
TalentCorp
M A L A Y S I A

**Striking the
Balance @ Work**

accenture

flexWorkLife.my

10 June 2013

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Agenda

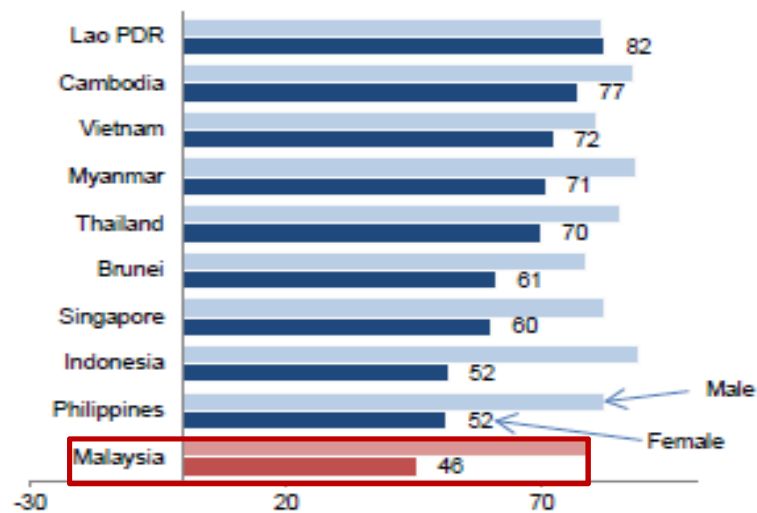


Opening Remarks	2.00pm – 2.15pm
Best Practice Framework and Sharing	2.15pm – 3.15pm
Break	3.15pm – 3.30pm
Focus Groups	3.30pm – 4.30pm
Upcoming Events	4.30pm – 4.45pm
Summary and Q&A	4.45pm – 5.10pm
Next Steps	5.10pm – 5.15pm

Malaysia Women Labour Workforce Participation Rate

Malaysia has the lowest level of labour force participation among women in ASEAN...

Labor force participation rates, percent

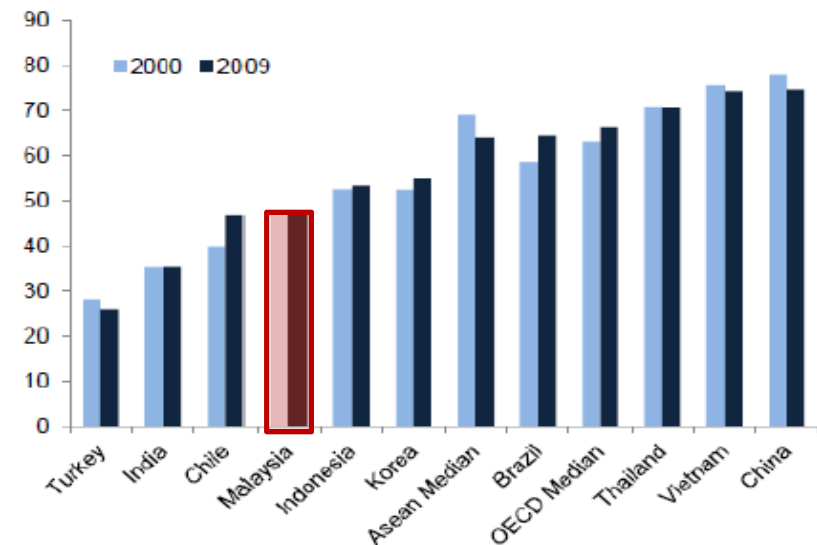


- Participation levels in 2008 is below the level that would be expected given Malaysia’s level of development
- Female to Male participation gap is at 44%, 3 times larger than ASEAN and APAC average of 15%

Source : Malaysia Economic Monitor, Nov 2012, Labor Force and Social Trends in ASEAN, 2008

... and has remained relatively stagnant over the past decade

Women’s labor force participation rate (percent)



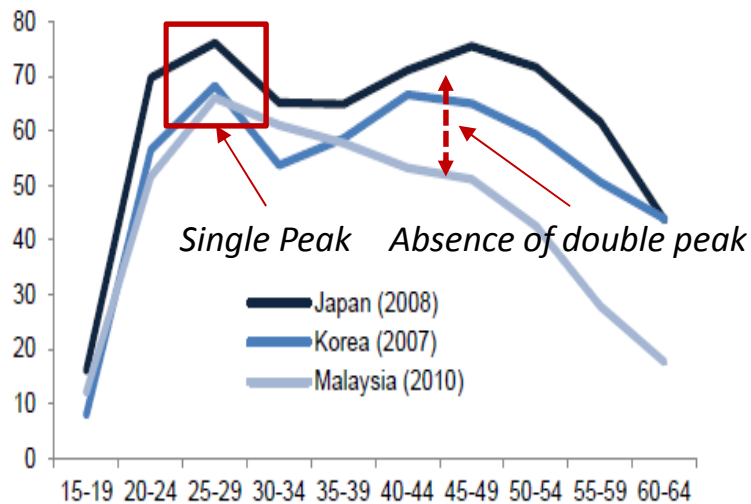
- Participation levels have not gained momentum since 2000
- Participation is low relative to other Asian and OECD Countries

