

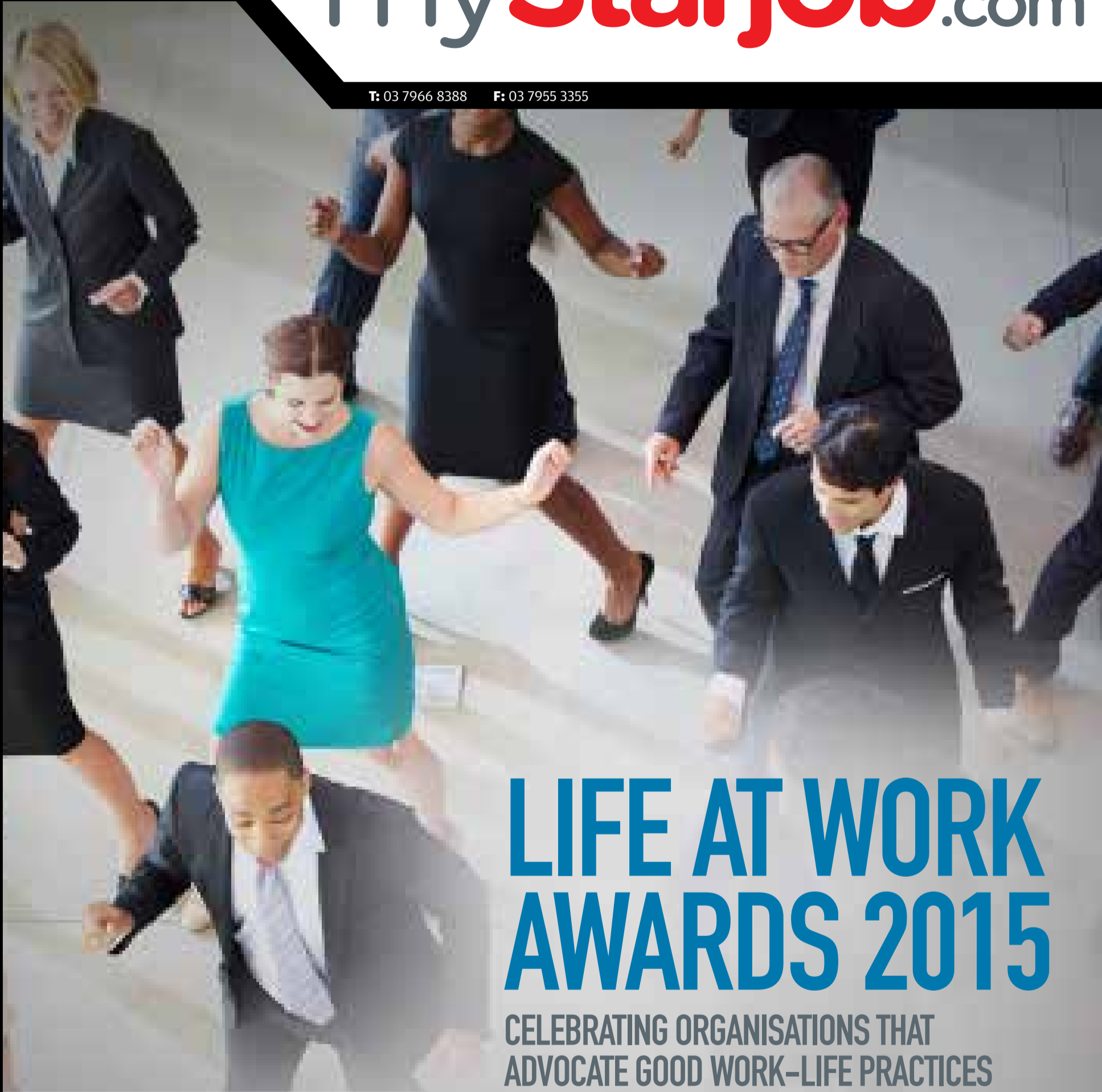
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# LIFE AT WORK AWARDS 2015

CELEBRATING ORGANISATIONS THAT  
ADVOCATE GOOD WORK-LIFE PRACTICES  
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## Lady boss

Empowering women to take charge in the workplace

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## CEO CHAMPION

Managing partner of KPMG in Malaysia walks the talk

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## FLEX AWAY

Reaping the benefits of both worlds through flexible work arrangements

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## THINK HARD

Does being open-minded indicate that one has no opinion?

SANDY SAYS

# ACHIEVING THE RIGHT BALANCE AT WORK

FOR years, it has been said that a content workforce is a productive workforce.

We've all heard the talk. In fact, many of us have heard the talk so often that it has become little more than white noise as we plough on through our daily tasks.

We can say it together, "The key to a happy workforce is a work-life balance that ensures the well-being of employees."

It's easy to become cynical – especially for those regularly working away at 10pm on a Friday, wondering when, exactly, the 'life' part kicks in.

Indeed, organisations are full of great ideas on how to maximise well-being and foster cultures whereby employee needs are met alongside company goals – but, in some cases, those ideas are left as they are.

The Life At Work Awards shines a different light on the subject.

Through the initiative, we are given insights into the valuable work being done by a number of companies in Malaysia to transform great ideas into standard practice.

Here, businesses are leading by example through programmes such as flexi-time, placing diversity and inclusion at the top of the agenda, and – not least of all – recognising the inherent leadership qualities within women, and providing them with the opportunity to grow and develop within senior roles.

Certainly, there is more work still to be done, but it's to the credit of those organisations leading the way that the ball is rolling on work-life practices and picking up pace rather nicely.

Till next week,  
**SANDY**  
Editor  
Leaderonomics.com

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We are committed to providing content that engages and inspires our readers. If you would like to suggest a **specific theme or topic on leadership** for us to explore, contact us by email at [editor@leaderonomics.com](mailto:editor@leaderonomics.com)

## WOMEN – BORN LEADERS?

By **SARA YEE**  
[sara.yee@leaderonomics.com](mailto:sara.yee@leaderonomics.com)

STRENGTH and leadership can be found in anyone.

Focusing on women, I would like to look at the ways leadership can be cultivated within anyone, especially women, with examples of leading women from around the globe.

Jenny Holloway, chief executive officer of Fashion Enter – a social enterprise working for the betterment of the United Kingdom's fashion industry – has made waves across the globe, and is in partnership with clients like ASOS and Marks & Spencer.

Looking at this particular case, we dig deeper into the lessons one can learn from this social enterprise.

### A PERSONAL TOUCH

Holloway greets every person by name and sees the entire team as a huge collaboration. Adding that personal touch to work – greeting people by name, genuinely getting to know your employees, and little acts of kindness towards them – can go a long way.

Not only does morale go up, but personal touches bring a level of relationship whereby you establish the kind of connection with others in the workplace that some might only expect to be found outside professional relationships.

Little things that most people take for granted are key to better relationships and happier people.

### A STEP TOWARDS THE LIGHT

The samples, of which Holloway

helped to realise, spurred her to think of ways to streamline garment production in a factory.

Despite that, results were not immediately forthcoming, and she felt a sense of naiveté.

Success is never something that's immediate, but becomes possible the moment one sets about working towards it. This shows that it's not just about pushing through, it's also about looking at the potential outcomes and if the current methods will see them manifest, even if it takes time.

### PEOPLE FIRST

When asked by the interviewer in an article about her proudest moment, she replied, "There are so many, but I really think I'm proudest of the staff we have." It's clear she views her people as her top priority.

In any place, it is the people who matter and it is the links and collaborations we make that brings about the best – it's not just synergy, it's an essential part of who we are. No person is an island.

### CONCLUDING THOUGHTS

Lessons in leadership are found in everyday life, and Holloway's example stands as one of many women who have made their way through determination and a human heart.

Taking away what is important and sharing that knowledge is the candle that spreads the flame to other candles but in doing so does not lose its light.

Why don't we start with ourselves?

