrangements</td>
<td>Flexible working hours, compressed hours, part-time work, working from home, working remotely, job-sharing, phased retirement.</td>
</tr>
<tr>
<td>Leave options</td>
<td>Maternity leave, paternity leave, adoption leave, compassionate leave, sabbaticals, secondments, study leave.</td>
</tr>
<tr>
<td>Employee and family support</td>
<td>Childcare services, counselling, Employee Assistance Programmes, social events.</td>
</tr>
<tr>
<td>Wellbeing, health and community</td>
<td>Wellbeing seminars and workshops, fruit baskets, stress management workshops, sports activities, gym membership, employee volunteering.</td>
</tr>
</tbody>
</table>

The process of change to a corporate culture that embraces a more healthy approach to work-life balance is likely to be gradual and should be handled in a way that is appropriate to the business and cultural context of South Korea. In addition the work-life balance challenges for each industry and each company will be different. However, companies operating in South Korea are encouraged to take the issue of work-life balance seriously, engaging with employees and facilitating dialogue in order to identify ways to address some of the key issues identified in this research. Indeed, as companies look to develop their own work-life balance strategies, Community Business recommends that they adopt the following 8-step process (for more information on this, please see ‘Work-Life Balance: The Guide’7):

1. Establish the business case  
2. Set the tone from the top  
3. Identify and prioritise needs  
4. Develop initiatives  
5. Equip and train staff  
6. Implement  
7. Monitor and review  
8. Walk the talk

Employers who focus on the work-life balance needs of their employees will find their efforts worthwhile. By focusing on creating a healthy and productive workforce, employers will not only be demonstrating responsible business practice - ultimately they will be ensuring the ongoing health and sustainability of their business as a whole.


APPENDICES

APPENDIX I - LIST OF SURVEY QUESTIONS

Q1  Take the last month as an example, how many hours a week do you actually work on average for your full time job?
    ______ hours (Insert exact figure)
    Don’t know / Hard to say
    Refuse to answer

Q2  Take the last month as an example, how many hours a week do you actually spend on doing some personal or private activities, like meeting friends and engaging in activities for leisure such as sports and traveling?
    ______ hours (Insert exact figure)
    Don’t know / Hard to say
    Refuse to answer

Q3  How often do you work overtime (ie longer than your contractual hours)?
    Every day
    3-4 times a week
    1-2 times a week
    Occasionally
    Never
    Don’t know / Hard to say
    Refuse to answer

Q4  Why do you work overtime? (You may choose multiple answers)
    I enjoy working overtime
    I do not want to go home
    My senior manager / boss requests it
    I do not want to be seen as the first person to leave
    I cannot leave the office before my boss
    I have too much work to do and I have to keep up with the workload
    Working long hours is the only way to get promotion
    I have to support my co-workers
    I want to demonstrate my commitment and industrious performance to my boss
    Others (Please specify)
    Refuse to answer

Q5  How many days of paid annual leave(s) (in addition to public holidays) are you entitled to each year at your workplace for your full-time job?
    ______ days
    Not fixed, because I am self-employed
    No paid annual leave
    Others (Please specify)
    Don’t know / Hard to say
    Refuse to answer
Q6  Do you take all your entitled annual leave each year?
   Always
   Usually
   Rarely
   Never
   Don’t know / Hard to say
   Refuse to answer

Q7  What would be your preferred but realistic ratio between the time you spend on working and the time you spend on personal or private activities? Please based on your realistic number of working hours and exclude sleeping time (the ratio must add up to 100%)
   _________ % on work and _________ % on private life
   Don’t know / Hard to say
   Refuse to answer

Q8  On a scale of 0 to 10, to what extent have you achieved your ideal work-life balance? 0 represents not at all, 10 represents completely.
   (Exact figure from 0 - 10)
   Don’t know / Hard to say
   Refuse to answer

Q9  Do you think your work-life balance has got better, worse or remained unchanged as a result of the recent economic downturn?
   Better
   Worse
   More or less the same / Unchanged
   Don’t know / Hard to say
   Refuse to answer

