

ACCELERATING INCLUSIVE EMPLOYMENT OF PERSONS WITH DISABILITIES AT SCALE

JUNE 2020

Global Development Incubator / Yixiang:

Xiaolin TAO



公益影响
INGO.ORG

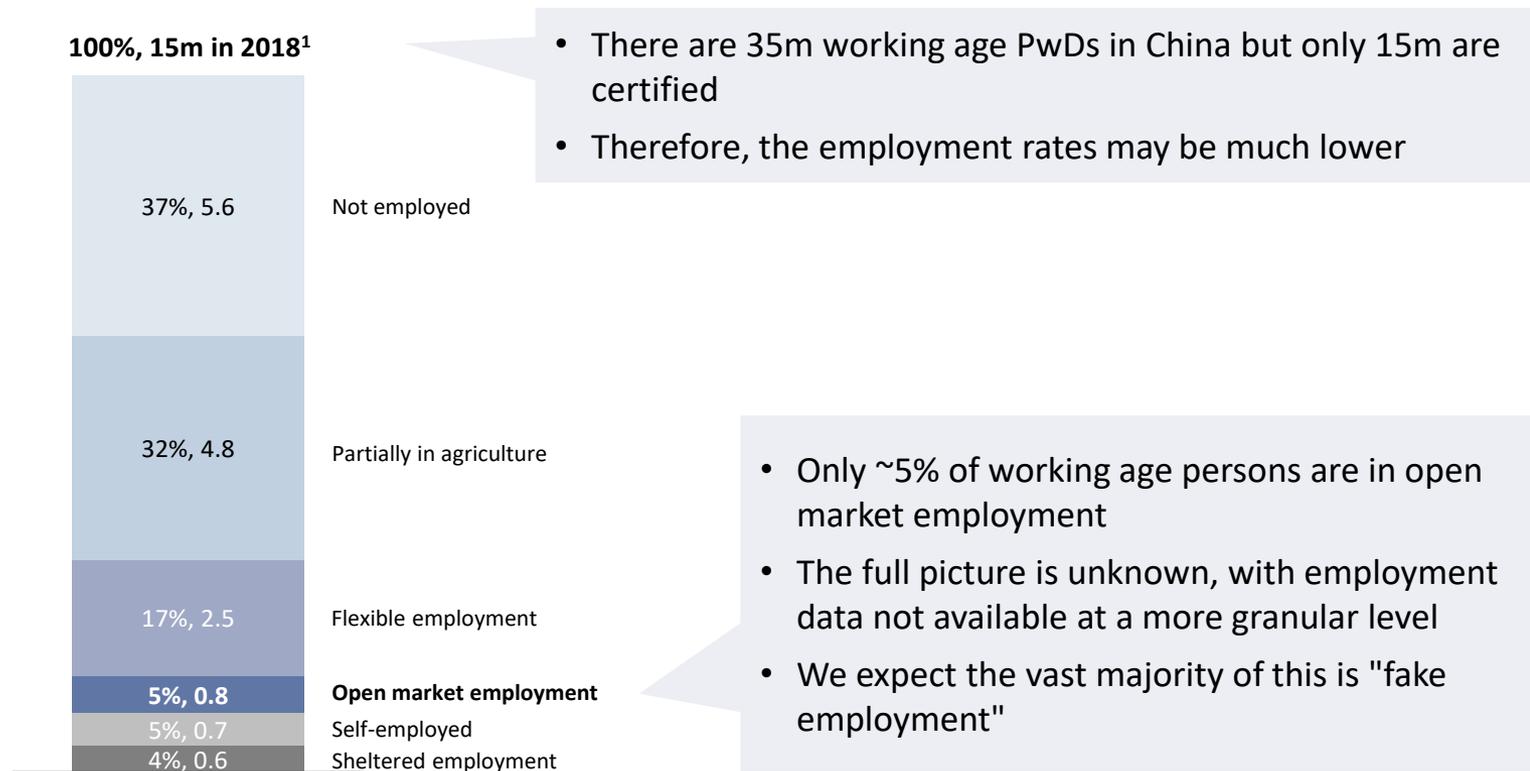
Executive Summary – three main messages

- Employers have a critical role to play to increase real employment at scale for persons with disabilities in China
- We are looking for Employers to join this initiative and commit to inclusive employment for PwDs
- This is a big opportunity to showcase market leadership toward building diversity and inclusion in China

Only ~5% of working age persons with certified disability in China are in "open market" employment (likely much lower)

Employment of persons with disabilities in China

In millions of working age persons with certified disability, 2018¹



Low employment numbers are driven by deep rooted, systemic problems on both sides of the disability labour market

Summary of the systemic, underlying challenges in the labour market



PwDs (Supply)

- Lack of confidence and social skills
- Lack of career planning or aspirations
- Low academic achievements



Potential employers (Demand)

- Lack of will and know-how
- Reported high turnover rate

These are deep rooted challenges on both sides and require a long-term, systems based approach to address (short term programs are unlikely to move the needle)

The Government is committed to solving the problem, but the lack of systematic solutions has led to mixed results



PwDs (Supply)

- Subsidies for training
- Government-provided vocational training

Strong policy action and political will...

- Subsidies are set at levels that fail to attract commercial players into the market
- Training provided is disconnected from market demand

...but without addressing the underlying systemic issues, policy action leads to mixed results



Potential employers (Demand)

- Requirement to hire persons with disabilities at least 1.5%-1.7% (varies by location) of total employees; heavy ESF for non-compliance
- Benefit-based policies (income tax reduction, subsidies etc.) that vary by location

- Huge non-compliance ESF are enforced which creates incentive to act...
- ...But most companies turn to 'fake employment' providers to meet the requirements
- Companies seeking real employment have shown success but requires high levels of commitment and effort

Both government and corporates increasingly want real solutions to this problem...