Source : Malaysia Economic Monitor, Nov 2012

“Single Peak” Employment Pattern

Malaysia’s participation profile is single-peaked, unlike most developed countries

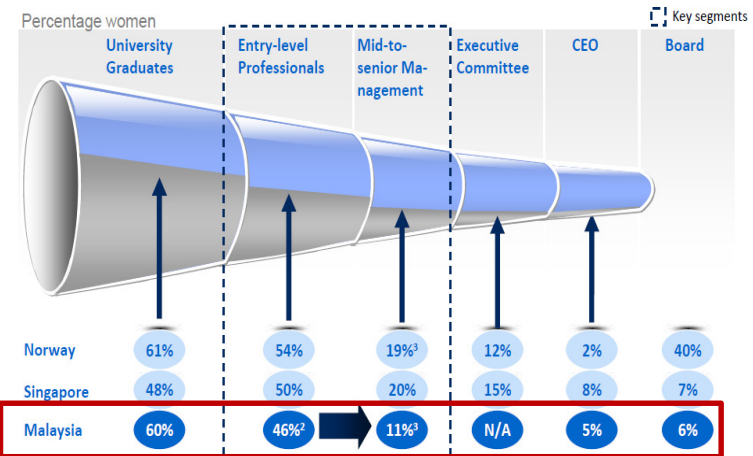
Women’s labor force participation by age group, percent



- Malaysia - only country in ASEAN with this profile
- Labour force participation of women peaks before marriage and decline steadily thereafter (indicates that woman are not re-entering the workforce after child birth)

Source : Malaysia Economic Monitor, Nov 2012

The women dropout rate is particularly high in the mid-to-senior management level



¹ 2009 OECD average
² Percentage of workforce aged 25-29 who are women with tertiary education
³ Estimated percentage of workforce aged 35-54 who are women with tertiary education

SOURCES: “Targeting Inequity: The Gender Gap in U.S. Corporate Leadership,” Catalyst; “2010 Catalyst Census – Fortune 500 women executive officers and top earners,” Catalyst; “The Sponsor Effect: Breaking Through the Last Glass Ceiling,” Sylvia Ann Hewlett, Center for Work-Life Policy; Malaysian MoHE 2010 Statistics; Malaysian Dept of Statistics 2010; company annual reports; team analysis

- A significant drop of about 35% in participation levels is observed from entry-level professionals to mid-to-senior management
- The significantly lower participation of women in the Board/C-Level contribute substantially to low overall participation rates

Source : McKinsey & Company

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Diversity and Inclusion is important because it brings tangible and measurable benefits to companies

Definition

Diversity

Encompasses the many ways people differ :

- Gender
- Age
- Race & Background
- Disability
- Sexual Orientation

Inclusion

Work environment that enables all individuals :

- To be treated **fairly and respectfully**
- To have **equal access** to opportunities and resources
- To be able to **contribute fully** to the organisation's success

Business Benefits

Flexible Work Arrangements at Johnson & Johnson, PepsiCo, and Prudential Financial have resulted in productivity gains of 5% to 10%.¹




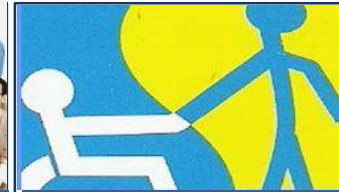

50 global companies with highly engaged employees saw a 19.2% increase in operating income and a 27.8% increase in earnings per share over 12 months.²

Widens the talent pool to attract and retain people with different characteristics such as disabilities, sexual orientation, generation, ethnicity, etc.^{1,3,4}

Fortune 500 companies with most Women Board Members outperformed those with the least by 16% in Return on Sales and by 26% in Return on Invested Capital.⁵

Leading companies embrace Diversity & Inclusion by having a wide spectrum of practices in place

Diversity & Inclusion Segments

				
Gender	Age & Generation	Origin	Disability	LGBT
<ul style="list-style-type: none"> • International Women's Day • Mother' Room • Extended maternity leave 	<ul style="list-style-type: none"> • Targeted recruitment campaign • Social media & blogs 	<ul style="list-style-type: none"> • GlobeSmart Online Platform • Building Cross-Cultural Awareness Course 	<ul style="list-style-type: none"> • Technology provisions for People with Disability • Persons with Disability Local groups and networks • Disability month 	<ul style="list-style-type: none"> • LGBT network • LGBT month • Domestic partner benefits and health benefits for Transgender
Flexible Work Arrangement (FWA)	Work-Life Benefits (WLB)	Family Friendly Facilities (FFF)	Recruitment Process	Mentoring & Training Programme
Performance Management				

