MyWiE

MALAYSIA WOMEN IN ENERGY

STRATEGIES & BEST PRACTICES FOR ATTRACTING, DEVELOPING & RETAINING WOMEN IN STEM & ENERGY SECTORS IN MALAYSIA

Establishing a community of Women in Energy in Malaysia -> MyWiE
WiE is an acronym for Women In Energy; My stands for Malaysia which also represents the sense of belonging/ownership.

FOWiE
FORUM ON WOMEN IN ENERGY 2018

Women: Driving Energy Liberalisation

13 July 2017
Kuala Lumpur Convention Center

MGA's FoWiE 2017 has created excitement amongst women in the energy community on the issues of women representation on Board and Leadership position.

Post-FoWiE Roundtable 10 Jan 2018

1. To keep the momentum going addressing fundamental issues and planning affirmative actions.

2. Organised by MGA and attended by FoWiE supporting organisations;
   • PEMANDU
   • 30% Club
   • PETRONAS Leading Women Network
   • Shell Women Action Network

3. Including TalentCorp & FoWiE speakers from Lead Women & CnetG - IRC Global Executive Search Partners

Outcome from Roundtable

1. Formation of MyWiE as an advocacy group to undertake advocacy roles towards promoting equal opportunities for women in energy sector.

2. Established committees; **Advisory Panel & MyWiE Task force** to discuss pertinent issues and develop specific proposals that will lead towards policy changes and affirmative actions on the ground to support diversity in leadership;

3. Recognize MGA as Secretariat for MyWiE

MyWiE
MALAYSIA WOMEN IN ENERGY

SCOPE

1. Identify high level issues affecting participation and progress of women in energy.

2. Develop interventions and best practices to promote inclusive work culture

3. Develop policy recommendations and initiatives for the industry and government

OBJECTIVE

Championing equal opportunity for women in the energy sector at all levels and in all categories, predominantly at leadership positions.

DELIVERABLES

Recommendation Paper on Promoting Equal Opportunity for women in Energy Sector

Women in Energy Forum with breakout sessions developing best practices

Collaboration with agencies, women circles and organizations with complementary aims etc to feed into national agenda

MyWIE common portal as a resource center for best practice sharing, articles, etc for any company to access
– collaborate with agencies e.g. TalentCorp for content

ADVISORY PANEL

Leader : Zahid Osman (MGA)

Emeliana Rice - Oxley (PETRONAS) Anne Abraham (30% Club) Rodziah Zainudin (Shell) Nan Yusri Nan Rahimy (MGA) Ilham Sunhaji (PEMANDU Associates) Aisah Eden (Sarawak Energy Berhad)

Overall PMO & Secretariat : Rosman Hamzah (MGA) , Murni Shariff (MGA)