October, 2019: Premier urges jobs for people with disabilities

Premier Li Keqiang recently urged enhancing the vocational skills of people with disabilities and increasing their employment rates.

"Governments at all levels and related departments should make relentless efforts to help people with disabilities improve their vocational skills", said the Premier.

"Regulations and laws concerning their employment should be fully carried out, and vocational education and training for people with disabilities should be strengthened", he said.

More advice and guidance should be provided to help them find jobs and start businesses, and focus should be put on eliminating obstacles in their employment and entrepreneurship, according to the instruction.



Launched at World Economic Forum January 2019

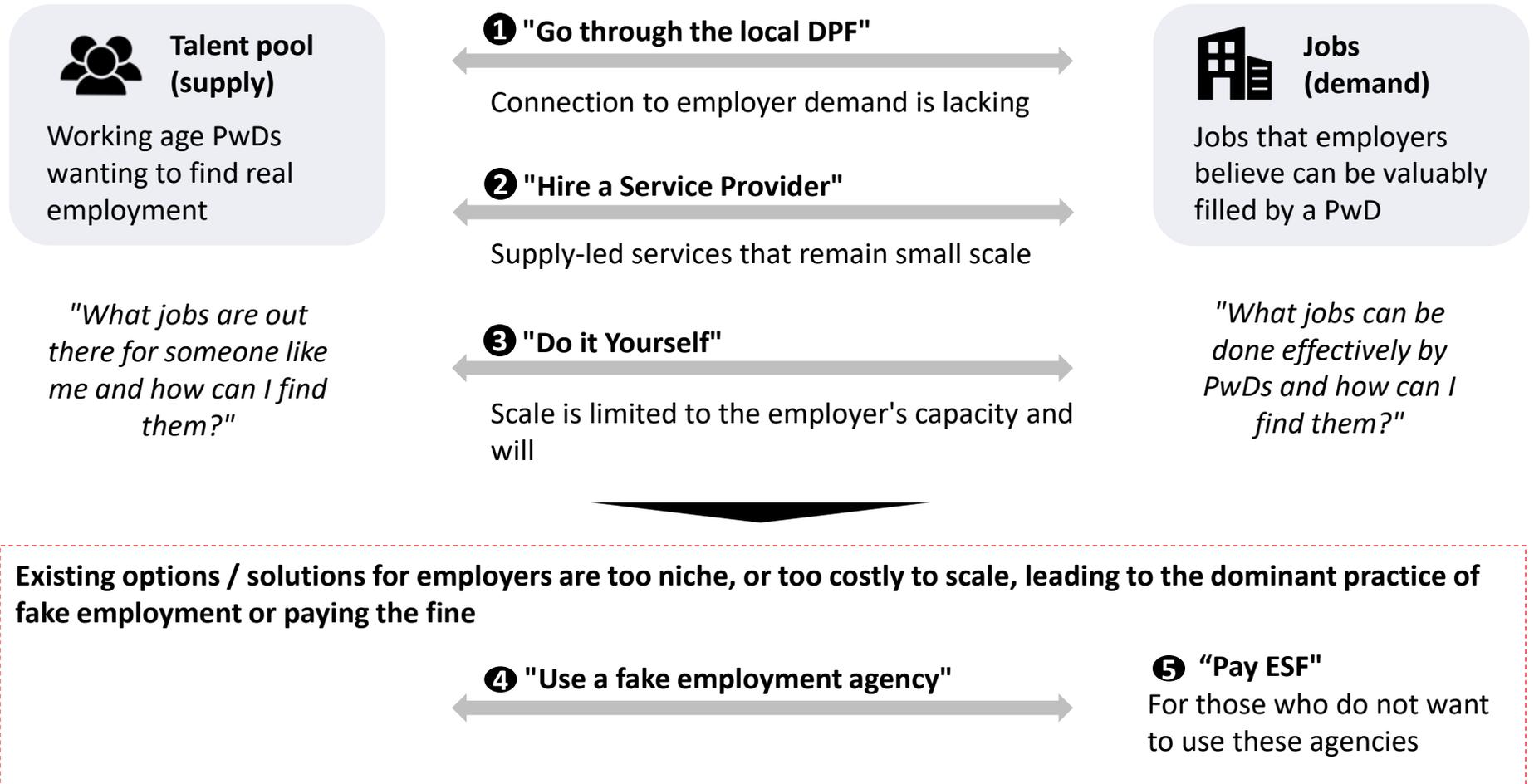
"A global movement for 500 national and multinational, private sector corporations to be the tipping-point for change and to unlock the business, social and economic value of people living with disabilities across the world. Because the potential of 1.3 billion should not be ignored."

259 CEOs have signed to date.

"If disability is not on your board agenda, neither is diversity (nor is innovation, productivity, brand experience, talent, risk and reputation...)"