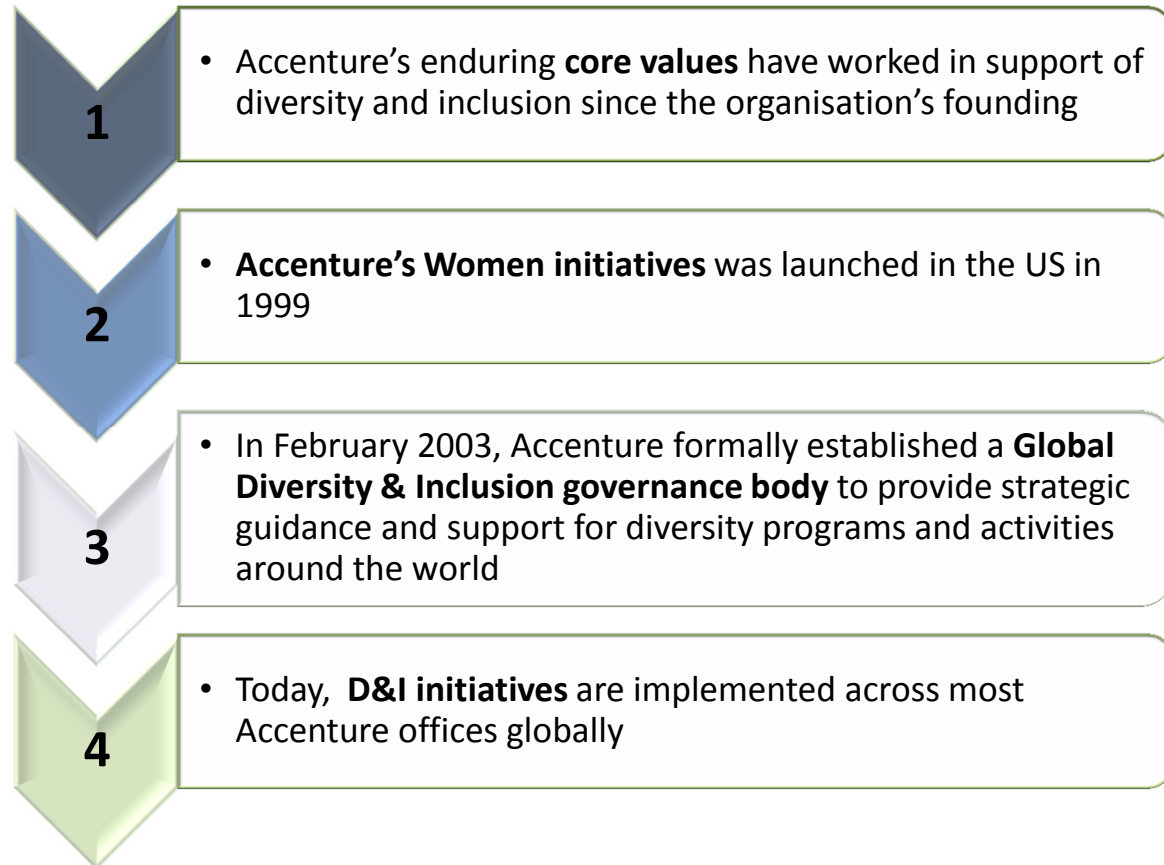
Accenture has embedded Diversity & Inclusion culture globally

Objectives

- Increasing demands for **diverse talented people** – global business calls for a larger talent pool
- **Maximise business performance** through global reach and scale, blended teams across geographies and workforces
- **Address diverse customer needs** in a targeted manner
- Increase shareholder's value

Key Features

Accenture's Implementation Journey

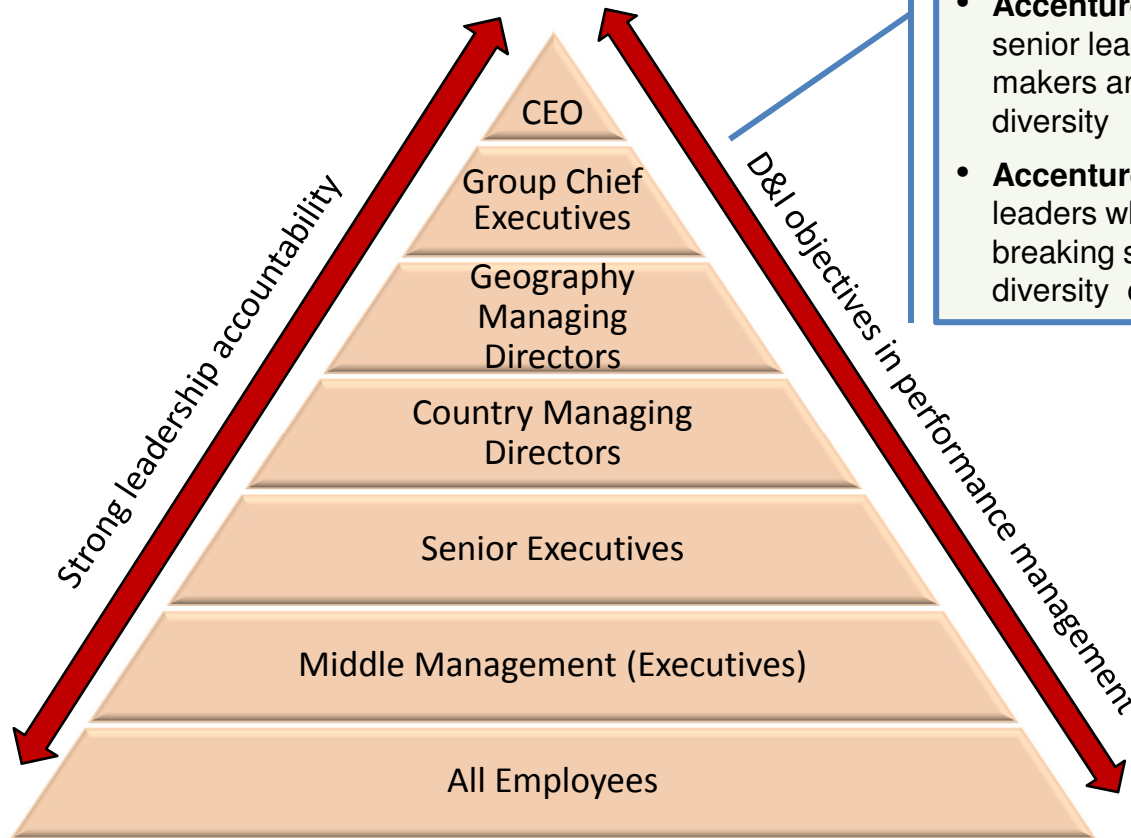


Driving Diversity & Inclusion begins with the senior leaders...