The opinions expressed in this career guide are those of the writers or the people they quoted and not necessarily those of Leaderonomics.



## HOUSEWORK OR HOMEWORK?

Let's talk about freedom and independence, but in the context of a family unit.

Freedom is really not about doing anything we want, but it's the power to do something we ought to do right.

With these effective parenting tips, fellow Leaderonomer and culture guru Joseph Tan shares with us how children can experience freedom and fun at home, but with set boundaries, rules, and responsibilities. And it's usually through housework and homework!

## TUNE IN

Want practical tips to grow yourself as a leader?

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Sit back and enjoy what we have in store for you!

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# EMPOWERING WOMEN IN THE WORKFORCE

TOWERS WATSON 



## WHERE ARE WE TODAY?

**A**CCORDING to Towers Watson's Global Norm Database, women are still a minority in the workplace, especially in leadership positions, making up just 27% of managers globally. Malaysia experiences the same gender disparity, with women making

up 31% of managers, despite the Government's efforts to empower women.

Malaysia has seen the rise of female labour force participation, from 46.8% in 2010 to 53.6% in 2014, with the 10th Malaysia Plan's agenda to promote gender diversity in the workplace.

Recently, Prime Minister Datuk Seri Najib Tun Razak launched the 30% Club in Malaysia to increase the representation of women on corporate boards. Our success as a nation that promotes gender equality relies on our ability to overcome challenges. Below are some of the major issues facing women in the workplace.

## THE CHALLENGES WE FACE:



### WOMEN IN LEADERSHIP ROLES

Client interviews conducted by Towers Watson have shown that the representation of women in leadership and in the boardrooms ranks highly on the agenda of companies in the Asia-Pacific region. Nevertheless, in the global companies represented in the Towers Watson 2014 norm database study, on average, only three out of 10 managers are women. According to the study, empowerment – specifically, involvement in decisions concerning them – is a crucial global driver of engagement for women leaders.



### BALANCE AND STRESS AT WORK

Many women from various levels of the organisation face difficulties with workload (48% of women disagreed that workloads were manageable). The Towers Watson 2014 norm study revealed that women's work engagement was more drastically affected by work-life balance and stress, compared with men, especially at the non-managerial level. The differences in engagement drivers identified in the study suggested that both genders are "locked" in fairly traditional gender roles early in their careers. While women focus on the collective (building relationships and the company image), men tend to focus more on empowerment and career.

### CARING ABOUT DIVERSITY AND INCLUSION

The Towers Watson study also queried employees on their level of inclusion in the organisation. Employees with favourable opinions regarding management's support for diversity, equal opportunity, and a working environment that fosters mutual respect were rated as highly included.

In Malaysia, both men and women tend to feel less included than their counterparts elsewhere in the world, with almost four in 10 employees reporting that they felt left out.

This inclusion gap hits Malaysian women the hardest; as women tend to be less favourable than men about the specific factors that drive their engagement.

Although work-life balance is essential, other specific (and equally impactful) engagement drivers for women include working relationships, empowerment, career development, and benefits. The data show that women were more negative about work-life balance as well as adequacy of benefits – topics that likely impact their sense of inclusion at work.



Likely to leave their employer within the next two years.



### PROVIDING FLEXIBLE WORK ARRANGEMENTS

Some of the primary factors preventing women from truly engaging in their work are, as mentioned, balance and stress. Companies that foster inclusion and sustainable engagement are active in providing programmes that enable flexible work hours, flexible benefits that fit the needs of different employee groups, as well as opportunities to return to the workforce after taking career breaks.

With the issues and concerns of women clearly laid out, together with tried-and-tested solutions employed by notable companies, it is imperative that we – as employees, managers, or business owners – put in the best of efforts (and creative thought) into making gender equality a reality.

For the full report, please visit [www.towerswatson.com/en-MY/Insights/IC-Types/Survey-Research-Results/2014/08/the-2014-global-workforce-study](http://www.towerswatson.com/en-MY/Insights/IC-Types/Survey-Research-Results/2014/08/the-2014-global-workforce-study)

### WHAT AWAITS US TOMORROW?

Fostering an inclusive culture with authentic leadership

Men and women are both more engaged with an inclusive culture supported by authentic leaders and managers. Towers Watson research suggests that the top driver of sustainable engagement for men and women is Authentic Leadership – which is a form of leadership where the manager...

- Takes interest in the well-being of employees.
- Runs the company with integrity, always "walking the talk" when it comes to company values.
- Treats employees with respect.

This is in line with the study which states that the immediate manager is one of the top three drivers of retention in Malaysia. To cite an alarming trend, retention risks are higher in Malaysia compared with the global average: Malaysian employees are 10% more likely to say they will leave their employer within the next two years (36% vs. 26% globally).

Hence, the development of inclusion-focused Authentic Leaders is desperately needed in companies of today.

## INCLUSION IMPACTS SUSTAINABLE ENGAGEMENT DIFFERENTLY FOR MEN AND WOMEN

In order to help women thrive in their work and engage in management positions, it is important to identify how inclusion engages women and men up the chain.



Focus for WOMEN

**Collective welfare;** external integrity and healthy relationships; engaged contributors master stress/balance challenge, while engaged managers drive for empowerment



Focus for MEN

**Individual drive;** involvement and advancement; engaged managers master relational skills

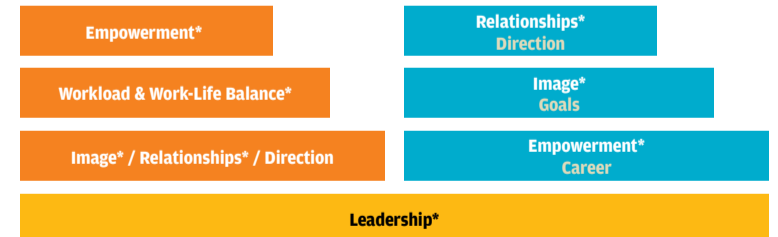
Key drivers of Sustainable Engagement by gender and level

**Managers**  
Unique drivers by gender

**Contributors**  
Unique drivers by gender

**All Employees**  
Common drivers by gender

Impacted by perceptions on Inclusion



Source: TW 2014 Global normative database, 350,000 employees across 27 global companies

## WHAT DOES SUCCESS LOOK LIKE?

The most engaged managers - male or female - effectively balance **collective welfare** and **individual drive**

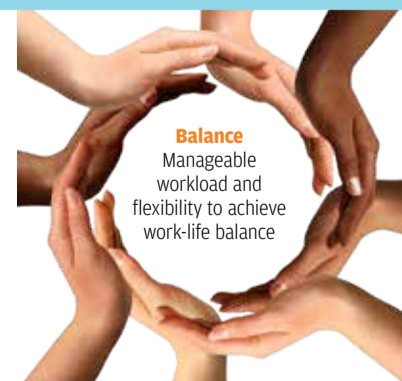


**Relationships**  
Effective cooperation within and between teams



**Empowerment**  
Autonomy, involvement and ease of "speaking up"

Inclusive environments pave the way for all, but for **women to become leaders, stress management is key.**



**Balance**  
Manageable workload and flexibility to achieve work-life balance



# LIFE AT WORK AWARDS 2015



## CELEBRATING WORK-LIFE PRACTICES

**S**INCE its inaugural launch two years ago, the Life at Work Awards recognises and celebrates women-friendly employers with leading workplace strategies that demonstrate drive, commitment and tenacity to champion the diversity and inclusion agenda.

As the boundary between home and work blurs, there is a growing need to achieve work-life effectiveness for better productivity and business sense. The Awards calls upon employers to step forward and share their workplace practices that enable their employees to achieve work-life integration.