Q10 Over the past 12 months, have you encountered any of the following problems due to a disturbed work-life balance? (You may choose multiple answers)
   Productivity and work quality has reduced dramatically
   Prolonged fatigue level, sleepiness and extreme tiredness
   I get physically sick easily / I need to take more sick leave
   I do not have any private time for recreation activities or sports
   My work has affected my relationship with my friends
   I don’t have time with my partner and family
   I feel stressed out, depressed and exhausted after work
   I have insomnia and poor diet as a result of work pressure
   None of the above
   Don’t know / Hard to say
   Refuse to answer
Q11 Which of the following would you consider to be your most difficult work-life balance challenge?
(Choose one answer only)
Concern about job security
Need to work long working hours
Lack of flexibility in working hours
Work location
Leader’s attitude
Peer pressure and competition among colleagues
Personnel changes
Not enough time to take care of children or family members
Not enough time for exercise and taking courses
Financial well-being / Wealth management
Increased workload due to company downsizing
I do not find work-life balance is a challenge to me
Others (Please specify)
Don’t know / Hard to say
Refuse to answer

Q12 In terms of effort and resources required to balance work and life, how much effort do you think your workplace/boss has made to promote work-life balance? Please assess on a scale 0 to 10, with 0 representing no effort at all, 10 representing all possible effort has been made.

__________ (Exact figure from 0 - 10)
Don’t know / Hard to say
Refuse to answer

Q13 What type of work facilities / arrangement would most help you achieve a better work-life balance?
(Choose one answer only)
Flexible working time
5 day work week
Option to work from home sometimes
Free sports facilities
Crèche facilities/Child care
Work support services (e.g. employee counseling scheme, stress management training)
Paternity leave
Longer maternity leave
Job-share
Career breaks / Unpaid leave
More paid annual leave
Others (Please specify)
Don’t know / Hard to say
Refuse to say

Q14 Does your company offer any type of flexible working options?
Yes (Go to Q15)
No (Go to Q16)
Don’t know / Hard to say (Go to Q16)
Refuse to answer (Go to Q16)
Q15 What type of flexible working options does your company provide? (Choose all that apply)
Flexible working hours
Part-time work
Working from home
Working remotely
Job-sharing
Phased retirement
Other (Please specify)

Q16 In the current economic climate, how important do you think it is for your workplace / boss to address the issue of work-life balance?
Very important
Quite important
Neutral
Not quite important
Not important at all
Don’t know / Hard to say

Q17 Would you consider leaving your current job to achieve better work-life balance elsewhere?
Yes
No
Don’t know / Hard to say
Refuse to answer

Q18 Would you consider leaving Seoul to achieve better work-life balance elsewhere?
Yes
No
Don’t know / Hard to say
Refuse to answer
Demographics

Q19 Gender
Male
Female

Q20 Age
__________ (Exact age)
Do not want to tell

Q20a [For those who do not want to tell their exact age] Age interval
15-19
20-24
25-29
30-34
35-39
40-44
45-49
50-54
55-59
60 years old or above
Do not want to tell

Q21 Education Attainment
Primary school or below
Secondary school
Matriculated
Tertiary, non-degree course
Tertiary, degree course
Master’s degree
Doctorate degree
Refuse to answer

Q22 Position
White collar:
Professional / Manager / Executive
Trader / Proprietor
Office: skilled
Office: unskilled
Blue collar:
Factory/Shop / Outdoor: skilled manual worker
Factory/Shop / Outdoor: unskilled manual worker
Refuse to answer
Q23  **Industry**
- Banks and Finance
- Commercial Services
- Construction
- Education
- Film / Entertainment
- Government / Public Affairs
- Import/Export Trade
- Information Technology (IT)
- Insurance
- Law, Accountancy, Professional Information Services
- Manufacturing
- Media
- Medical, Hygiene and Welfare
- Oil, Energy, Resources and Utilities
- Other Personal Services
- Property
- Restaurants / Hotels
- Telecommunication
- Transportation
- Warehouse Duties
- Wholesale / Retail
- Others *(Please specify)*
- Refuse to answer

Q24  **Marital Status**
- Single
- Married
- Divorced / Widow
- Refuse to answer

Q25  **Do you have children? If yes, how many?**
- Yes, __________ child (ren)
- No children
- Refuse to answer