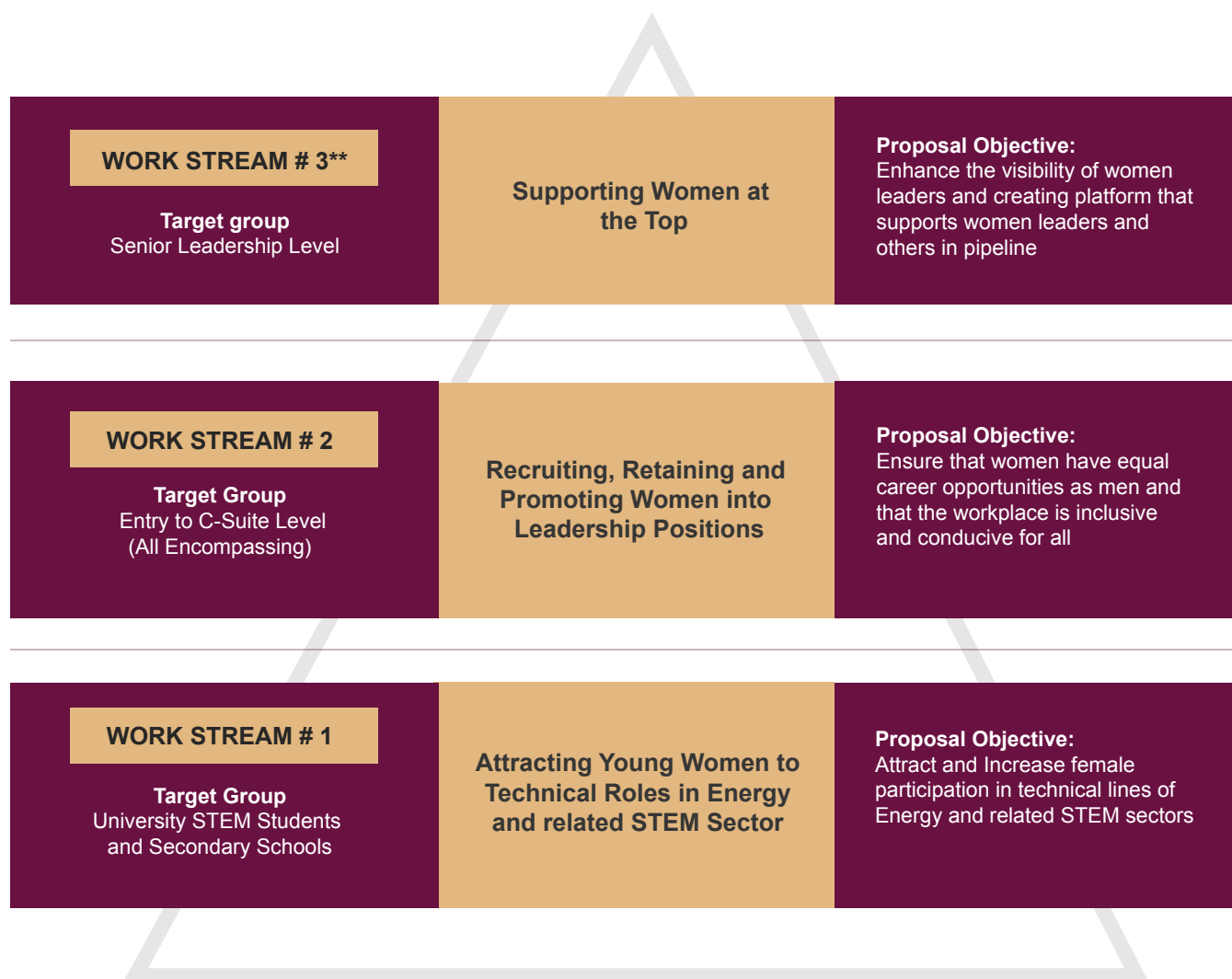| **Work stream 1** Attracting Young Women to Technical Roles in Energy and related STEM Sector	**Work stream 2** Recruiting, Retaining and Promoting Women into Leadership Positions	**Work stream 3** Supporting Women at the Top
Leader: Sangeeta Matu (Fitzroy Consulting) **PMO:** Anis Basri (Shell)	**Co-Leaders:** Su-Ying Seah (Shell) Raj Kumar Paramanathan, (CnetG Asia - IRC Global Executive Search Partners) **PMO:** Fadzleen Md Hanipah (Shell)	**Co-Leaders:** Siti Normaizan Hassan (PETRONAS) Dr Marcella Lucas (LeadWomen) **PMO:** Nurul Aula Bt A'aktif Fadzi (PETRONAS)

25 organisations. 50 work-stream members

WORK STREAM # 3

Target group
Senior Leadership Level

Supporting Women at the Top

Proposal Objective:
Enhance the visibility of women leaders and creating platform that supports women leaders and others in pipeline

WORK STREAM # 2

Target Group
Entry to C-Suite Level
(All Encompassing)

Recruiting, Retaining and Promoting Women into Leadership Positions

Proposal Objective:
Ensure that women have equal career opportunities as men and that the workplace is inclusive and conducive for all

WORK STREAM # 1

Target Group
University STEM Students and Secondary Schools

Attracting Young Women to Technical Roles in Energy and related STEM Sector

Proposal Objective:
Attract and Increase female participation in technical lines of Energy and related STEM sectors

** **MyWiE** is positioning itself as a thought leader in women leadership in the energy sector. It is embarking on a survey to identify women's ambitions in senior leadership positions, provision of current support and the needed support to further enhance their professional ambitions.