### WINNERS OF THE LIFE AT WORK AWARDS 2015

(From left) Lily Rozita Mohd Khairi, head of legal, **Shell Malaysia**; Ida Ghazali, leader – HR shared services and HR global accounting, **IBM Malaysia**; Datuk Johan Idris, managing partner, **KPMG in Malaysia**; Johan Mahmood Merican, chief executive officer, **TalentCorp**; Datuk Seri Idris Jala, chief executive officer, **Pemandu**; Datuk Munirah binti Abdullah Bajanuddin, director-general, **Department of Women's Development**; Vimaleswari K. Ramasamy, managing director, **IHS Malaysia**; Nora Abd Manaf, group chief human capital officer, **Maybank**



“Diversity and inclusion are some of the fundamental values that correlate with improved business performance. I am confident that our Life at Work Award winners are not only employers of choice for talent but also high-performing organisations. I call on more Malaysian employers to champion progressive workplace strategies, to attract and retain quality talent, in addition to ultimately strengthen Malaysia’s competitiveness.”

**DATUK SERI IDRIS JALA**  
CEO, Performance Management and Delivery Unit (Pemandu)

### PANEL OF JUDGES

**TAN SRI SHARIFAH HAPSAH**  
President,  
National Council of Women's Organisations (NCWO)

**CLARE MUHIUDEEN**  
Managing director,  
Talent and Rewards,  
Asia-Pacific,  
Towers Watson

**JOHAN MAHMOOD MERICAN**  
CEO,  
TalentCorp



**TENGGU AZIAN SHAHRIMAN**  
Director,  
Education and SRI human capital  
development, Pemandu



**DR WAITCHALLA SUPPIAH**  
Undersecretary  
(Policy Division),  
Ministry of Women, Family  
and Community Development

# CEO CHAMPION

## MANAGING PARTNER WALKS THE TALK

By **LIM LAY HSUAN**  
layhsuan.lim@leaderonomics.com

THE third installation of the Life at Work Awards saw Datuk Johan Idris, managing partner of KPMG in Malaysia, winning this year's highly-coveted “CEO Champion” category.

Since helming the firm in January 2014, Johan has put diversity and inclusion squarely at the top of the agenda for his KPMG leadership team.

This year, KPMG appointed two female partners as business unit heads. Chan Siew Mei was appointed head of advisory, while Dani Michaux was appointed the role head of ASPAC cyber security and chief information officer of KPMG in Malaysia.

Through his leadership, he also created an equal admission (50%) of men and women executive directors as partners at KPMG in Malaysia.

### LEADING THE WAY

According to Johan: “The diversity and inclusion agenda has always been an integral part of KPMG’s DNA, which started with our founding partners of the firm. My role as the managing partner of KPMG in Malaysia is to ensure that we

execute our plans and sustain the momentum.”

Asked if he needed to convince senior management when it comes to a change in culture and mindset in Malaysia, he said: “Our partners here are already convinced that employees are looking for purposeful work today. Our main focus now is to articulate what needs to be done and to create a conducive working environment that support these needs.”

He added: “People will always have my full support when it comes to general well-being of KPMG employees. That includes the many efforts taken to achieve work-life balance, which helps our people to work at their best.”

### INSPIRE CONFIDENCE AND EMPOWER CHANGE

KPMG in Malaysia became a trendsetter when they announced an unprecedented initiative of one-week office closure, starting in September 2015.

The change forms part of their “Inspire Confidence and Empower Change” initiative, which is likely to be the talk of town amongst competitors, and even other KPMG offices worldwide.

Said Johan: “The idea of this

one-week paid time off is to ensure that everyone at KPMG, employees and employers alike, are not working or checking their work emails. We’ve encouraged them to take this opportunity to go on holidays, rejuvenate and spend precious time with people who matter in their lives. We understand that the only way employees can really take a good break is to make sure their bosses go on holiday too.”

### RETAINING TALENT

Johan shared a personal experience, describing when his wife told him that women generally want to achieve a sense of financial independence and remain part of the workforce, even after settling down and becoming mothers.

With this insight, he truly understood that many talented women in the marketplace sometimes feel pressured to choose between career and family.

He said: “Organisations need to recognise that our country will eventually lose out if these great female talents leave their jobs for good. You will certainly risk losing your people if they discover other

“Thanks to the collaborative efforts by our People, Performance and Culture team, we have realised the national target of achieving women representation at senior levels. Thirty per cent of partners in KPMG are women.”

**DATUK JOHAN IDRIS**  
Managing partner,  
KPMG in Malaysia,  
awarded CEO Champion



companies that provide better flexibility at work.”

Through Johan’s leadership, many beneficial changes are taking shape through the diversity and inclusion agenda at KPMG in Malaysia.

“When your people are well taken care of and enriched professionally, they will be much more motivated to give everything they have to help their company meet objectives and realise its overall vision.”

### Enhancing Diversity Work-Life at KPMG

- More than 50% of heads of department are women, with strong representation in key roles.
- Formalised the implementation of flexible work arrangements.
- Flexibility to work less than KPMG’s standard full-time hours, i.e. work shorter days or work fewer days weekly.
- Options for career breaks of more than six months to up to one year, apart from unpaid leave.



**DANI MICHAUX**  
Head of ASPAC cyber security and chief information officer, KPMG in Malaysia

“Happy to be given the opportunities locally, regionally and globally. The leadership support and guidance to me and the team, in view of the complex situation and large scale global client issues has been a key enabler to our growth.”



**CHAN SIEW MEI**  
Head of advisory, KPMG in Malaysia

“Proud to be given the recognition that I have contributed to the success of KPMG. I would like to thank the leadership team for the opportunities given, and for their confidence in me to lead the team to scale to greater heights.”

# LIFE AT WORK AWARDS FINALISTS



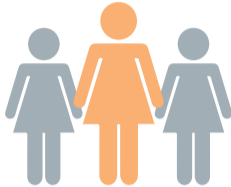
## KEY HIGHLIGHTS

### BEST MALAYSIAN ORGANISATION

**WINNER**



- Formalised flexible work arrangements, with options for staff to work on **fixed flexible schedule, flextime, part-time and flexible work location**, amongst others.
- **Women Mentor Women programme** is a structured mentoring and coaching programme designed exclusively for women to develop effective future leaders amongst women as well as raise their performance level.



FINALIST



- **45% of board members** at hospital level are women, 38% at executive committee level.
- Implemented **telecommuting** with the IT team, where employees can **work from home two days per week**.



FINALIST



- **“Let’s PINK Possible”** campaign enhances a healthy lifestyle by providing:
  - Free mammogram screening.
  - “Quit Smoking Challenge”.
  - “BMI Challenge”.
  - Daily catered healthy lunches.
- **Childcare leave** for employees with children **ages 12 and below** is available, being an extension of the employee’s medical leave entitlement.



### BEST INTERNATIONAL ORGANISATION

**WINNER**



- Support women employees such as enabling **nursing mothers to send their milk** to their babies at the fastest time possible. Pilot is in the United States with review, for possible consideration in Malaysia.
- Established **“Women in IBM Network Group” (WINGS)** to inspire and enable women to achieve their full career and leadership potential.



FINALIST



- **Customised work schedule** which is a hybrid of flexible work schedules to cater for global teams across time zones.
  - 4 hours afternoon
  - 4 hours night
- Introduced a new recruiter goal to proactively drive diverse hiring, whereby every recruiter is to **float one female candidate** to their selected hiring manager per quarter.



FINALIST



- **Specific diversity and inclusion targets** to hire 28% women in technical skill-pool and 50% in the commercial skill-pool.
- Raising awareness of **sponsorship of senior women leaders** in all business units, with the country chairman having several senior women leaders under his sponsorship.

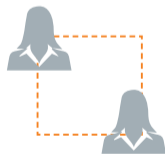


### BEST LEAN ORGANISATION

**WINNER**



- **Women’s Mentoring Circle** to tap on each other’s experiences and thrive together.
- Implemented **Career Comeback Programme (iCare – IHS Career Relaunch)** to recruit women professional who took a career break due to various reasons to help facilitate their transition back to the workforce.