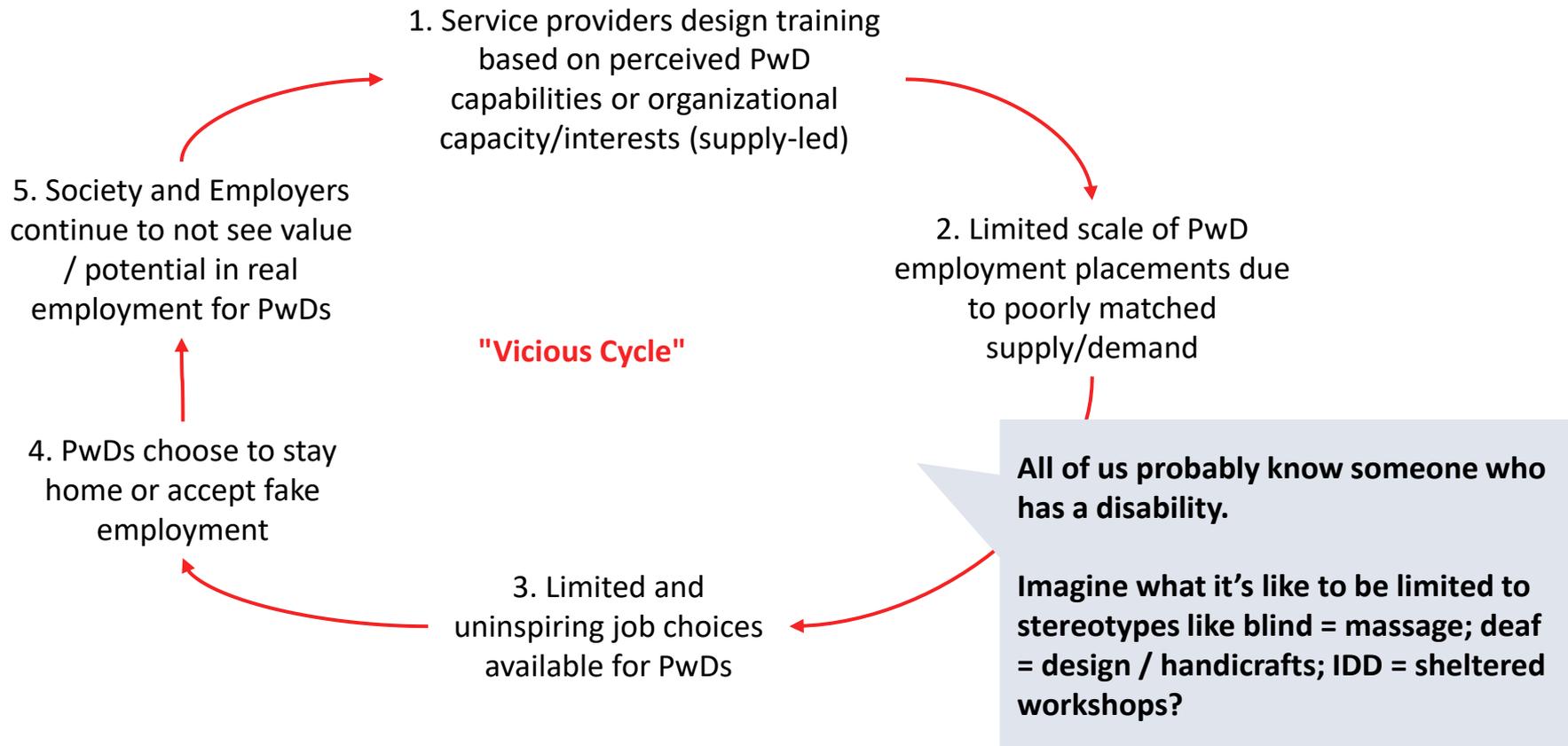
...however, options for real employment are fragmented, so the dominant practice is either fake employment or paying the ESF

Existing options / solutions for employers looking to hire persons with disabilities



Without employers demanding real employment for PwDs, we remain caught in a vicious cycle

The "vicious cycle" that current efforts get trapped in toward solving disability employment in China