Key Features (cont'd)

“Tone from the top”

Board of Directors



Two global governance bodies:

- **Accenture Diversity Council:** senior leaders who are decision-makers and regarding inclusion and diversity
- **Accenture Diversity Forum:** leaders who recommend ground-breaking solutions to inclusion and diversity challenges

... and the results are tracked with a clear set of metrics

Case Study

Key Features (cont'd)

Accenture's Gender Diversity Key Metrics

Gender Mix ▶ Refers to the composition of women in the workforce according to each job level (i.e. % of women)

Recruitment Mix ▶ Refers to the mix of women hires for the given period (i.e. % of women)

Attrition Gap ▶ Refers to the difference between the attrition % of men and women

Engagement Gap ▶ Refers to the index difference between women engagement versus men in the organisation

D&I Sponsorship ▶ Refers to the no. of sponsorship of workforce diversity & inclusion events by senior leadership

FWA Utilisation ▶ Refers to the % of Flexible Work Arrangement utilisation by women

External Metric used for external reporting

Internal Metric used for internal reporting

Results

- **More than 90,000 women** (36 % of the global workforce) work for Accenture
- **More than 17%** of Accenture's senior leadership are women
- **27%** non-management directors on Accenture's board are women

- **Nearly 40 percent of new hires** are women

- **86% of those (in ANZ)** who went on parental leave in FY09 are still employed

- **Increase of an average +13.8 score** (in ASEAN) for employees utilising FWA

- In 2013, IWD events were sponsored by **179 senior leaders** globally

- **FWA Utilisation in Malaysia is 39%** increased by 2% from FY11 to FY12

The impact is created at both individual and organization level

Case Study

Individual

- **Tailored training opportunities for women** executives and senior executives (e.g. *Developing High Performing Women, Managing Diverse Teams*)
- **Accenture Women's Network online community** to connect women with role models
- **Inclusion & Diversity Excellence Awards** to recognise individuals who innovate, support and promote inclusion and diversity
- **Networking and celebration** events, including International Women's Day (IWD). In 2013, 179 events were hosted across 39 countries



Organisation

- Work life balance and **Flexible Working Arrangements** for all employees (e.g. *flexi-time, compressed work week, telecommuting, part time, job share, ad-hoc flexibility, alternative schedule*)
- **Working Parents and Childcare Support** programs, network and tools (e.g. *pre and post natal checklist, childcare kit*)
- **Inclusion and Diversity training** (e.g. *Diversity Awareness, Diversity Management*)
- Review of gender mix, recruitment, attrition **metrics**
- Review of **performance management** processes and candidates for promotion

Corporate Malaysia's leaders also believe that gender diversity benefits their organisation



Gender Diversity

- International Women's Day
- Mother' Room
- Extended Maternity leave

"Gender diversity adds value to an organisation and **improves business and financial performance** through having **different perspectives** and varied viewpoints, enabling more **creative solutions**, and maintains a **balanced social atmosphere at work.**" *YBHG Datin Teh Ija Mohd Jalil, Executive Director, Corporate Resources Securities Commission Malaysia*



"Flexible work practices ultimately aim to ensure that the workforce is supported and motivated. A happy workforce translates into **improved productivity, performance and job satisfaction** resulting in a team that delights our customers." *Menaka Rajasegaran, Ethics & Compliance Director for South Asia, Dell*



"Diversity brings fresh perspectives and **dynamic insights** as we are all different culturally and by experience. This then gives **greater depth and context** to the corporate conversations we have as we build strategy and plan smart execution. Generally, women are said to have a higher emotional quotient and many organizations today value this trait in employees for **team work and customer relationship** building." *Stuart Dean, CEO GE ASEAN*



Flexible Work Arrangement (FWA)

Work-Life Benefits (WLB)

Family Friendly Facilities (FFF)

Recruitment Process

Mentoring & Training Programme

Performance Management

Securities Commission has established an on-campus childcare centre for employees



Objective

- Established TASSEK childcare centre in January 2001 to :
 - Support employees with **balancing work and family commitments**
 - **Increase engagement and retention**



Key Features

- **Invested RM 600,000** to establish
- Managed internally but in 2008 partnered with **BiB's Childcare Development Centre**
- Subsidy is provided to employees
- **Key success factors:**
 - Attentive to employees' needs
 - Right practices and policies in place
 - Relationship building



Results

- Within a year, 84 children were enrolled
- Mothers-to-be register months in advance.
- Encourage parents to spend time with child as overtime charges apply