FINALIST



- Introduced the **Maternity and Paternity Support (MAPS) portal** which supports employees who are expecting mothers and fathers to manage a smooth transition to parenthood.
- Has a local diversity target of **more than 50% women** at top management levels.



FINALIST



- Target to have a workforce that looks, thinks and behaves like their customers, with **recruitment metrics for gender and age and talent planning metric** which tracks percentage of women in critical roles.
- Diversity and Inclusion **portal** with resources, tools and techniques to provide better insights.



### SPECIAL MENTION FOR WORK-LIFE BENEFITS



- Introduced **four weeks of paternity leave** and **16 weeks of maternity leave** on full pay.
- Monetary bonus is given to all new parents under the **Baby Bonding Bonus Scheme** to facilitate the bonding between parents and children.



Ngieng Sii Jing (second from right), managing director of SunEdison Kuching Sdn Bhd receiving the Special Mention from Datuk Seri Idris Jala.

■ For more information on Life at Work Awards, visit [flexWorkLife.my/events/life-at-work-award-2015](http://flexWorkLife.my/events/life-at-work-award-2015)



Key highlights of participating companies



- Piloted **Flexible Work Arrangements** with the HR team to introduce the policy organisation-wide in June 2015. Start and end time of working hours can vary between 7am and 9am or between 4pm and 6pm.
- **Expanded part-time work** to a wider group beyond the support functions, tapping on flexWorkLife.my portal to advertise vacant positions.
- **Maternity leave extended** for a further 30 days immediately following the 60 calendar days, and **Carer's Leave** to care for family members.

Staggered start hours:  
 7am – 4pm  
 7:30am – 4:30pm  
 8am – 5pm  
 8:30am – 5:30pm  
 9am – 6pm



- Set-up a support and **knowledge-sharing platform** for women employees called **"Lipsticks and Laptops"** to retain women and to encourage them to scale greater heights whilst juggling both their career and family commitments.
- Employees have flexible working hours and are provided the option to **work from home** for a maximum of two days a week (with option to extend).
- **Maternity leave extended** an additional one month with half pay, trimester parking, nursing room with refrigerator and steriliser.



# LIFE AT WORK AWARDS 2015

## CELEBRATING WORK-LIFE PRACTICES

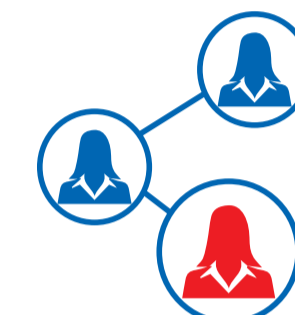
**T**HE workplace in Malaysia is progressively changing to meet the differing needs of our diverse and multi-generational workforce. Through the Life At Work Awards, TalentCorp encourages employers to step forward and share their workplace practices to promote work-life integration and to advance women in the workforce. We feature some highlights from the award submissions to encourage more employers to adopt some of these good practices.



- **100% of female workforce have flexible working hours**, including working from any location.
- Partners with TalentCorp to design a **Career Transition Workshop** for women returning from career breaks.
- More than 60% of the employees and **57% of top management team are female.**



- Implemented **staggered hours** with the option to commence office hours at 8am, 8:30am and 9am.
- Designation carpark for expecting mothers and plans to set up a childcare centre.
- Female CEO with **50% female direct reports.**



### GE imagination at work

- Developed an internship programme for **Women in Aviation** sector, which will also monitor success factors for women in engineering/quality role in aviation.
- **Employee Assistance Programme** provides GE employees and their spouse/ dependents with access to support ranging from psychologies, finance experts, medical experts, wellness coach, etc.
- **"Who Do You Know"** programme raised the employee **referral rewards for female candidates** to increase the number of women in the organisation.



- **More than 50% of heads of department are women**, with strong representation in key roles including the first female partner as head of advisory and first female partner as chief information officer and head of information technology advisory of KPMG Malaysia, who was appointed as head of ASPAC Cyber Security.
- Officially formalised **Flexible Work Arrangements** in February 2015, which includes reduced and part-time work arrangements depending on specific needs, such as seven-hour days, six-hour days, half-day, four days, three days and 2.5 days per week.
- **One week closure** annually, which is paid time off firm-wide to enable their staff to rejuvenate, as part of the "Inspire Confidence and Empower Change" initiative.



- **Employees encouraged to take up to three days of paid leave** a year to volunteer for community and environmental programmes.
- **Focused programmes** for women including International Women's Day and Women's Network.
- Total **maternity leave** extended from 60 to **90 days.**
- Focused programmes to **increase representation of people with disability (PWD)** in the workplace from four to 21 since 2014. Initiatives included provisions of disabled-friendly infrastructure, orientation session for staff to engage with PWD, setting up a disability network (N-ABLE), organising career fairs for PWD and piloting internship programmes for students with disability.



### PETRONAS

- **Virtual office initiative** at PETRONAS ICT enables more than 250 employees to work away from the office at any convenient location.
- Enhancement of Mother's Room focusing on design and facility improvements to **37 Mother's Rooms** to make them more comfortable and functional.
- Introduced the **PETRONAS Returnee Programme**, which provides the option to rehire talents who left to attend to family matters.
- Option of applying for an **additional 30 consecutive dates of maternity leave** on half pay.



- Flexible work arrangements has contributed to a **positive increase between 2% and 4%** in the areas of **employee engagement**, culture and work and development, bringing it to a strong 75% engagement score.
- Employees can request to **work from home for up to two days a month.**
- **Time-off of two hours** granted on ad-hoc basis to allow employees to attend to personal needs.



- **Discounted prices** offered to employers in selected childcare centres.
- **Prioritised women in recruitment and succession planning** for engineering and executive roles.
- Female employees in managerial positions are put through specific **leadership programmes** including female leadership forums, language programmes and internal coaching.



- **Talent Review** discussions take into consideration the **diverse mix of high potentials** with the Talent Acquisition team adhering to a guideline to shortlist at least 40% female candidates.
- The Women's Business Council (WBC) launched a **"Women to Watch"** platform to recognise and raise the visibility of high-achieving female employees and reinforce the importance of gender diversity at all levels.



- **Maternity Protection Policy** (to be fully implemented by 2018) provides female employees the **minimum maternity benefits**, which include the right to return to the same job or equivalent after maternity leave, flexible work arrangements and the option to take reasonable breaks to breastfeed.
- **Childcare subsidies of up to RM2,400 per year** on childcare services under the **Flexibenefit Programme.**

**RM2,400** per year for childcare services



# MAYBANK



## INCREASING WORKFORCE DIVERSITY FOR FUTURE GROWTH

**M**AYBANK emerges as the winner of the Best Malaysian Organisation category for the second year running. The largest Malaysian bank with global presence in 19 countries, continues to enhance its Work-Life policies year on year and has made significant progress since 2013.

### FLEXIBLE WORK ARRANGEMENTS (FWA)

A key feature of the Work-Life Policy is the formalisation of the Flexible Work Arrangements (FWA). Sixty-seven per cent of the population now on FWA are women since its formalisation in 2013. This initiative has enabled Maybank to retain its talents, some of them may have otherwise decided to leave. The FWA is part of

the contributing factors that have resulted in the improved key retention rate from 52% in 2009 to 86% in 2014.

Among its key objectives of formalising FWA are to:

- Continue to be an employer of choice.
- Increase employees' productivity.
- Retain talent.
- Respond to the changing professional and personal needs of today's workforce.
- Ensure consistency in practice among stakeholders across the Maybank Group.

With the FWA policy in place, Maybank employees may apply for FWA based on some guiding principles which include validity of the request, the nature of their role and the performance of the applicant.