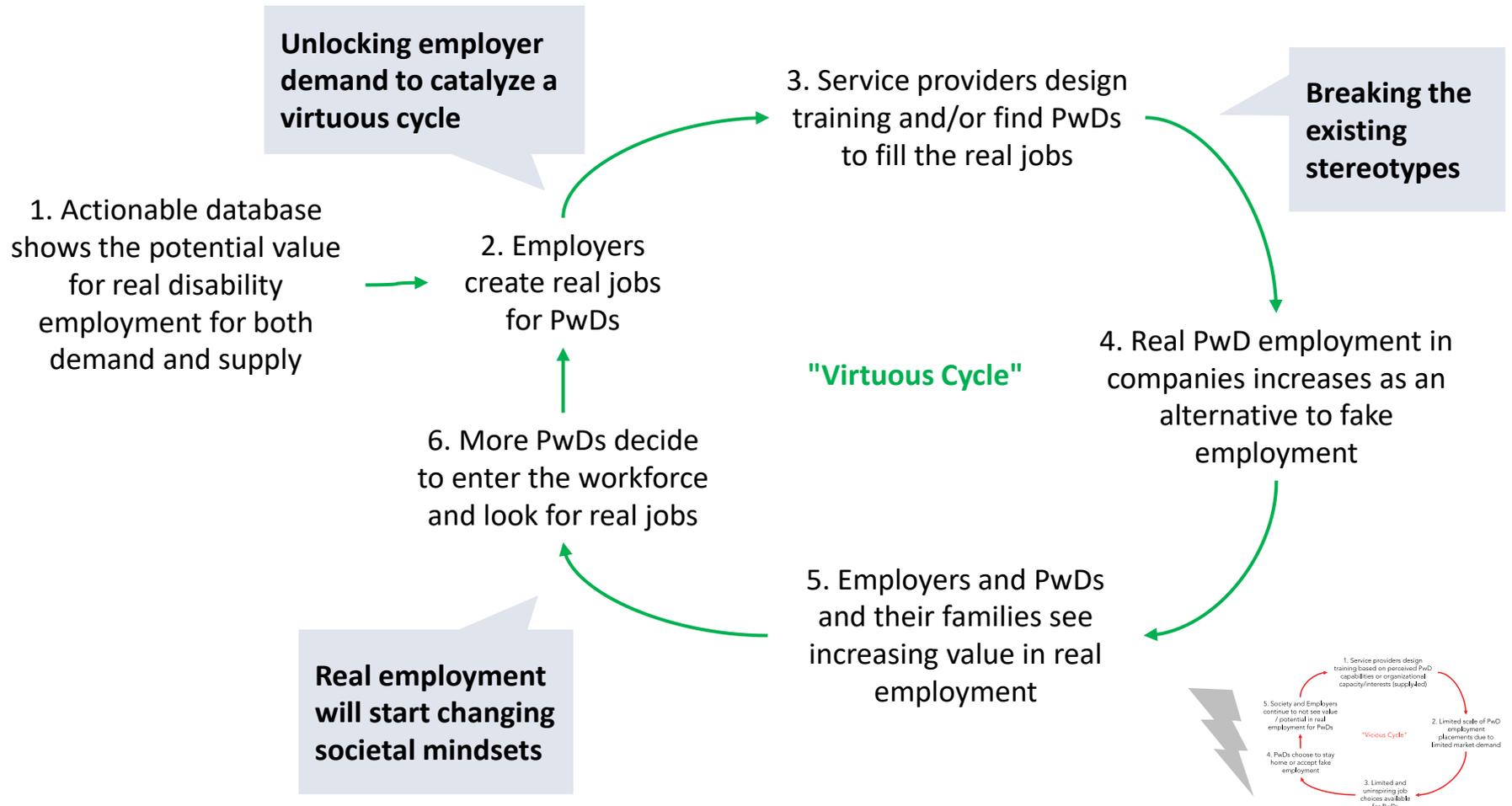


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Employers can help us break the cycle and stereotypes by committing to inclusive employment of PwDs

Creating a new "virtuous" cycle to generate employer demand and create an employment market for PwDs



Employers who commit to inclusive employment change the lives of PwDs and inspire the next generation with what's possible



In May 2019, Starbucks opened its first sign-language store in Guangzhou, China, offering more employment opportunities for the deaf and hearing impaired community.

"When I put on the Starbucks apron, I feel life is more meaningful!"

- Faday, Starbucks employee (hearing impaired)

"I believe in the future there will be more hearing impaired people like me, finding their passion in life."

- Hannah, Starbucks employee (hearing impaired)



SAP's internationally recognised "Autism at Work" program, operates in 13 countries, employing more than 160 staff with autism to date.

"Thanks to this opportunity, I have grown one step further in my life...and no matter how difficult it is, I'll try my best"

- Steve, SAP employee (with autism)

"Respect, acceptance, understanding, we have listened to countless people saying these words repeatedly, but nothing surpasses the actual actions taken by SAP. We will always remember in our hearts those who have made so much effort for this program."