GE has established the largest Women's Network globally



Objective

- **Accelerate the advancement of women in GE**
- **Foster retention and promotion** of women in technology and engineering
- **Attract new talents**
- **Exchange views** on work life balance, career path, flexibility, and role models

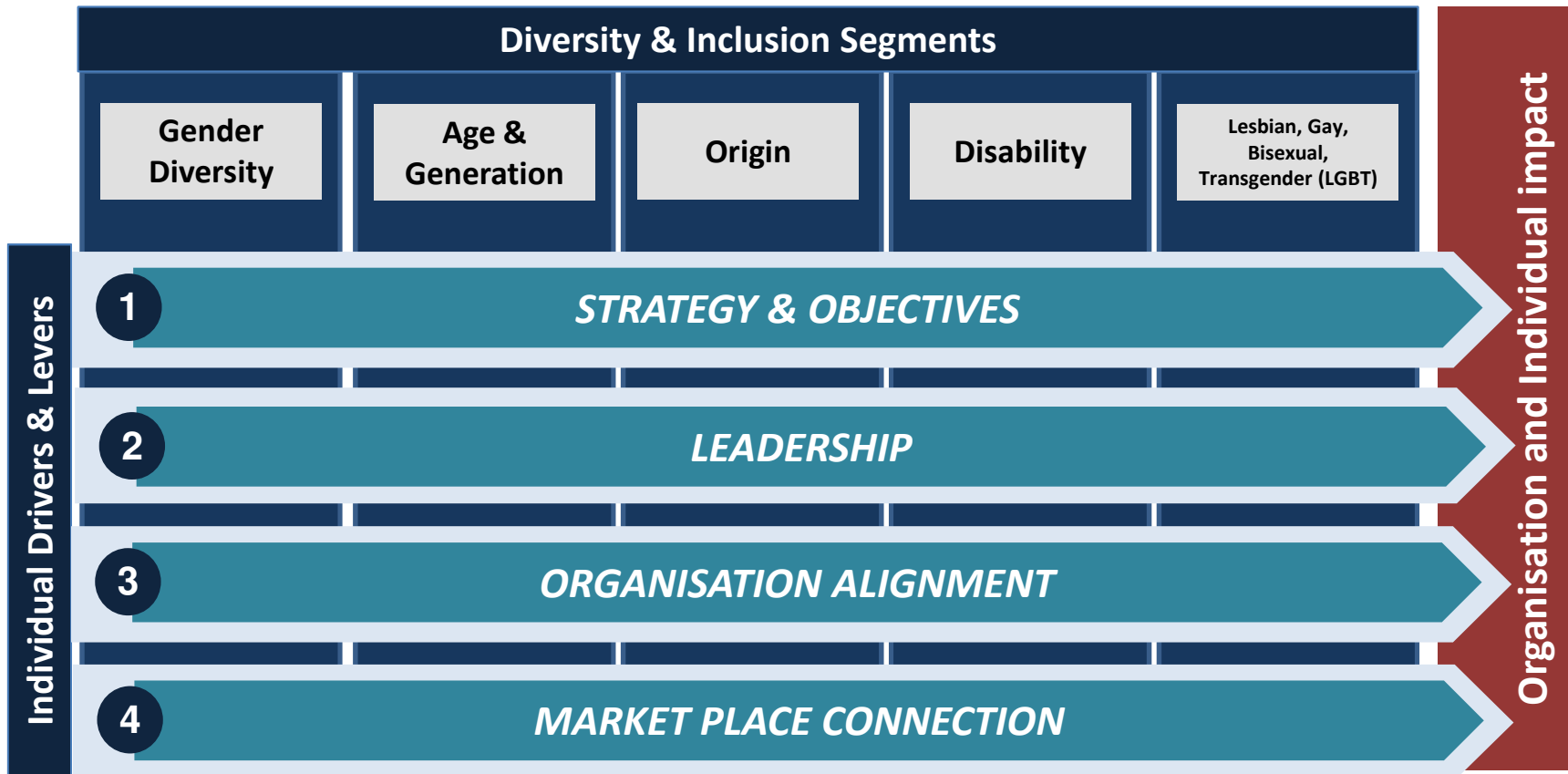
Key Features

- **Operating structure** consists of a leadership team, regional steering committees and local hubs.
- **Mentoring and technical specific:**
 - Women & Technology
 - Women in Commercial
 - myConnections
- **Other activities include :**
 - Work-life balance workshop
 - Partnering with local organisations to contribute physical and financial resources