**Work-Life programmes at Maybank**

- Tiger Cubs Childcare Centre: In House Emergency Child Care Centre for Employees
- 3 Days Paternity Leave
- Flexi Working Arrangements & Work Life Balance
- Child's Back to School Financial Assistance
- Subsidised Child Care Financial Assistance
- Maybank Scholarship Award for Employees' Children
- 90 Days Maternity Leave
- Women in Leadership Position
- Lactation Room for Mothers
- Security Escort services to car park for women working late
- Gym for Women Only & Unisex
- Leaders Luncheon with Women Leaders
- Women Mentor Women / Council
- Sabbatical Leave
- Staff Education Assistance Scheme
- OKU & Pregnant Ladies Parking
- Paid Exam Leave

Flexible Work Arrangements Options	What it means
Fixed Flexible Schedule (Staggered Hours)	Employee's weekly pattern remains consistent, but is other than the department's standard schedule.
Flextime	Employee may individualise his/her start and end times of each work day/week, but continue to maintain the number of required hours or total effort in a given week.
Telecommuting or Flexible Work Location	Employee may choose to work from an alternative work site on a regular basis, e.g. work from home or from alternative work location.
Reduced Hours/Converting to Part-Time Employment	Employee may request to reduce the number of hours or convert to part-time employment on a temporary or permanent basis.



**"Before I discovered Maybank's FWA programme, I often came to work late, which reflected poorly on my performance. It was a challenge to be at the office by 8:45am because I have to take care of my sibling, who requires intensive medical attention. Thanks to the FWA programme, it has given me work-life balance, by allowing me to provide care for my brother as well as pursue my career with the bank."**

**Eileen Low Siu Ping**  
Maybank Group Community Financial Services, Menara Maybank

### GREATER REPRESENTATION OF WOMEN IN LEADERSHIP POSITIONS

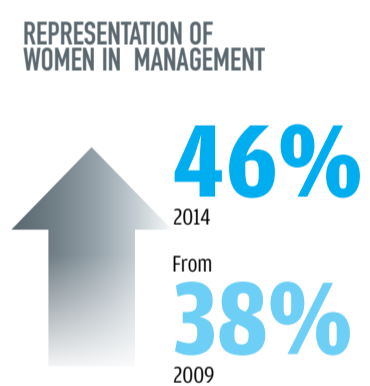
One of Maybank's human capital priorities is to focus on driving greater diversity on the leadership bench. Women representation in management positions have grown from 38% in 2009 to 46% in 2014 whilst women in top management positions increased from 15.68% in 2009 to 31% in 2014.

The higher women representation at senior levels is a result of focused efforts, including incorporating targets in the Maybank Talent Review and Succession Planning process, which set out to identify and surface women talents and successors for talent programmes, as well as to assume larger responsibilities.

These efforts have shown positive outcomes, with an increase in women in the succession planning pool for critical positions from 19% in 2010 to 35.1% in 2014. In real numbers there was a marked increase of 168 individuals in 2013 to 264 in 2014. This improvement can be attributed to the Group's targeted diversity initiatives such as the Women Mentor Women (WMW) programme and Women Mentor Women Council, amongst others.

### WOMEN MENTOR WOMEN PROGRAMME

The programme is a structured mentoring and coaching programme to develop effective future leaders

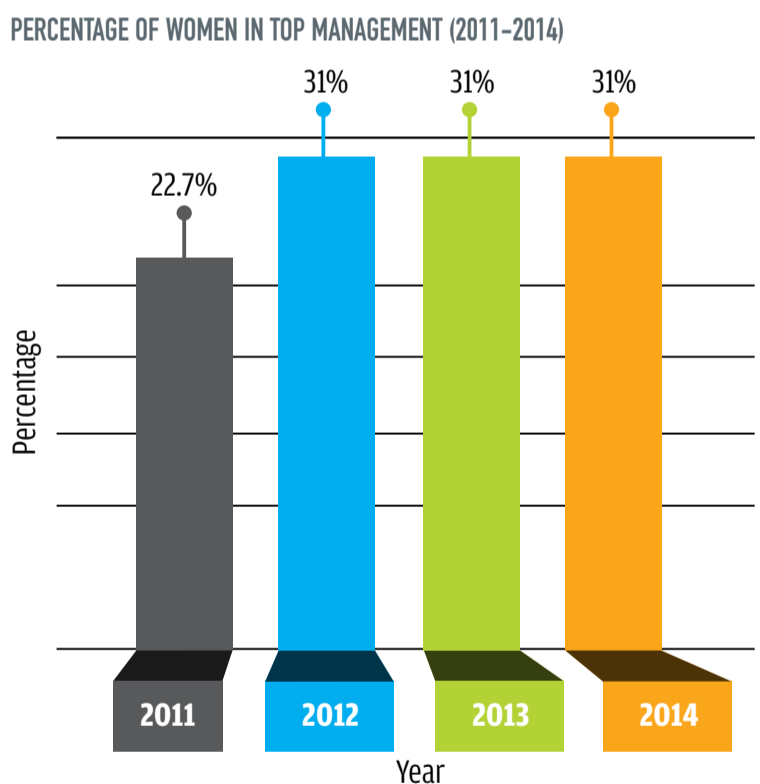


amongst women as well as raise their performance level. It is part of reinforcing the Bank's culture of mentoring and coaching, as well as designed exclusively for women across the Group. Launched in late 2013, this programme has paired 35 women mentees with 35 mentors from senior management as a mentor.

### WOMEN MENTOR WOMEN COUNCIL

The women's agenda in Maybank is executed through the Maybank Women Mentor Women Council and it aims to increase the number of women in top management. The Council works within the current structure of the Bank to increase representation of women in top management and has five targets to deliver in 2015. The targets include the successful appointment of qualified women into a minimum of 30% managerial position vacancies in the year, and also breakthroughs in business derived from insights on women, for example women's financial and purchasing patterns and needs.

**VISION**  
To inspire Maybank women, and empower them to draw on their own



unique leadership qualities that will enable them to elevate to the highest levels of leadership.

Some of the key strategic priorities of WMW Council include:

- Appointment of women into CEO positions within the Maybank Group.
- Increase the pipeline of women into management roles across the Group for sustainability of female bench strength.
- Businesses to leverage women's insights to building impactful business ideas.
- To increase and build mobility of women into international positions in all geographies where the Group operate.

● Identification of women successors in every critical positions within the Group to build bench strength.

Rigorous tracking of gender representation, including at senior levels, remains part of Maybank's standard people dashboard since the start of the Maybank Transformation Programme. Maybank continues to advance the women agenda year-on-year to enable women to accelerate their development and enhance performance while successfully balancing the demands of career and personal life.

■ For more information on Maybank's initiatives, please visit [flexWorkLife.my/resources/case-studies](http://flexWorkLife.my/resources/case-studies)



# IBM MALAYSIA

## BUILDING A CULTURE OF TRUST AND PERSONAL RESPONSIBILITY



FOR IBM, winner of the Best International Organisation category, diversity and inclusion is a way of life. IBMers leverage their diversity and differences for innovation, collaboration, and client success.

### WORK-LIFE INTEGRATION

IBM respects personal obligations and offers flexibility programmes to help women integrate work and life schedules or duties. Changing careers in IBM does not have to mean changing employers. The organisation will do its best to accommodate the demanding needs of women to achieve work-life integration.

### IBM'S FLEXIBILITY PRINCIPLES & OPTIONS

#### IBMers Have Options on How, When & Where to Work: Flexible Work Options (FWOs)

Building a culture of trust and personal responsibility across all relationships is one of the key principles of IBM's flexible work arrangements.

### ADVANCING WOMEN IN IBM

IBM places a very high value of importance on its women workforce to help them succeed within their professional and personal commitments. About two-thirds of IBM's women executives across the world are working mothers – clearly demonstrating that IBM women do not have to choose between a career and motherhood.