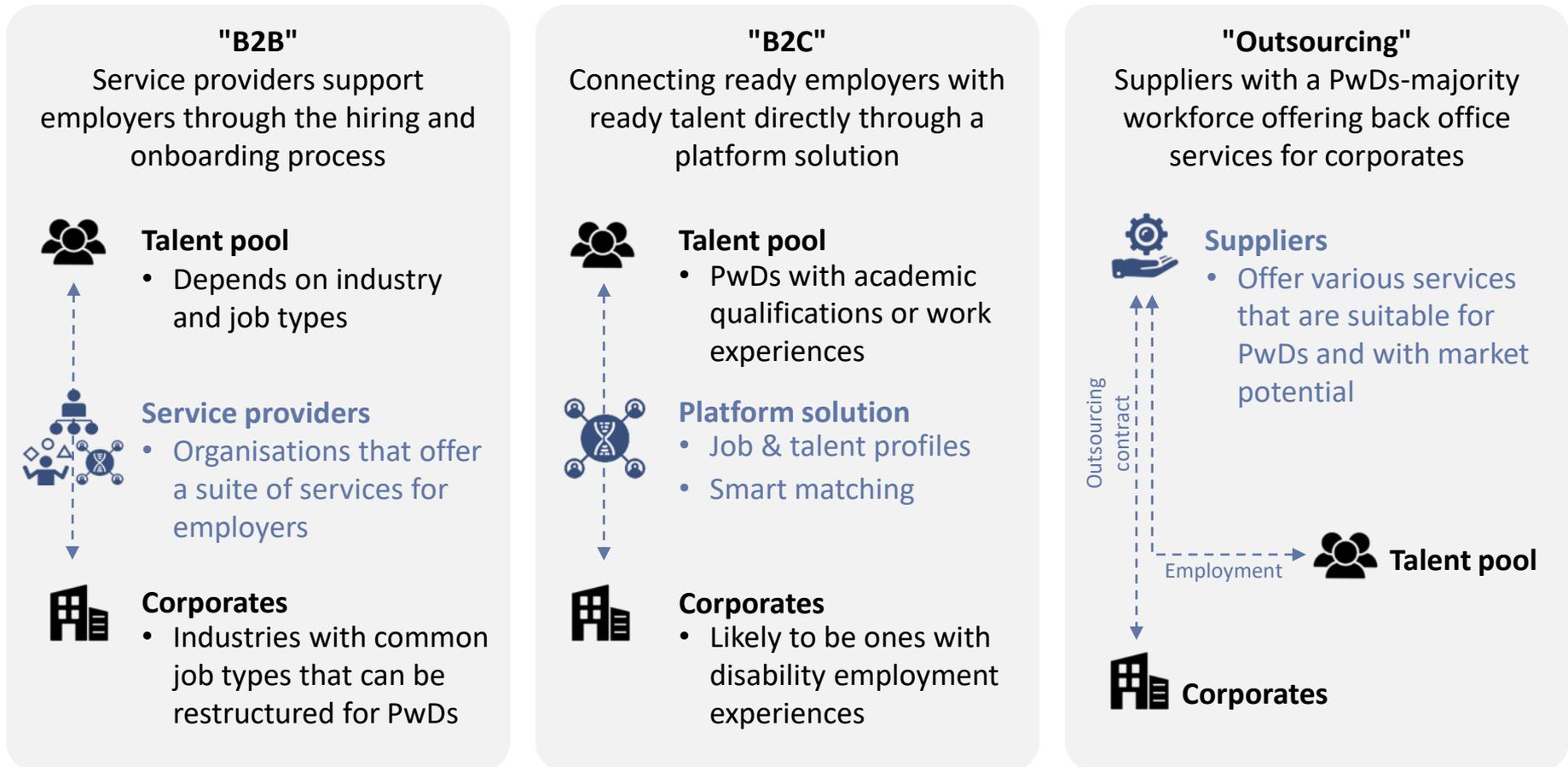
- He Zi, Steve's Mother

"By embracing differences, we help spark innovation."

- Sebastien DENES Vice President SAP Digital Business Service & Head of CoE Greater China

We have three types of end-to-end service models to help you do this, depending on your needs: B2B, B2C and Outsourcing

End-to-end service models for helping employers with employment of PwDs:



Our service models will address the top 3 challenges that employers face in employment of PwDs in China

Top 3 challenges employers face in China and the solutions we provide

Employers shared with us their top challenges...

Together with our service provider partners, we can address these by a suite of different solutions, for example...

Recruitment

- What jobs are suitable for PwDs? What skills or interests do they have?
- Where can I find the right talent?



Job analysis & restructure advisory



Talent acquisition

Integration

- Will it bring unnecessary workload and conflicts to my existing workforce?
- How can I ensure that PwDs can contribute effectively?



Internal communications / workshops



PwDs training support

Management

- How can I manage PwDs' performance? What if there are performance issues?
- How do I train or manage them effectively?



HR advisory



Train-the-Trainer program

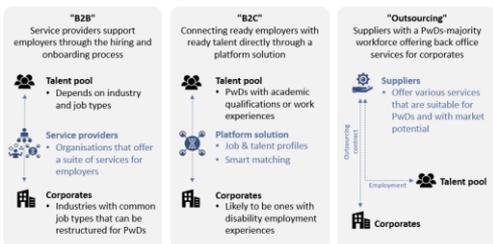
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The experience and evidence gained by working with partners will shape recommendations for Government policy

Evidence from the different end-to-end service models for Employers...

...will provide the rationale for policy recommendations at the implementation level in line with the Government's Dec 2019 policy brief:



Existing policy focus

Subsidies for training

Gov. Provision of training

ESF for non-compliance

Benefit-based policies



Talent pool (supply)



Jobs (demand)