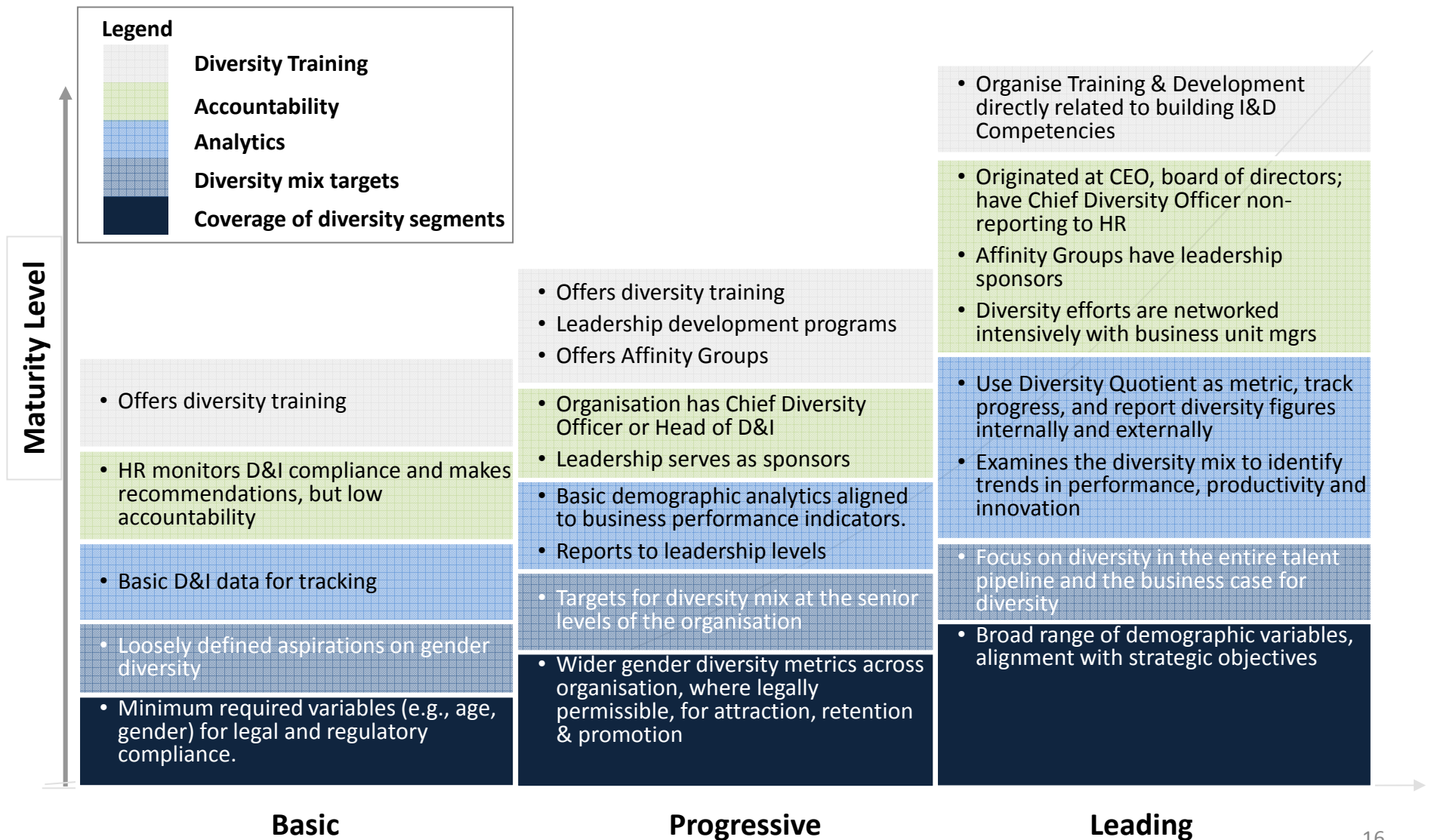
Results

- **100,000 members in 43 countries** compared to only 5000 members when it first started off
- **After 5 years**, increased
 - 5% to 13% of women corporate officers
 - 9% to 14% of senior executives and
 - 18% to 21% of executives
- Raised USD 431,622 to award scholarships to 108 women in college

Success stories among our leading companies are driven from a four-lever framework



What is the state of Diversity & Inclusion maturity in your organisation?



Activity – Self-Assessment of your organisation’s D&I maturity



At your table, assess your organisation’s D&I maturity.

Answer the following questions:

1. **What are the D&I initiatives** within your organisation?
2. **Diversity Training** - What trainings have you put in place for Diversity & Inclusion?
3. **Accountability** - Who is accountable for D&I imperatives?
4. **Analytics** – How do you use your data analytics? Are they used to measure D&I programmes?
5. **Diversity mix targets** - Do you set KPIs and targets pre-defined to senior leadership or across all job levels?
6. **Coverage of diversity segments** – What is your organisation’s coverage of diversity segments?

Break (15 Minutes)



KEEP
CALM
AND
HAVE A
TEA BREAK

Agenda



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Topics:

- **Activity**
 - Sharing of Case Study.
- Agree on practices to discuss within the group.
- **Discussion:**
 - Existing Practices amongst companies
- Potential / Current Challenges and Lesson Learnt.
- **Wrap Up:**
 - Select top 3 key take-aways / lesson learnt for presentation summary.

Duration

10 mins

15 mins

30 mins

5 mins

Focus Group Breakout

The list below indicates the companies participating in the specific focus group discussion during the workshop :