Principles	Options	
<ul style="list-style-type: none"> <li>The Enterprise Never Stops</li> <li>Balancing of Needs</li> <li>Trust and Personal Responsibility</li> <li>Range of Options</li> <li>Understanding Differences</li> <li>Focus on Results</li> </ul>	Compressed Flexible Work Week	Employees who compress their work week in fewer than five full days.
	Individualised Work Schedule	Employees who vary their work time up to two hours before or up to two hours after the normal location start and stop times.
	Leave of Absence	Unpaid time away from work for an extended period due to various reasons such as dependent care and continuing education. Eligibility is based on business needs and a satisfactory job performance.
	Part-Time Reduced Work Schedule	Employees who are under a regular employment option category and have reduced work schedules.
	Mobile / Telecommuter	Employees who are on the move and have no dedicated work space.
	Work at Home	Employees who perform their regular work schedule at home without a dedicated IBM work space.

### IDA KAMARIA GHAZALI

**Leader - HR Shared Services and HR Global Accounting**  
 Ida has been with IBM for over 18 years. She started her career as a consultant and progressed to leading the HR consulting practice in Malaysia. Since then, she has moved to leading the HR Delivery Centre with over 300 employees.

Currently, she wears three-hats as IBM Malaysia's HR shared services leader, HR global accounting leader, and as president of IBM Malaysia's Women in IBM Network Groups (WINGs).

"As a single mother, I needed flexibility to juggle my commitments with my two young boys. Between ferrying them to and from school and looking after the daily home affairs, I felt I needed to be in 10 places at once. Thankfully, my leaders, locally and globally, were supportive and entrusted me to craft a working arrangement that best suit my needs. At the end of the day, it is the work I deliver and not where I deliver it from that matters. IBM gives me the flexibility to pursue both my personal and career goals without sacrificing one for the other."

– Ida Ghazali



### WOMEN IN IBM NETWORK GROUPS (WINGs)

IBM Malaysia established a business resource group to drive women's agenda and initiatives within the company. The group, globally recognised by IBM, was aptly rebranded as Women in IBM Network Groups (WINGs) in November 2014.

WINGs has a mission of inspiring and enabling women to achieve their

full career and leadership potential, through activities planned around three pillars: Empower, Educate, and Expose.

WINGs programmes include networking events, media outreach, and mentoring with Global IBM Executives.

■ For more information on IBM's initiatives, please visit [flexWorkLife.my/resources/case-studies](http://flexWorkLife.my/resources/case-studies)

## JOURNEY TO THE TOP



**CHONG CHYE NEO,**  
 Managing director, IBM Malaysia

IBM Malaysia announced the appointment of Chong Chye Neo as managing director on Sept 1, 2015.

The appointment is historic, as she is the first woman to take on the role of managing director since IBM's establishment in Malaysia in 1961. Chong was at the Life at Work Awards on Sept 9 to celebrate IBM's win, and shares with us her journey to the top.

#### Was the position of managing director planned out for you?

I didn't plan for it, but I believe there is a time and place for everything. The timing for this position couldn't have been better as I just sent my younger child off to university abroad. If I was offered the role five years ago, I would have had second thoughts as both my children were in high school and needed my time and attention. Now, I have the time to focus fully on the business and work closely with my teams to create greater value for our customers.

#### Did you have any role models, mentors or sponsors?

I have been fortunate to be mentored by some of the best leaders and managers throughout my career in IBM. They instilled within me the importance of excellence in execution, teamwork, tenacity and trust to get the job done. In my early years, my late father and great-grandfather were my role models. My father coached me to be the best that I could be in anything that I chose to do. My great-grandfather taught me compassion.

#### What were your key challenges in getting to the top?

Balancing priorities with ambition was a challenge. Working professionals have different priorities at different times of their lives. It was no different for me as a professional, a wife, a mother and a daughter, to balance priority with ambition. No-one can decide

for another person which is more important. Only the individual can decide for himself or herself. And timing really matters.

#### IBM has been your only employer, what has made you loyal to IBM?

I did work but briefly in another company before joining IBM. In IBM, you are not limited to a single career path. It is a 390,000-strong organisation across 150 countries and every IBMer has the opportunity to select a profession and the flexibility to change professions as they grow with the company. I started my career in IBM as a systems engineer and, as I grew in my career, I had the opportunity to take on roles in marketing, various distribution channels and sales across multiple industries and product lines, as well as management roles at the country and regional levels. IBM also allows its employees to take leave of absence (LOA) to attend to personal or family matters. I

am thankful that IBM has granted me LOA twice and to return each time to roles that were interesting, challenging, and allowed me to continue to grow with the company.

#### What would you advise women who've just started out in their careers?

My advice would be:  
**1** Build a strong foundation for yourself. Work hard, team well and develop deep competencies in your chosen field. And more importantly, demonstrate your capacity as a reliable employee who delivers results.

**2** Grow your network within and outside the organisation. It is important to be in touch with the people and the industry that you work in, to understand how it works and how you can contribute effectively as a professional.



# IHS GLOBAL MALAYSIA

## DIVERSITY MATTERS



**T**HE appointment of Vimalaswari Ramasamy (fondly known as Vimi) in January 2015 as the first Malaysian female managing director at the Penang-based “Centre of Excellence” for IHS Malaysia is a testament that diversity is top of mind at this MNC. The Universiti Sains Malaysia alumna speaks with great enthusiasm about her

role; and being a pioneer in her field is nothing new to Vimi as she was also the first female test equipment development engineer when she started her career at a large MNC in Penang. Since joining IHS, Vimi has spearheaded various programmes to encourage women to grow and develop in their careers and to promote a diverse and inclusive working environment at IHS.

### DIVERSITY IN THE WORKFORCE AT IHS

- ✓ Women make up 54% of IHS workforce in Malaysia, with recruitment of women maintained at more than 50% in 2013 and 2014.
- ✓ Over 50% of newly promoted staff in Malaysia are women.
- ✓ Women’s Mentoring Circle targeting women managers and high potential women to build a circle of women leaders who can tap on each other’s

experiences and thrive together. Each mentoring circle is sponsored and run by a senior leader who meets with their mentees every other week.

- ✓ Set up the High Potential Senior Women Leaders Cohort sessions which aim to understand the needs of women employees and create specific programmes to develop them to take up leadership roles.
- ✓ Diversity Training is provided for leaders to create awareness and understanding of diversity issues and to promote a better appreciation towards the need for diversity.
- ✓ Diversity Focus Group is set-up to introduce diversity in the office. This takes into consideration that people are more inclined to express their opinions about sensitive issues in small groups.
- ✓ Various flexible work arrangements, family friendly facilities and work-life benefits are made available to allow employees manage work-life integration, increase productivity and maintain employee engagement.
- ✓ Through various initiatives, IHS Malaysia successfully promotes a diverse and inclusive corporate culture.

### ABOUT ICARE

- An innovative Career Comeback Programme to facilitate women returnees to return to the workforce, co-funded by TalentCorp.
- ICARE consultants (career returnees) are an extension of the Global Direct Sourcing team.
- IHS to provide necessary support including technical and product training, and assigning them to mentors and buddies to facilitate them back to work.
- ICARE consultants are given the flexibility in working hours and work location.
- ICARE consultants get paid based on their deliverables, measured by the number of shortlisted resumes and successful hires.



Vimalaswari Ramasamy, managing director, IHS Global Malaysia.



Shankar Nagalingam, APAC HR director, talent management and Vimi at the Life At Work Awards 2015.

# FLEXIBILITY MATTERS

## MOVING TOWARDS A FLEX-ABLE WORKPLACE

By **SALIKA SUKSUWAN**  
 editor@leaderonomics.com

I started my career as a school teacher, encouraged by my late mum who strongly believed that teaching is the most suitable profession for women, as it allows one to spend more time with family.

Ironically, I spent most of my teaching days working long hours. Fuelled by curiosity, I ventured out of the school grounds into the corporate world and more than 10 years later, I found myself opting for flexible work arrangements (FWA) in a professional services firm, going into the office three days per week.