EXECUTIVE SUMMARY

In today's revolutionary conditions of production, transformed by the amazing informational disruptions in the recent years, leaders in the energy industry have been significantly challenged to maintain their companies' relevance. With businesses now operating in a volatile and challenging economic climate, innovative ideas are constantly required not only to meet market demands but also to help with problem solving and strategic planning. One might think that the most important assets to maintain competitiveness during tough times are hefty financial investments in technology expertise. On the contrary, leaders must first recognize that their most important asset is diversity-spawned creativity, which can only be derived by capitalizing on the skills and talents from diverse backgrounds fostered through an inclusive culture.

An **inclusive culture** is defined as the successful incorporation of diverse people into a workplace or industry. It is an environment that not only embraces everyone's differences but it is a culture that makes people feel valued for their differences. If an organization is dominated by a specific group of people, they are missing out on the unique attributes and perspectives which different members bring. This is where women play an important role especially in the Science, Technology, Engineering and Mathematics **(STEM)** industries.

Even though women in Malaysia comprise of more than half the workforce, a big gap in STEM representation as well as **attracting & retaining top female talent still** continue. Despite higher number of females are opting for Science streams in schools, enrolling and graduating in STEM degrees, they are still less likely to apply for technical roles in the O&G and wider STEM industry in Malaysia upon graduation.

Before organizations can even begin developing effective cultural transformation strategies to advance women in all aspect of the energy industries, it is critical to first understand the importance of attracting and retaining more women from point of secondary education to tertiary education and to having an inclusive workplace.

Women as a Catalyst for Innovation

Scientists and engineers are presently working to solve some of the most challenging issues of our time. Women can bring richer experiences and perspectives to the table; use these viewpoints to realize the full potential of an organization.

Larger Skilled Talent Pool

Higher female participation rate ensures a larger talent pool and propensity of women representation within the energy sector. This leads to the growth of the future workforce equipped with the appropriate skillset.

Improved Organisational Performance

Various studies have shown that companies that embrace diversity and inclusion amongst employees increase their creativity, innovation, contributions and lower risk-decision making, thus driving better overall business performance.

Better Workplace Culture

A better workplace culture with policies, values and expectations that support employees in their work-life balance choices will increase their overall satisfaction with the company, thus increasing employee retention.

For the purpose of this proposal paper, we have split the focus areas into 2 work streams:

Work stream 1 addresses the low gender representation of women in technical roles by investigating opportunities, challenges and choices made at secondary and tertiary education levels.

Work stream 2 addresses areas of concern around recruitment, retaining and promotion of women into leadership positions impacting the energy sector in Malaysia through the formation of an Inclusion & Diversity (I&D) Council in each organization to formulate and manage I&D strategies.

Strategies & Best Practices for Attracting, Developing & Retaining Women in STEM & Energy Sectors in Malaysia

Work stream 1

Attracting Young Women to Technical Roles in Energy and related STEM Sectors

Work stream 2:

Recruiting , Retaining and Promoting Women into Leadership Positions

Top Priority Interventions & Recommendations

Outreach Programmes	• Collaboration at critical time-points between Industry and Secondary schools to make STEM roles relatable; establish contact with women in STEM industry; and create a safe and encouraging space for students to share their preliminary passions and concerns about working in industry • Exposure to the STEM industry to illustrate the purposefulness and positive impact of various roles
Mentoring	• Continuous time-sensitive mentorship programmes between Industry mentors and final year and penultimate year STEM University students • Select Industry Mentors with a less than 10 year age difference to University student mentees, to encourage meaningful, trusting and relatable discussions
Role Models	• Have equal representation of Asian and Malaysian female employees from all ethnicities in promotional & marketing communications and female representation in all panel discussions • Showcase women in Technical roles, representing all of the STEM industry, i.e. Engineers, Scientists in Industry, Construction, Technologists, Quality, Financial Controllers
Internship-Work Experience	• Incorporate a female representation target of 50% (recommended to reflect graduate representation) for Internships • Ensure the interview, assessment and shortlisting process considers recommended target and D&I principles, when making selections • Ensure recommended Health and Safety training processes are followed and clearly communicated (with visuals and words) in promotional literature and application forms within the Internship and Graduate recruitment process
Networking	• Empower female students to develop and maintain connections with male and female professionals in the STEM industry to foster a life-long practice of networking