Focus Groups	Participating Companies	Facilitator
Group 1 • Compressed Work Week, Flexi Hours/ Flexi Time, Job Sharing, Staggered Hours, Telecommuting	<ul style="list-style-type: none"> • Star Publication • Astro • HSBC • Loreal • Telekom Malaysia 	<ul style="list-style-type: none"> • Group 1: Shankar
Group 2 • Compressed Work Week, Flexi Hours/ Flexi Time, Job Sharing, Staggered Hours, Telecommuting	<ul style="list-style-type: none"> • HP • KPMG • Siemens • Taylor’s Education • The Star 	<ul style="list-style-type: none"> • Group 2: Chai Ping & Suriahni
Group 5 • Compressed Work Week, Flexi Hours/ Flexi Time, Job Sharing, Staggered Hours, Telecommuting	<ul style="list-style-type: none"> • Sime Darby • SilTerra • 1MDB 	<ul style="list-style-type: none"> • Group 5: TP
Group 3 • Childcare Centre/ Childcare Subsidy	<ul style="list-style-type: none"> • Infineon • Intel • Siemens • UEM Group • PepsiCo • PwC • Telekom Malaysia • Valuecap 	<ul style="list-style-type: none"> • Group 3: Fiona, Prema
Group 4 • Support Network, 4 Months Maternity Leave, Sabbatical	<ul style="list-style-type: none"> • Ernst & Young • JobStreet • Sime Darby 	<ul style="list-style-type: none"> • Group 4: Monsy

Case Study of Agilent : Flexible Work Arrangement

Flexible Work Arrangement

Overview

- Agilent aims to build a **culture that supports work life balance** for employees by providing flexibility to attend personal commitments while managing the expectations of their career.

Programme Development

- Agilent has **implemented a number of flexible work arrangement** schemes which include :
 - Telecommuting
 - Flexi-time/hour
 - Compressed work week
 - Job Rotation
- These initiatives only require the approval of their manager and is **practiced at all levels.**
- To support a flexible work environment, Agilent implemented various tools such as **laptops and soft phones** to ensure employees are able to easily connect with one another.

Outcomes

- Since implementation of flexible work initiatives, Agilent has been **recognised as an employer of choice** for women and for flexible work arrangement.
- Currently, the company has a **15% rate of returnees** coming back into the workforce after a career break.



Agilent Technologies

Key Success Factors

- ✓ Top Management Influence
- ✓ Robust Policies & Infrastructure
- ✓ Communication

Key Outcomes Achieved

- 50 : 50 male and female
- 57% of VPs are women

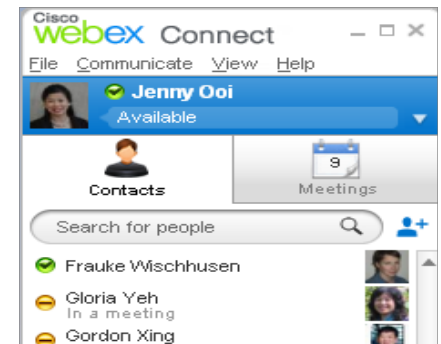


Image Source :Employee Diversity @ Agilent materials

Case Study of PwC : Worklife Plus Programme (WLPP) – Flexible Work Arrangement

Flexible Work Arrangement

Overview

- The objective is to look at initiatives that retain employees through flexible work arrangements.
- Feedback from staff through the annual Global People Survey highlighting the need to do something about **work-life balance**.

Programme Development

- The Worklife Plus Plan (WLPP) was established with the strategic aim of **retaining staff and encouraging worklife balance** by offering the following flexible options :
 - FlexSpace
 - Flexible Work Arrangements
 - Career Break
- PwC Malaysia **obtained best practice** from their UK office & customised the programme to fit the local needs & environment.
- Indirectly, this initiative addresses the diverse needs of their people as it's applicable to everyone.

Outcomes

- The programme has enabled employees to manage their work and life commitment through career breaks and flexwork arrangement.
- Engagement scores in Malaysia is 70% this year compared to 65% last year. It has increased for all lines of service.



Key Success Factors

- ✓ Top Management Influence
- ✓ Robust Policies & Infrastructure
- ✓ Culture of Trust
- ✓ Communication with Employees

Key Outcomes Achieved

- 5% increase in engagement score from 65% last year to 70% this year



Case Study of Securities Commission (SC) : TASSEK - Childcare Support & Centre

Childcare Support & Facilities

Overview

- The Securities Commission established an in-house childcare centre in January 2001 as part of their objective of supporting employees with young children in **balancing their work and family commitments**.
- **'TASSEK' is subsidised** for children of employees ages from 3 months to 5 years.
- Located in the Securities Commission office, the centre provides **close proximity between child and parent**.

Programme Development

- The Securities Commission Invested **approximately RM600,000 to establish TASSEK**, an in-house childcare facility.
- Employees are provided with a subsidy for the childcare centre.
- In 2008, a **partnership was established with BiB's Childcare Development Centre** to manage the daily operations of the centre as well as develop the children's learning curriculum.

Outcomes

- **Eliminates immediate concerns of parents** on which childcare centre to join.
- Centre continues to generate interest from employees with **mothers-to-be registering months in advance**.
- **Encourages parents to spend time with their child** throughout the day, fostering greater parent-child bond.



Suruhanjaya Sekuriti
Securities Commission
Malaysia

Key Success Factors

- ✓ Top Management Influence
- ✓ Robust Policies & Processes
- ✓ Communication with Parents

Key Outcomes Achieved

- In the first year of operation, the centre had 84 children and 10 childcare providers
- Parents are encouraged to leave office at an early time due to the overtime fee past 6:45PM



Case Study of Telekom Malaysia Berhad (TM) : Taska TM - Childcare Support & Facilities

Childcare Support & Facilities

Overview

- TM aims to **fulfill employees' needs** by providing quality and affordable Childcare near to the workplace.
- Although the cost is expensive, **TM believes the initiative saves money** in the long term by decreasing turnover and absenteeism.
- TM Corporate Governance blueprint expresses a goal for **women participation on Boards to reach 30% by 2016**.