I appreciated the flexibility when my daughter was born and the flexible arrangements made it possible for me to manage my career while learning to cope with being a new mother, so I continued working on FWA for five years. As a beneficiary of FWA, I am absolutely sure that it's a win-win arrangement, hence I have spent considerable amount of time and effort while on secondment at TalentCorp advocating FWA to human resources (HR) and business leaders.

### FLEXIBLE WORK ARRANGEMENTS (FWA) DEFINED

FWA provides alternative working schedules which differ from the traditional working day and week. The Life at Work Awards 2015 highlights employers such as Maybank, IBM and Shell which provide various options of FWA for their workforce, such as part-time reduced work schedule, fixed flexible schedule, telecommuting, leave of absence, compressed work week and job sharing.

Case studies and research show that employees are healthier, experience less stress and are more productive when they can make choices about how, when and where they work. Although this seems rather obvious, there are many perceived barriers to implementing FWA, which is still a new concept in corporate Malaysia.

At TalentCorp, one of our areas of focus is to share best practices and explain why FWA doesn't have to be complicated or costly to implement. I will discuss some of the common problems posed to us.

### PROBLEM STATEMENT #1: We don't know if employees on FWA are working

Allowing flexibility at work requires a shift of mindset from thinking that presence at work is a reflection of productivity.

With clear performance goals, managers should pay more attention to the quality of work outcomes rather than the number of hours spent in the office.

Ultimately, trust is a vital ingredient for FWA. Just like medical leave, which may be subject to abuse, some employees may take advantage of the flexibility given to them.

Needless to say, these employees should be counselled and they are likely to be your average or poor performers. To mitigate the risk, some organisations decide to introduce FWA as a privilege to reward and retain good performers, rather than an entitlement for all staff.

The Attorney-General Chambers, for

example, implemented the Phase one of their work from home option to selected employees based on criteria such as excellent annual performance appraisal, high level of discipline, integrity and independence.

Another example is PwC Malaysia, which introduced FWA policy more than a decade ago as a retention strategy for working mothers with strong performance ratings. The policy has evolved over the years to a "Work Life Plus Programme" which is made available to all staff.

### PROBLEM STATEMENT #2: How do we explain to employees who are not on FWA

Ravin Jesuthasan of Towers Watson, in his book *Transformative HR* puts across an interesting point that "HR traditionally has taken a "peanut butter" approach to talent, by which, HR investments are similar – spread like peanut butter – across different roles and employee groups".

He explains that like marketing, HR leaders should start thinking about segmenting their employees and considering how employment features such as working hours, pay and development might affect individual behaviours differently.

Whilst business leaders are accustomed to segmenting our customers based on product offerings, we should also consider providing our employees a customer-like experience, catering for their different and diverse needs. By the same token, FWA isn't a "one size fits all" option.

The FWA eligibility can be made available for specific roles. IHS, one of the winners of the Life at Work Awards 2015 is embarking on a new resourcing model with a group of recruiters who are women returnees. They can work from anywhere, anytime, and will be paid based on short-listed candidates and successful hires.

FWA options can be made available for specific circumstances. The newly appointed IBM managing director (MD), Chong Chye Neo, went on a Leave of Absence (LOA) twice in her career to attend to family matters.

In the IBM article on Life at Work Awards, the first female MD explains that she's appreciative of the LOA policy, which provided her with opportunities to continue growing her career with IBM after returning from her career breaks.

### PROBLEM STATEMENT #3: our workforce is not ready for FWA

Rather than defer the implementation to a time when the organisation is deemed ready, some Malaysian employers have started with small steps and a trial period.

Eco World, for example, piloted staggered starting hours for a specific period during the school holidays in November 2014, to gauge the readiness of the organisation and their staff. The pilot phase was well received, and there are now plans to enhance the scope of the FWA options.

Large organisations like Maybank and KPMG have taken the bold step to formalise their FWA which have been practised over the years on a case-by-case basis. By formalising their FWA and incorporating it as part of their HR policies, these organisations have moved to the next stage of the flex-

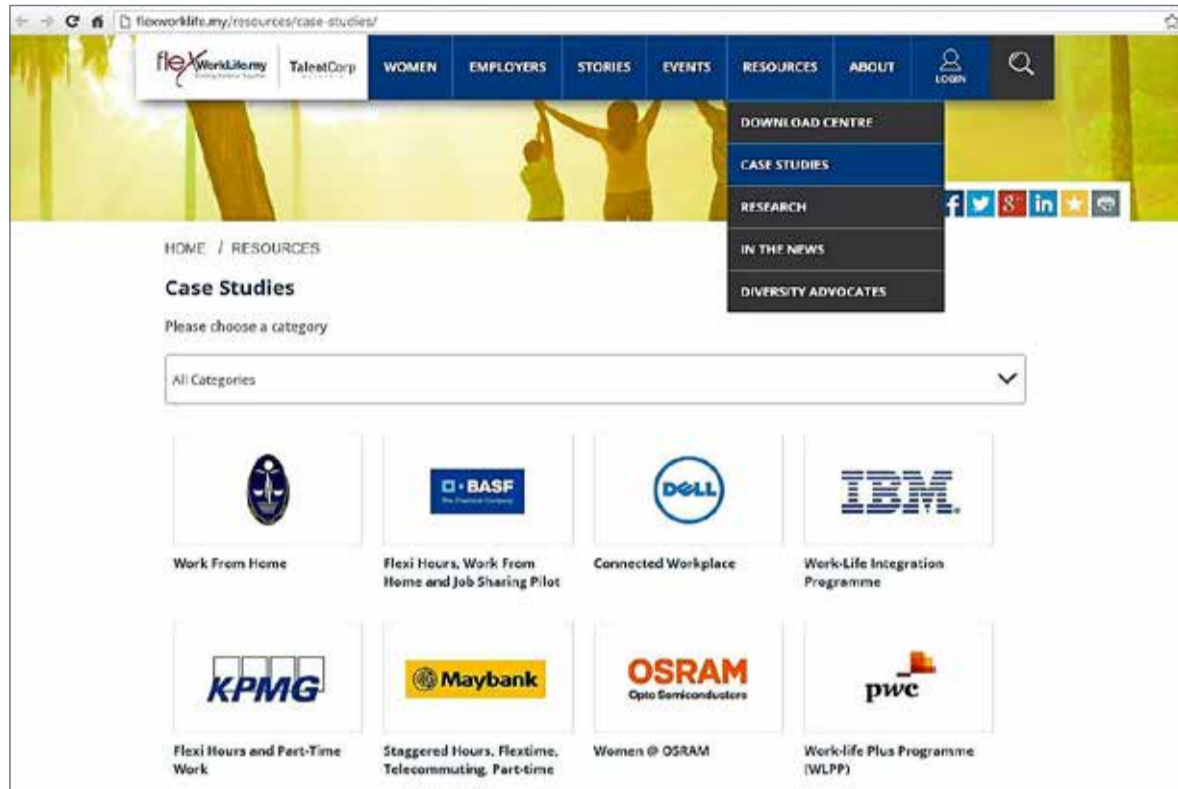
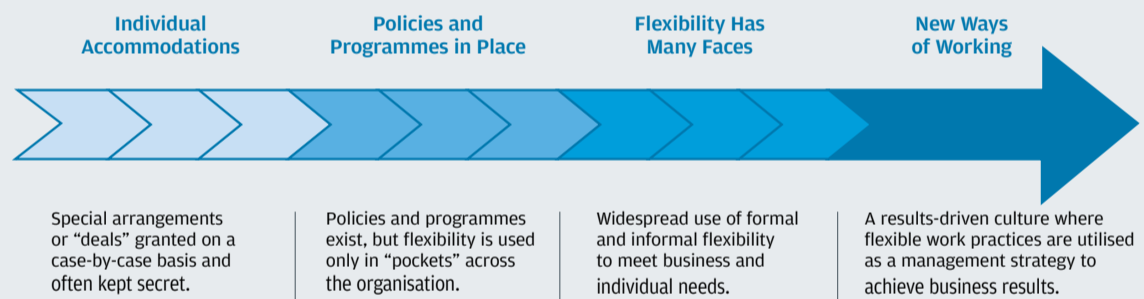