Best Practices Sharing

OUTREACH PROGRAMMES	ROLE MODELS
"Industry inside" for O&G sector to introduce students to the daily realities of a career in this industry "Engineering Bootcamp" facilitates students in technical challenges & networking sessions with technical experts/corporate leaders "Breakfast with CEO Series" for students to meet with influential leaders and gain insights	"People Like Me" campaign to showcase successful & inspiring women in energy.

Top Priority Interventions & Recommendations

We have identified areas of concern that are currently impacting the energy sector in Malaysia. We are therefore proposing the **formation of an Inclusion & Diversity (I&D) Council; that should consist of** a group of senior leaders or executives, who act on behalf of the company to jumpstart and manage organization's I&D strategy. **Top priority interventions are the following areas:**

- Recruitment Policies & Strategies
- Inclusive Workplace – Returning Women & Worklife Practices
- Mentoring & Sponsorship

The recommendations and best practices established under the top priority interventions are to primarily address the presence of unconscious biases such as gender stereotyping, job stereotyping etc. from point of recruitment, retention and promotion of employees in order to deliberately create an inclusive culture.

Recruitment Strategies & Policies	Returning Women to the Workfoce	Worklife practices	Mentoring & Sponsorship
One of the main reasons women are being significantly held back is due to unconscious biases and streotyping of gender and roles saddled in the recruitment process itself.	• Women who have taken a career break have faced difficulties returning to the job market. Pricewaterhouse Coopers (PwC) reports that this is due to the perception among recruiters and employers that a career gap is symptomatic of a deterioration of skills.	• Flexible Work Arrangements • Flexible Work-Life benefits • Family-friendly incentives	• A woman's unconscious belief can cause her to hold herself back & may even think she needs to take on more masculine characteristics to succeed in a leadership role.
Recommendation	**Recommendation**	**Recommendation**	**Recommendation**
Identify & address potential conscious and unconscious biases embedded within organization's policies/practices	Develop structured "Energy Career Relaunch" programmes to attract and prepare women returning to the workfoce	Create policies, practices & proccesses that meet the diverse needs of individuals within the company	Attract & retain women within the energy sector by providing mentoring & sponsorship to increase women in leadership positions

Best Practices Sharing

01 Recruitment

- Clarity on candidates' expectations & higher payment offer on successful female/ethnic minority candidates.

- Customized criteria/job description review for every role through a "diversity lens".

- Unconscious bias training & at least 1 female/ethnic minority partner in interview panel.

02 Returning Women

- 6-month Returnship Programme where returnees are hired to work on live projects.

- Returnees are provided with on-the-job coaching, regular check-ins, mid-term & end-of-programme review.

- TalentCorp Resourcing & Retention Grant for Career Comeback Women

03 Worklife Practices

- Flexible work arrangements e.g. Compressed work week, employees' choice of day off, flexi hours, reduced/part-time work, leaving early from work

- Work-Life Benefits e.g. Childcare subsidy, extended maternity leave, family care leave, paternity leave, sabbatical leave, study leave, support network

- Family-friendly Facilities e.g. carpark for pregnant women, childcare centre at work, nursing/mothers' room

04 Mentoring & Sponsorship

- Quota for men & women mentors & mentees to balance participation.

- Access to portal/platform with consolidated list of global/local mentors & skills/capabilities they have to offer.

- Positioned as an incentive for High Potential talents.