1 Employment needs database

2 HR Development services

3

Employer job-creation services

Post Dec 2019: system approach to policy¹

4 Matchmaking Platform

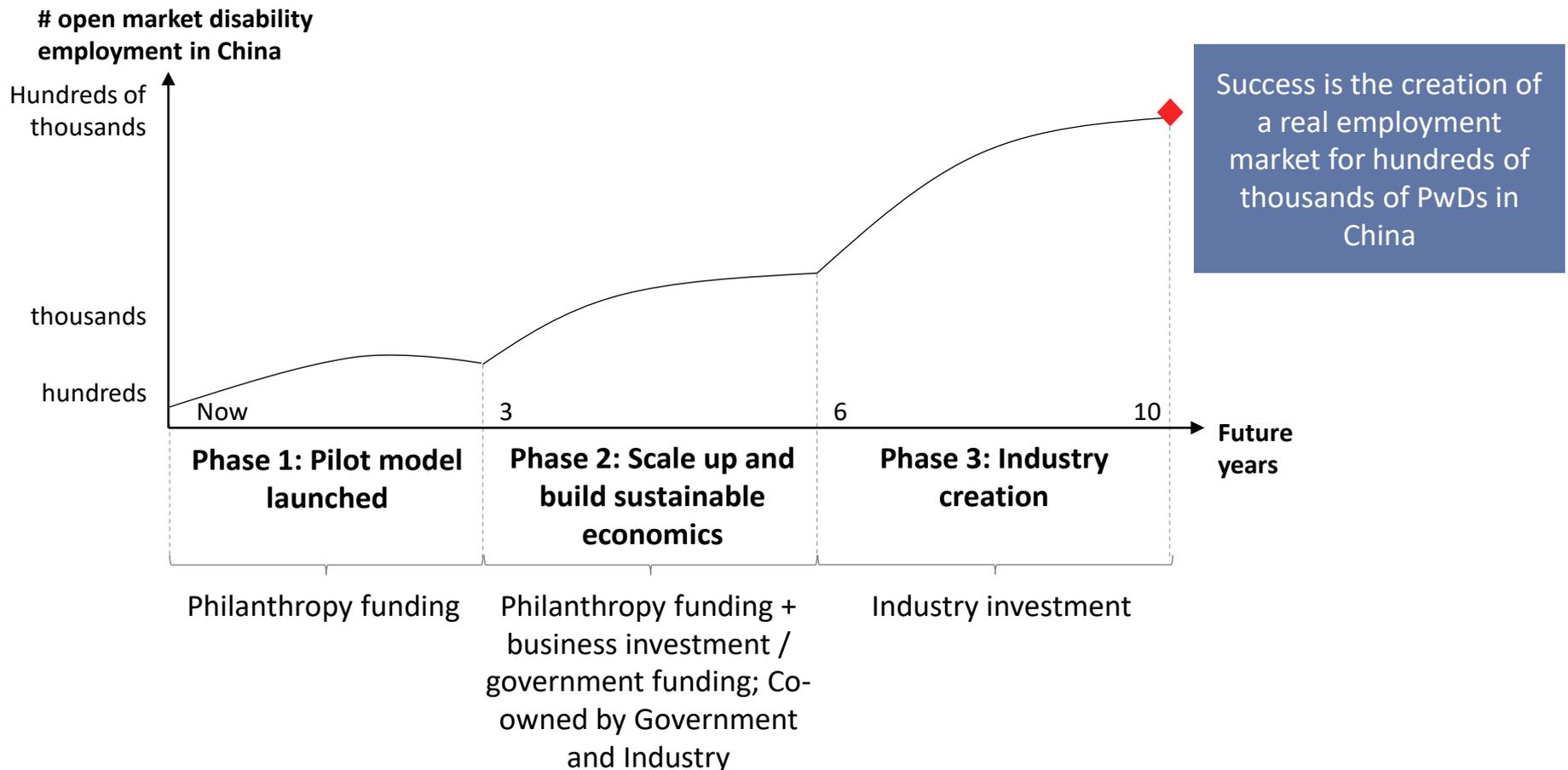
5 Information & Resource Sharing

6 Contractual / Insurance policy incentives

7 Data Tracking & Feedback

Together, we are building a real market for employment of PwDs – our target is hundreds of thousands employed by year 10

Expected disability employment growth in China over 10 years from start of pilot program (not to scale)



Joining the initiative can help you reap the benefits from greater inclusion, generate Government good will and save costs

Employer Value Proposition:



6 benefits of disability inclusion¹

- ✓ Increased Innovation
- ✓ Improved Shareholder Value
- ✓ Improved Productivity
- ✓ Access to the Supplier Ecosystem
- ✓ Improved Market Share
- ✓ Enhanced Reputation



Good will with Government

The government is very committed and have issued a policy brief in Dec 2019 laying out the plans local governments should implement to build a real employment market ecosystem.

Employers have a key role to play in this, supporting local governments and central government policy.

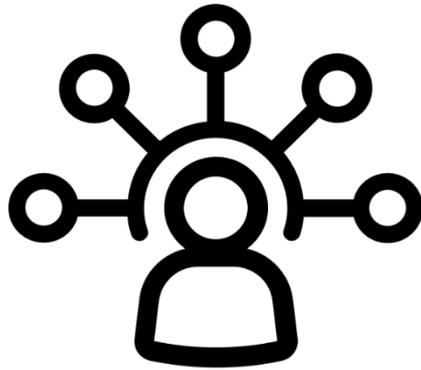


Financial savings

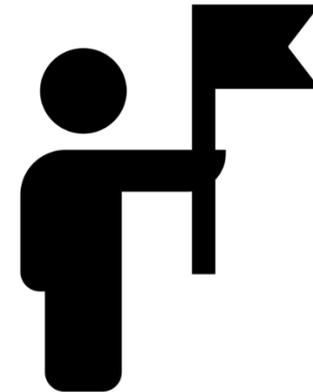
Companies can potentially save millions annually in Employment Security Funds (ESF) for the disabled.

Our inclusive employment solutions will be at least cost neutral compared with “fake employment” arrangements with the added benefits of true inclusion and legal compliance.

We are looking for corporates that share the same value and passion to join us on this journey

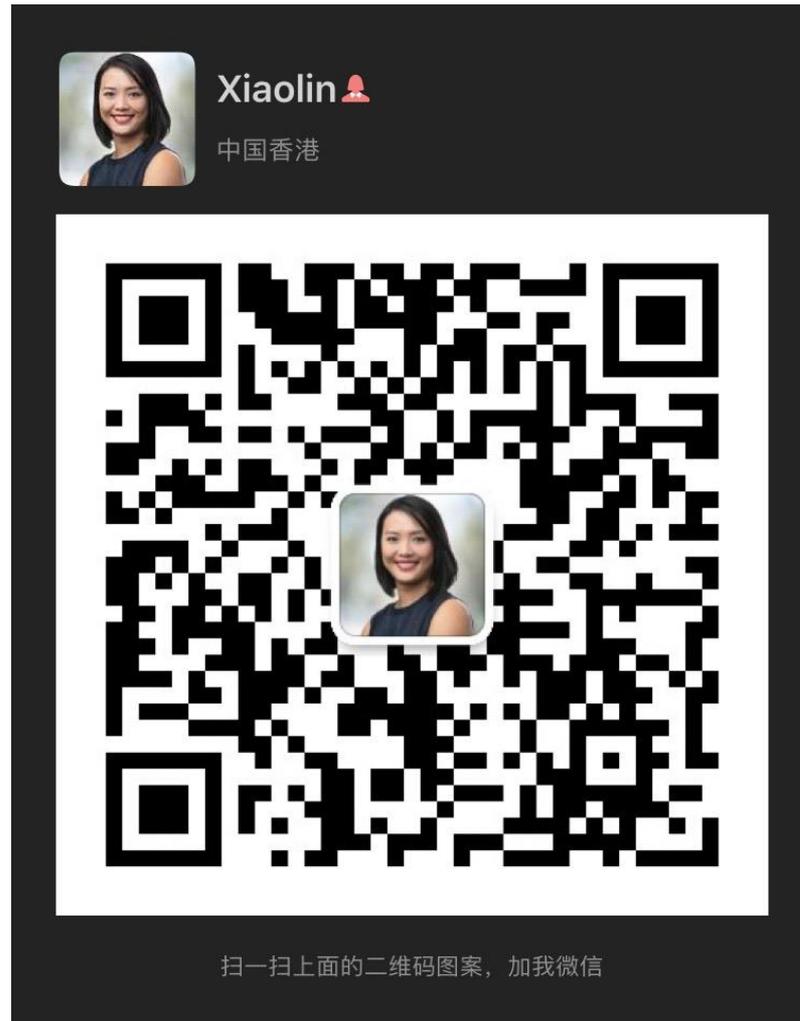


**Share with us your experience
in inclusive employment**



**Help drive the inclusive
employment in your sector**

We are looking forward to discuss with you!