Q26  **Your personal monthly income, including bonus, is __________?**
- ₩1,500,000 or below
- ₩1,500,000 - ₩2,990,000
- ₩3,000,000 - ₩4,490,000
- ₩4,500,000 - ₩5,990,000
- ₩6,000,000 - ₩7,490,000
- ₩7,500,000 or above
- Refuse to answer
APPENDIX II - GRAPHS OF SIGNIFICANT DEMOGRAPHIC VARIABLES

Graph 1.1 Actual Working Hours Per Week by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Average Working Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>52.3</td>
</tr>
<tr>
<td>Female</td>
<td>48.5</td>
</tr>
<tr>
<td>Average</td>
<td>50.8</td>
</tr>
</tbody>
</table>

Graph 1.2a Actual Working Hours Per Week by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Average Working Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Personal Services</td>
<td>56.6</td>
</tr>
<tr>
<td>Wholesale/Retail</td>
<td>57.3</td>
</tr>
<tr>
<td>Construction</td>
<td>52.3</td>
</tr>
<tr>
<td>Warehouse Duties</td>
<td>51.4</td>
</tr>
<tr>
<td>Restaurants/Hotels</td>
<td>52.3</td>
</tr>
<tr>
<td>Medical, Hygiene and Welfare</td>
<td>47.9</td>
</tr>
<tr>
<td>Commercial Services</td>
<td>58.6</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>49.2</td>
</tr>
<tr>
<td>Information Technology (IT)</td>
<td>49.9</td>
</tr>
<tr>
<td>Banks and Finance</td>
<td>48.2</td>
</tr>
<tr>
<td>Transportation</td>
<td>47.9</td>
</tr>
<tr>
<td>Insurance</td>
<td>49.9</td>
</tr>
<tr>
<td>Property</td>
<td>42.2</td>
</tr>
<tr>
<td>Import/Export Trade</td>
<td>48.9</td>
</tr>
<tr>
<td>Education</td>
<td>49.2</td>
</tr>
<tr>
<td>Government/Public Affairs</td>
<td>46.5</td>
</tr>
<tr>
<td>Telecommunication</td>
<td>47.7</td>
</tr>
<tr>
<td>Law, Accountancy, Professional Information Services</td>
<td>44.1</td>
</tr>
<tr>
<td>Media</td>
<td>44.0</td>
</tr>
<tr>
<td>Oil, Energy, Resources and Utilities</td>
<td>42.0</td>
</tr>
<tr>
<td>Film/Entertainment</td>
<td>40.9</td>
</tr>
<tr>
<td>Average of Total Respondents</td>
<td>50.6</td>
</tr>
<tr>
<td>Average of Total Respondents</td>
<td>64.8</td>
</tr>
</tbody>
</table>
A Summary of Research Findings

Graph 1.2b Actual Work-Life Ratio by Industry

Graph 1.3a Actual Working Hours Per Week by Age Group
Graph 1.3b Time Spent on Private Activities Per Day by Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Hours on Private Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-29</td>
<td>2.8</td>
</tr>
<tr>
<td>30-39</td>
<td>2.3</td>
</tr>
<tr>
<td>40-49</td>
<td>1.8</td>
</tr>
<tr>
<td>50-59</td>
<td>2.0</td>
</tr>
<tr>
<td>60 or Above</td>
<td>2.0</td>
</tr>
<tr>
<td>Average</td>
<td>2.2</td>
</tr>
</tbody>
</table>

Graph 2.1 Frequency of Overtime Work by Gender

- **Gender**
  - **Male**
    - Everyday: 22.4%
    - 3 to 4 Times a Week: 12.2%
    - 1 to 2 Times a Week: 16.7%
    - Occasionally: 16.9%
    - Never: 27.9%
    - Don't Know/Hard to Say: 1.9%
  - **Female**
    - Everyday: 7.9%
    - 3 to 4 Times a Week: 6.7%
    - 1 to 2 Times a Week: 16.9%
    - Occasionally: 21.8%
    - Never: 46.2%
    - Don't Know/Hard to Say: 0.6%

- **Average of Total Respondents**
  - Everyday: 16.9%
  - 3 to 4 Times a Week: 10.1%
  - 1 to 2 Times a Week: 18%
  - Occasionally: 18.7%
  - Never: 34.8%
  - Don't Know/Hard to Say: 1.4%
Summary of Research Findings