FIGURE 1

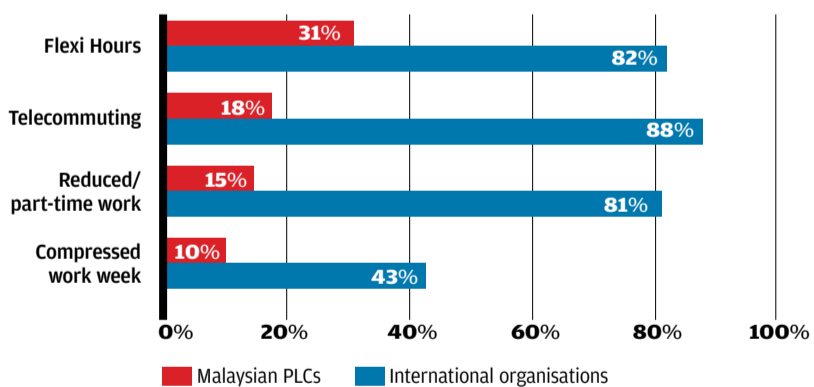
### WORKPLACE FLEXIBILITY SPECTRUM



Source: Leveraging Workplace Flexibility for Engagement and Productivity, SHRM (pg. 8, 2014)

FIGURE 2

### FLEXIBLE WORK ARRANGEMENTS Malaysian and International Organisations



Malaysian employees are far behind in flexible work arrangements (FWA) compared to international organisations.

Sources: TalentCorp-PwC Diversity in the Workplace Survey 2015; Survey on Work Flexibility, World at Work 2013

ibility at work spectrum, progressing from individual accommodations to having policies and programmes in place (see Figure 1).

Formalising FWA will ensure consistency of its eligibility and the way in which it is being managed, rather than leaving it to the discretion of line managers.

Besides enhancing employer branding, an FWA policy will encourage employees who need to have some flexibility to have a conversation with their managers before they decide to tender their resignation, by which time it is often too late.

### FLEXIBILITY AT WORK AS THE WAY FORWARD

The decision to pilot or formalise FWA may not pose too much of a risk,

considering that approximately 98% of organisations have not terminated any flexibility programmes, based on the World at Work survey in 2013.

Globally, organisations which participated in this survey with established workplace flexibility reflect that it has a positive or extremely positive impact on engagement, motivation and satisfaction.

Despite the success stories and international best practices, only a small percentage of companies in Malaysia has FWA policies, and only 10% of listed companies plan to enhance or implement their FWA within a year (see Figure 2).

Evidently, a lot more needs to be done to change mindsets in corporate Malaysia to be more receptive to flexibility at work.

Providing FWA can help create a supportive work environment in which both employers and employees will thrive. This will eventually become the "new normal" for conducting business, in response to what our workforce is asking for.

HR and business leaders in Malaysia have to either move with the times, or get left behind in retaining their high performers or positioning their organisation as a preferred employer.

Salika Sukuwan of PwC Malaysia has just completed a two-and-a-half year secondment at TalentCorp. She invites employers to approach TalentCorp, or visit the flexWorkLife.my portal to learn from best practices to enhance their work-life policies and provide a parent-friendly environment to the Malaysian workforce.



# A MIND OF YOUR OWN



DOES BEING OPEN-MINDED INDICATE THAT ONE HAS NO OPINION?

By **ALVIN DAN**  
alvin.dan@leaderonomics.com

**Y**OU may have heard people say: “Be open-minded, look at it from another point of view”, which suggests looking at other options or opinions rather than focusing on just the one in front of you.

Then there are adages like, “Tough times don’t last, tough people do”, which encourage the person to keep grinding on with the initial idea he or she had.

So which works? Being open-minded or being stubborn? How do we know when one would work and when the other would be the better choice?

I personally believe that when we arrive at this crossroad, we should look at this particular advice: “Knowledge is having clarity of facts and truth, wisdom is the ability to put knowledge to good use.”

So it really isn’t the question of whether being open-minded or stubborn is better, but which is most useful at that specific point of time.

Here are some thoughts about both open-mindedness and stubbornness that will help clear the air and hopefully help you make better decisions in the future.

## LETTING GO OF CONTROL

Open-mindedness is about allowing the experiences of others to affect or challenge our own worldview and beliefs, and this process sometimes brings us to question the very core of who we are.

Because there are other opinions that enter our minds, we have to be strong in understanding our own standards of values and beliefs, then weigh them against the new input.

Faith or belief that is unchallenged is as good as dead. A reasonable doubt is necessary in order to test the foundations of our own beliefs, just like how silver needs to go through intense fire in order to be refined.

A fun tip: If you’d like to know how a silversmith knows when a silver is fully refined, it is when he sees his own reflection in the molten silver.

Being open-minded does not mean that I blindly accept the opinions of others, as I believe that there’s a distinct difference between what is allowed to enter our minds and what is approved to stay.

Wisdom and a certain gentleness with the other party is required, as we ultimately want to accept the person for who he or she is.

When a new opinion arises, the listener adjusts and reviews his own conclusion regarding the issue, and considers if the new option is worthy to be reviewed, kept or discarded – all the while practising a state of understanding with the other person.

Being open-minded does not mean a person has no opinion. In our mind, we are slowly but surely weighing all the options and suggestions, until we come to a conclusion.

### Before I start talking about stubbornness, compare these two sentences:

- 1 In his stubbornness, he achieved his goal.
- 2 In his perseverance, he achieved his goal.

After reading the two statements, you probably see the stubborn person as an old hard man who finally gets what he wants by being adamant in his ways and opposing any other ideas against it; or, you may have conjured the image of a donkey relentless in pulling along its cart.

The person who persevered, however, may be seen as one who triumphed over obstacles and challenges to get what he wants, much like a marathoner who finally crosses the finish line.

But we often forget, that while we put positive or negative connotations to those words, both the characters achieved their goal regardless.

## YOU JUST KNOW WHAT YOU WANT

I always remember “stubbornness” being the go-to word, used especially for children who do not listen to instructions given by their parents.

And yes, while I do agree that there are negative connotations towards the word, stubbornness can actually be an important part of life, as it brings focus to what needs to be considered and the method we would like to achieve a certain goal.

For starters, stubborn people are more decisive in their actions. Such a person has an understanding of self-identity and worldview, and the difference with open-mindedness is that they have built barriers in order to safeguard against other influences.

It’s important to note that not all stubborn people are close-minded; however, it is a self-directed choice.

Stubbornness is a precursor to perseverance. Stubborn people have strong convictions and are not easily swayed by circumstances or critiques.

They know what exactly they want, how exactly they want to get there and they rarely settle for anything less than what they have had in mind.

The only problem that may arise is when the idea or value is misplaced in the first place. Then it would take a big challenge for the people around to convince them that there are other paths to take.

## CONCLUDING THOUGHTS

Regardless of what you choose, to be open-minded or to be stubborn, the most important thing is to realise what would be most useful in the current situation.

As humans, we sometimes think it needs to be one or the other, but think about it: why can’t it be a choice of adapting to what you need to be?

After all, having knowledge of both aspects means you have the flexibility of choice of the matter.



■ Alvin Dan is one of the youth programme executives at Leaderonomics, and is in charge of organising DIODE leadership camps for secondary school students. His personal passion lies in community and personal development, believing that the community at large can do its share to make this world a better place. He plans to continue developing his expertise in counselling in order to assist and empower youths and families. To engage with Alvin, email alvin.dan@leaderonomics.com

## Also next week



Keeping emotions at bay?



5 common myths of great workplaces



Kiran Bedi on her leadership journey



A glimpse into parenting workshop