Appendix - Intro to GDI & Yixiang

GDI's mission is to build and scale the next generation of social impact solutions; Yixiang is GDI's China partner



GDI has incubated 35+ collective impact initiatives, partnerships, funds; many are multi-million USD efforts tackling systems change



CONNECTING INVESTORS FOR BLENDED FINANCE DEALS



TRANSFORMING MENTAL HEALTH AMONG YOUNG PEOPLE



CLOSING THE SMALLHOLDER FINANCE GAP



DRIVING INVESTMENT IN REFUGEE ENTREPRENEURS



BUILDING FINANCIAL ECOSYSTEMS FOR FRONTIER MARKET SMEs



MAKING MODERN SLAVERY UNPROFITABLE



IMPROVING GOVERNMENT CAPACITY IN AFRICA

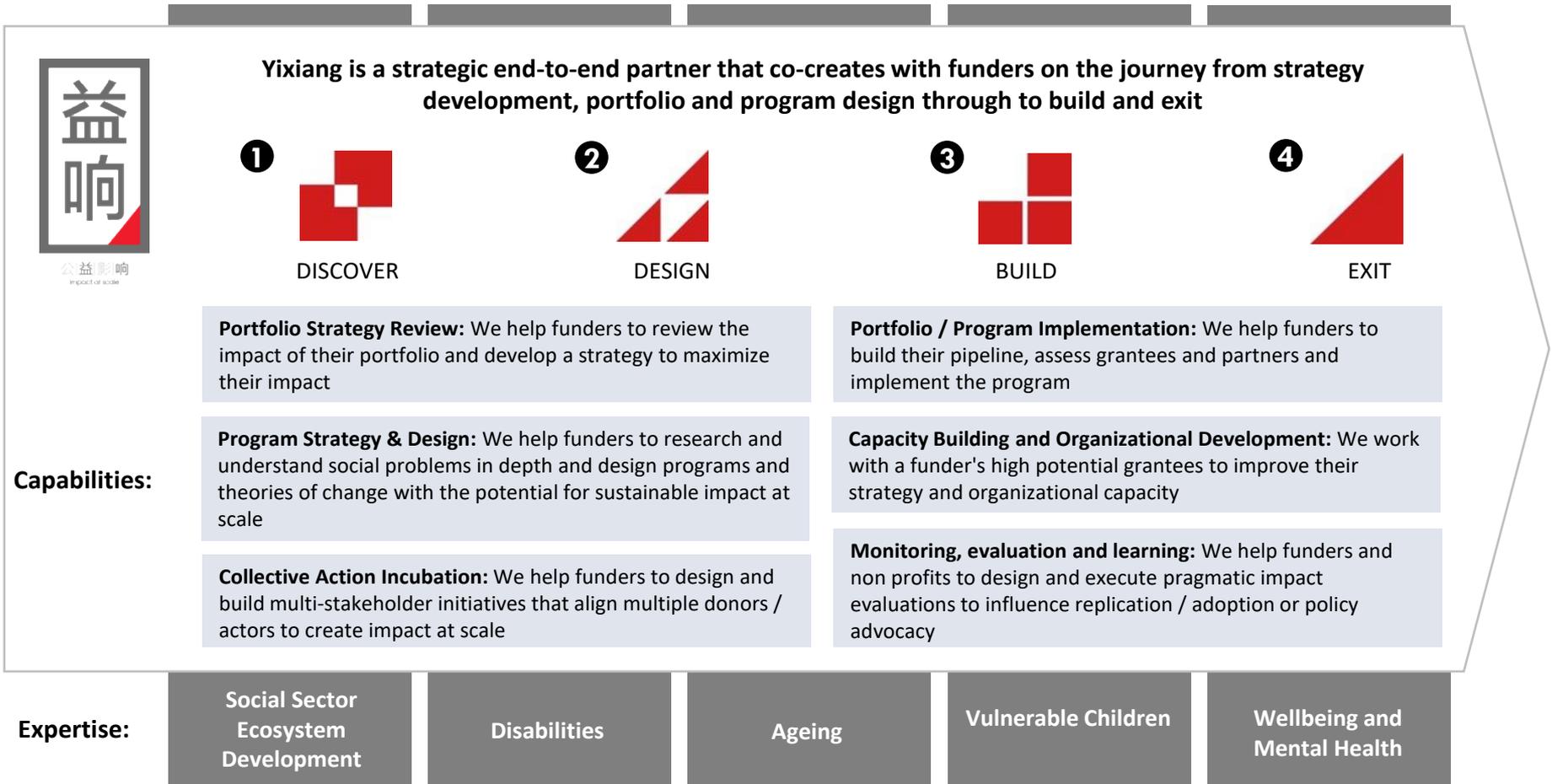


EXPANDING ACCESS TO EYEGLASSES



EMPOWERING FARMS WITH DIGITAL ARCHITECTURE

In mainland China, Yixiang are end-to-end partners for funders to create impact at scale, with expertise in disabilities



Yixiang and GDI have a strong track record across corporates, foundations, non profits/social enterprises and governments