- Public Recognition or monetary incentives.
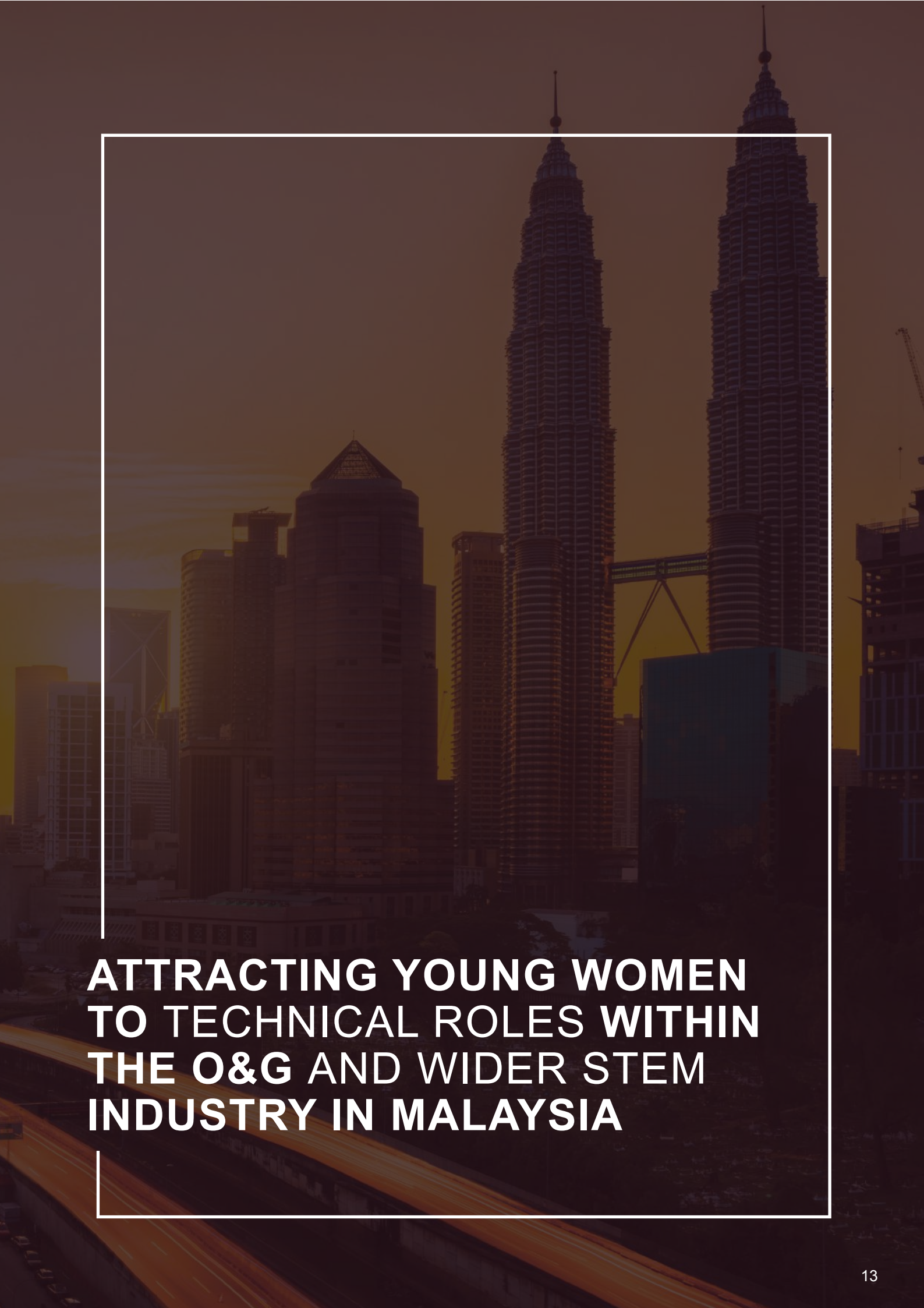
The goals of this proposal are to ensure:
- Recruitment, retention and promotion of women in STEM at all levels
- Women have equal career opportunities
- Women are provided with the necessary support to help women succeed
- Inclusive culture in the workplace is applied equally to both male & female

Nevertheless, it is vital to note that the **successful implementation of these recommendations is vastly dependent on the tone and commitment from the top leaders of the organizations**. Further to that, I&D strategies are only truly effective when there are measurable outcomes in place. There is unfortunately no quick fix, but we have to at least start off with the understanding that we are in this for the long haul. If organizations are able to address this, they will have employees who are much more engaged, committed and willing to be part of making the company great, which is a key milestone to nation building.