Graph 2.2 Frequency of Overtime Work by Industry

- Telecommunication:
  - Everyday: 37.3%
  - 3 to 4 Times a Week: 6.4%
  - 1 to 2 Times a Week: 14.1%
  - Occasionally: 21.1%
  - Never: 11.9%
  - Don’t Know/Hard to Say: 13.6%

- Banks and Finance: 22.2%
- Manufacturing: 21.0%
- Information Technology (IT): 20.0%
- Construction: 15.8%
- Restaurants/Hotels: 15.6%
- Other Personal Services: 15.1%
- Import/Export Trade: 14.4%
- Commercial Services: 12.8%
- Education: 11.9%
- Wholesale/Retail: 11.2%
- Medical, Hygiene and Welfare: 10.8%
- Property: 8.8%
- Transportation: 7.8%
- Government/Public Affairs: 7.0%
- Media: 2.7%
- Oil, Energy, Resources and Utilities: 2.4%
- Law, Accountancy, Professional Information Services: 2.3%
- Film/Entertainment: 1.5%
- Others: 1.4%
- Average of Total Respondents: 1.4%

Graph 3.1a Number of Days of Entitled Paid Annual Leave

- Telecommunication: 20.5 days
- Film/Entertainment: 20.2 days
- Insurance: 19.7 days
- Government/Public Affairs: 18.6 days
- Medical, Hygiene and Welfare: 16.6 days
- Banks and Finance: 16.3 days
- Media: 15.5 days
- Law, Accountancy, Professional Information Services: 15.3 days
- Warehouse Duties: 15.2 days
- Commercial Services: 15.2 days
- Other Personal Services: 15.2 days
- Oil, Energy, Resources and Utilities: 14.5 days
- Information Technology (IT): 14.5 days
- Manufacturing: 14.3 days
- Construction: 13.9 days
- Import/Export Trade: 13.7 days
- Transportation: 12.8 days
- Education: 12.6 days
- Restaurants/Hotels: 11.1 days
- Property: 8.6 days
- Wholesale/Retail: 5.5 days
- Others: 15.4 days
- Average of Total Respondents: 15.4 days
Graph 3.1b Employees Never Take All Their Paid Annual Leave Each Year by Industry

Graph 3.2a Number of Days of Entitled Paid Annual Leave by Age Group
Graph 3.2b Employees Always Take All Their Paid Annual Leave Each Year by Age Group

Graph 4.1 Degree to Which Employees Have Achieved Their Ideal Work-Life Balance by Industry
Graph 4.2 Degree to Which Employees Have Achieved Their Ideal Work-Life Balance by Income Level

- $7,500,000 or above: 6.1
- $6,000,000 - $7,490,000: 6.3
- $4,500,000 - $5,990,000: 5.8
- $3,000,000 - $4,490,000: 5.8
- $1,500,000 - $2,990,000: 5.2
- $1,500,000 or below: 5.8
- Average of Total Respondents: 5.8

Score: 0 - Totally Not Ideal; 10 - Already Ideal

Graph 5.1 Most Difficult Work-Life Balance Challenge by Gender

- Male: Financial Well-Being/Wealth Management (23.2), Concerns about Job Security (16.8), Leaders' Attitude (20.6)
- Female: Financial Well-Being/Wealth Management (11.6), Concerns about Job Security (16.8), Leaders' Attitude (11.2)
- Average of Total Respondents: Financial Well-Being/Wealth Management (5.5), Concerns about Job Security (17.2), Leaders' Attitude (20.8)
Graph 5.2a Most Difficult Work-Life Balance Challenge by Industry

% of Respondents

- Financial Well-Being/Wealth Management
- Concerns about Job Security
- Lack of Flexibility in Working Hours
Graph 5.2b Employees Who Do Not See Any Challenge in Achieving Work-Life Balance by Industry

Graph 5.3 Most Difficult Work-Life Balance Challenge by Income Level
Standard Chartered
State of Work-Life Balance in Seoul 2010 Survey
A Summary of Research Findings