Programme Development

- Initially managed by Tiaranita TM, the **operations of the Childcare was handed to HR** in 2001 and renamed to 'Taska TM' which was later relocated to Menara TM. In conjunction with HR, the operations has now been **outsourced to Dzuliman Kindergarten in 2008**.
- Currently the centre has **124 children and 15 teachers**. The centre is for children ages 6 and below.
- Employees enjoy a **40% subsidized** monthly fees.

Outcomes

- Survey responses from employees who use the centre indicated **high satisfaction** towards management and the service provided by the centre.
- TM has seen an **increase in engagement score**.
- **Waiting list** to register newborn babies at the childcare centre as the quota is limited due to space and number of care takers at the centre.



Key Success Factors

- ✓ Top Management Influence
- ✓ HR Engagement
- ✓ Robust Policies & Processes
- ✓ Communication with parents

Key Outcomes Achieved

- 1% increase in engagement score in the year
- 38% of women in the total workforce & 32% of women in the Management team
- IMM Malaysia Women Marketeer Award 2011



Case Study of Accenture : Empowering Women - Women's Programmes & Initiatives

Empowering Women : Women's Programmes & Initiatives

<u>Overview</u>	<u>Programme Development</u>	<u>Outcomes</u>
<ul style="list-style-type: none"> Accenture's objective is to find diverse talented people with the right skills, different experiences and backgrounds. The company aims to provide an environment and culture that empower women to define their personal approaches to success. To help them, Accenture focuses on developing leaders, empowering women and enabling women to thrive. 	<ul style="list-style-type: none"> Accenture utilises an integrated approach to empower women and ultimately increase the representation of women in senior roles through : <ul style="list-style-type: none"> Women's Mentoring Accenture Women's Network Women's Employee Resource Groups International Women's Day is celebrated in over 197 locations Defining Success Forums Leadership Programmes - "Developing High Performing Women" targets top performing managers. More than 1,000 women from 45 countries have participated. Sponsorship from senior leaders to participate in one diversity event a year. 	<ul style="list-style-type: none"> Accenture has been successful at leveraging the value of diversity and translating these values into positive business outcomes. Currently employs more than 90,000 women, constituting 36% of the workforce, making it one of the leading inclusion and diversity advocates.



Key Success Factors

- ✓ Top Management Influence
- ✓ Accountability Metrics
- ✓ People Advocate Network
- ✓ Robust Policies & Procedures
- ✓ Training & Awareness
- ✓ Communication Campaign

Key Outcomes Achieved

- Women comprise more than **17 percent of Accenture leadership** and nearly **40 percent of new hires**
- 22% of Accenture's Global Management Committee**, primary governance group, are women



Case Study of General Electric (GE) : GE Women's Network

Women's Network

Overview

- Established in 1997, the objective of the network was to **foster professional women's development** to grow, attract and retain successful women throughout GE.
- Development is focused on **leadership, advancement and career-broadening opportunities** through a variety of tools including information, education and networking with other women to learn best practices.

Programme Development

- Operating structure consists of a **leadership team, regional steering committees and local hubs.**
- Mentoring and technical specific:
 - Women & Technology
 - Women in Commercial
 - myConnections
- Once a year, hub leaders have a global meeting to discuss the development opportunities for the year.
- Activities include :
 - Training & Mentoring
 - Social networking events
 - Work-life balance workshop

Outcomes

- Today, the Women's Network has **100,000 members in 43 countries** compared to only 5000 members when it first started off.
- After 5 years, women corporate officers **increased from 5% to 13%, 9% to 14%** of senior executives and **18% to 21%** of executives.



Key Success Factors

- ✓ Top Management Influence
- ✓ Culture & Organisational Alignment
- ✓ HR Policies & Procedures



Image Source : <http://www.genewscenter.com/Press-Releases/>

Key Outcomes Achieved

- In 5 years, a 9% to 14% increase of female senior executives
- Raised \$431,622 and awarded scholarships to 108 women

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Best Practice Workshop #2

Objective : Preparing the implementation roadmap (medium to longer term) – understanding the organisational gaps and business case towards prioritising and executing the best practices

Workshop Details:

Date : Wednesday, 26th June 2013

Time : 2:00 – 5.45pm

Venue : One World Hotel, Petaling Jaya

Key topics:

Compilation of Best Practices

Implementation Guide of Best Practices & Roadmap

Implementation Toolkits

Simulation of FWA/FFF/WLF Business Case and other toolkits

Returnship

Gather feedback and interest on returnship programme

FlexWorkLife.my

Preview to Best Practices Online Repository

Next Step – Build a business case to convince your top management to implement FWA, FFF or WLB





flexWorkLife.my (previously Talent Wanita) is an online resource portal that features the following :

- Network of employers sharing best practices
- Recruitment portal for job seekers, looking for flexible work arrangements
- Profiles of Diversity Advocates
- Success stories & case studies from leading employers
- Tax incentive for training programme
- flexChallenge initiative

And many more....



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Topics:

- Focus area
- Presentation of top 3 key take-away
- Q&A

Duration

5 Minutes /
Group

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THANK YOU