Corporates

Large global bank foundation

FOSSIL
GROUP

中国平安
PING AN

- **Large Global Bank Corporate Foundation - Vulnerable Children Strategy Review (2019-2020):** GDI was engaged to conduct a review of the corporate foundation's China Portfolio (~100m USD over 2015-2019) and develop the strategy for 2020-24. The portfolio focused on Healthcare, Education, Early Childhood Development and Protection.
- **Fossil Group Hong Kong, India and USA - Social Enterprise Incubation (2015):** GDI reviewed the top 10 business challenges that a social enterprise partnership could resolve, leading to GDI incubating SelectHER - a retail skilling initiative in India for underprivileged women (co-funded by JP Morgan Foundation)
- **Ping An Property Insurance - China Online Philanthropy Strategy (2019):** GDI supported the development of Ping An's online philanthropy strategy, making recommendations on its competitive positioning and strategic priorities

Foundations



香港賽馬會
The Hong Kong Jockey Club



- **HKJC Elderly Strategy and Theory of Change (2015):** Our Managing Director led the initial strategy and theory of change development for the elderly's ~100m USD/year portfolio.
- **HKJC Elderly Strategy Review (2019):** GDI was engaged to review the Elderly team's strategy and impact from 2015 to 2019, and develop recommendations for future strategy in 2020-24.

- **Narada Foundation - Strategy Review for the Exponential Philanthropy Multiplier (EPM) (2018):** EPM is a platform aiming to accelerate the replication and scale-up of the most effective non profits in various sectors including elderly care, disabilities, vulnerable children, environmental protection. GDI researched over 30 non profits across 20+ cities and advised on strategy.
- **Narada Foundation - Co-building EPM (2019):** Following the strategy review, EPM engaged GDI to implement the recommendations and GDI/EPM have formed a joint team to enhance the platform.

Social orgs



- **Huiling - Strategy and Organizational Development Capacity Building (2016-2019):** Huiling is China's largest grassroots non profit organisation serving adults with intellectual and developmental disabilities. GDI has helped Huiling transform its HQ and organisation to support accelerated growth through franchising (increasing from 1 centre per year to 5 centres per year).
- **Non Profit Incubator / SOW Asia Foundation / Geneva Global (2015-2017):** Through various capacity building program GDI has conducted strategy workshops and trainings for *over 100 non profits and social enterprises* from 2015-2019.

Governments



Adding years of healthy life



- **National Healthcare Group - Strategy for Clinical Board (2019):** The National Healthcare Group is the largest of three government clusters responsible for the healthcare of 2m people. GDI was engaged to support the Clinical Board (top leadership of clinical leaders and CEOs of NHG institutions) to develop their strategy for 2020-24 given the rapidly ageing population.
- **Institute of Mental Health and National Council of Social Services - Anti-stigma strategy for Mental Health (2018) -** GDI was engaged to facilitate multiple strategy workshops to design a successful "beyond the label" campaign to de-stigmatise mental health issues across the nation.

Our core team for the inclusive employment initiative



Warren Ang
Chief Executive Officer, Yixiang

- Designed, incubated and executed various multi-million USD impact funds and multi-stakeholder program initiatives across his 14+ years of experience
- Led multiple disability-focused projects since 2010 including overseeing a 3 year scale-up capacity building project with Huiling, China's largest non profit serving adults with IDD
- Held senior roles in strategy consulting (across both private and public sectors with Dalberg in India / China / Hong Kong, PwC Strategy in Australia), fund and grant management (Regional Director of Asia for an 80m USD fund – GFEMS); Impact Investment (Chief Strategy Officer, SOW Asia Foundation), Non Profit Executive Management (Executive Director of a 170+ employee NGO in Yunnan, China)
- Holds an MBA with Distinction from INSEAD



Jani Jalavisto
Affiliate External Director

- 15 years of experience developing disability sector in China as both a funder and implementer, with a special focus on enabling employment of persons with disabilities
- Managed grants on behalf of the Finnish Ministry for Foreign Affairs in China for 12 years, funding the development of training and employment services for persons with disabilities, and social enterprises and workshops employing persons with disabilities.
- Served as the Director of Strategy and Development for Huiling, China's biggest non-governmental disability service provider for 3 years
- A serial entrepreneur and the co-founder of several social enterprises and has extensive experience working with corporate clients in China and globally in his most recent role as Strategy Director at Exuniq, a digital marketing agency



Xiaolin Tao
Senior Manager, GDI/Yixiang

- Global health fellow at Bill and Melinda Gates Foundation, where she managed 5 grants to private and public sector partners, with an average grant size of USD1m
- Within BMGF, led an international team on the design and implementation of a 3-year USD30m program – China Malaria Strategy, which aimed at leveraging Chinese public and private sector resources to contribute to malaria elimination in Sub-Saharan Africa (SSA) and the Greater Mekong Sub-region (GMS)
- Prior to Gates, she spent 5 years in the talent program at Orange, a leading French telco company, where she held different positions in R&D, product management and global business development
- Holds MBA from INSEAD, M.Eng from Telecom Paris and B.Sc from Shanghai Jiao Tong University. Fluent in Mandarin, English and French



Jennifer Chan
Senior Associate, GDI/Yixiang

- Spent 5 years as a Swire General Management Talent, assigned to Cathay Pacific Airways. At Cathay, she focused on strategy work and implementing transformation projects across functions in experience design, digital and analytics, brand, retail, and people management.
- On her assignments outside of Hong Kong, she rolled out the corporate strategy in the Philippines and managed a team of 30 across sales and operations in two regional offices as the Area Manager of Henan & Shaanxi in mainland China.
- As the Area Manager, she restructured the team, launched new sales products for both passenger and cargo and implemented multiple efficiency improvement initiatives for freighter operations
- Holds a BA with honours in History from Durham University, and is fluent in Cantonese, Mandarin, and English