Graph 5.4 Most Difficult Work-Life Balance Challenge by Age Group

- 15-29: 10.7%
- 30-39: 12.5%
- 40-49: 8.1%
- 50-59: 4.0%
- 60 or Above: 8.4%
- Average of Total Respondents: 8.4%

Graph 6.1 Initiatives Provided by Employers that Would Most Help Work-Life Balance by Gender

- Male: 24.8%
- Female: 28.5%
- Average of Total Respondents: 26.2%

Graph 6.2 Initiatives Provided by Employers that Would Most Help Work-Life Balance by Income Level

- ₩7,500,000 or above: 15.2%
- ₩6,000,000 - ₩7,490,000: 17.3%
- ₩4,500,000 - ₩5,990,000: 18.4%
- ₩3,000,000 - ₩4,490,000: 19.4%
- ₩1,500,000 - ₩2,990,000: 13.0%
- ₩1,500,000 or below: 17.2%
- Average of Total Respondents: 17.2%
Standard Chartered
State of Work-Life Balance in Seoul 2010 Survey
A Summary of Research Findings

**Graph 7.1a Employees Offered with Flexible Working Options by Industry**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Film/Entertainment</td>
<td>44.0%</td>
</tr>
<tr>
<td>Wholesale/Retail</td>
<td>38.8%</td>
</tr>
<tr>
<td>Information Technology (IT)</td>
<td>34.8%</td>
</tr>
<tr>
<td>Oil, Energy, Resources and Utilities</td>
<td>28.3%</td>
</tr>
<tr>
<td>Law, Accountancy, Professional Information Services</td>
<td>28.9%</td>
</tr>
<tr>
<td>Warehouse Duties</td>
<td>25.4%</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>32.5%</td>
</tr>
<tr>
<td>Restaurants/Hotels</td>
<td>20.1%</td>
</tr>
<tr>
<td>Commercial Services</td>
<td>20.2%</td>
</tr>
<tr>
<td>Media</td>
<td>26.9%</td>
</tr>
<tr>
<td>Education</td>
<td>25.4%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>20.2%</td>
</tr>
<tr>
<td>Government/Public Affairs</td>
<td>32.6%</td>
</tr>
<tr>
<td>Import/Export Trade</td>
<td>31.2%</td>
</tr>
<tr>
<td>Banks and Finance</td>
<td>23.0%</td>
</tr>
<tr>
<td>Construction</td>
<td>19.8%</td>
</tr>
<tr>
<td>Telecommunication</td>
<td>25.7%</td>
</tr>
<tr>
<td>Property</td>
<td>25.4%</td>
</tr>
<tr>
<td>Medical, Hygiene and Welfare</td>
<td>19.8%</td>
</tr>
<tr>
<td>Others</td>
<td>17.6%</td>
</tr>
<tr>
<td>Average of Total Respondents</td>
<td>24.9%</td>
</tr>
</tbody>
</table>

**Graph 7.1b Types of Flexible Working Options Offered by Industry**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Part-Time Work</th>
<th>Working Remotely</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property</td>
<td>50.0%</td>
<td></td>
</tr>
<tr>
<td>Restaurants/Hotels</td>
<td></td>
<td>50.0%</td>
</tr>
<tr>
<td>Warehouse Duties</td>
<td>23.9%</td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td>23.9%</td>
<td></td>
</tr>
<tr>
<td>Medical, Hygiene and Welfare</td>
<td></td>
<td>28.3%</td>
</tr>
<tr>
<td>Information Technology (IT)</td>
<td>28.3%</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>25.9%</td>
<td></td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>25.9%</td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>23.7%</td>
<td></td>
</tr>
<tr>
<td>Commercial Services</td>
<td>20.9%</td>
<td></td>
</tr>
<tr>
<td>Film/Entertainment</td>
<td></td>
<td>50.0%</td>
</tr>
<tr>
<td>Law, Accountancy, Professional Information Services</td>
<td>7.8%</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>6.1%</td>
<td></td>
</tr>
<tr>
<td>Average of Total Respondents</td>
<td>5.3%</td>
<td></td>
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</tbody>
</table>
NOTES
For details of other Work-Life Balance publications produced by Community Business, please see our website at www.communitybusiness.org