TABLE OF CONTENT

ATTRACTING YOUNG WOMEN TO TECHNICAL ROLES WITHIN THE O&G AND WIDER STEM INDUSTRY IN MALAYSIA

Introduction

Science and Technology education has been a priority in Malaysia since the 1970s when a national target was set, to achieve 60% secondary school students enrolled in the Science stream, with the remaining 40% in the Arts.

In 1991, Vision 2020 was implemented and one of the goals was to establish a scientific and innovative society. As a result, the government has successfully established 69 science secondary schools and 51 Mara Junior Science Colleges.

To move a step closer in achieving the goal, the Malaysia Education Blueprint (MEB) was initiated in 2011. One of the priorities identified in the blueprint was the uptake of Science, Technology, Engineering and Mathematics (STEM) subjects at secondary level.

The ultimate aim of the STEM initiative is to ensure Malaysia has a sufficient number of qualified STEM graduates to fulfill the employment needs of the industries that support its economy. STEM graduates are expected to take up jobs in sectors like, engineering and medicine. MEB also promotes vocational education as another option of STEM. Projections show that by 2020, at least 46% of all jobs will require vocational certificates or diplomas compared to 22% requiring university degrees (MOE, 2013). Majority of these vocational courses are STEM related. This will also contribute towards achieving the 60:40 policy.

In Malaysia, the participation rate of girls and women in STEM has improved gradually in the last four decades both in schools and in higher education institutions. Although there is not a specific policy for Girls & STEM education, the gender consideration has been included in many national policies (Education, Economy, and Science & Technology), all of which have contributed to the current robust participation of girls in STEM. Current trends show that more girls are enrolled in biological and health sciences than boys. More Malaysian women graduate from most STEM degrees than men (see below).

Problem Statement for this Taskforce

In doing the research for this project, this taskforce has identified that although the above advances are impressive, some specific challenges remain in specifically attracting women into STEM industries. Despite more women choosing the Science stream at Secondary school, and more females graduating in Science, Technology and Mathematics degrees, it has been identified that women are less likely to apply for technical roles in the O&G and wider STEM industries in Malaysia once they graduate. Although outside the remit of this paper, as it is covered by Work Stream 2 (Recruiting, Retaining and Promoting Women to Leadership Positions), we can also report that this trend continues as we observe the lack of gender balance in technical functions, in middle, senior management levels, and beyond.

Context

At the early stages of this piece of work (the remit of Work Stream 1), we identified the following 5 areas as being highly impactful in attracting women to choose Science stream at school, a STEM degree at university and apply for technical roles within the O&G and wider STEM industries.

The team members of Work Stream 1 has identified the following initiatives as being the most impactful in attracting young women to opt for STEM subjects, at both secondary school as well as university, and subsequently applying for technical roles.

- 📈 Outreach Programmes
- 👪 Mentoring
- Role Models
- 🪪 Internship - Work Experience
- 🥂 Networking

After researching company policies and initiatives that are currently in place, as well as researching local and global practice, engaging with knowledge experts, we were invited to suggest initiatives programs or policies which would be of high impact but low on financial investment to facilitate women in selecting technical jobs. In light of this, we generated the Top Four Recommendations to Recruit Women into Technical Roles (see section 3).

To specifically address this challenge, we have explored the five above-mentioned initiatives and have presented the Top 4 recommendations which, we believe would positively impact more women taking up on technical roles in the STEM sectors.

Top Four Recommendations to Ultimately Recruit more women into Technical Roles in the O&G and STEM industries

The team has researched the five areas above and considered them against the Malaysian context. On the basis of impacting women, such as to ultimately attract them to work in technical roles, such that the exposures to STEM, STEM and technical roles were part of an ongoing journey and incremental build up towards choosing a technical role, the following are the recommendations. We firmly believe the key recommendation, is Recommendation 3.4 which is to ensuring 50% of Internships are secured for women - however we strongly believe this recommendation cannot be practised in isolation of the other recommendations, which will have a few touchpoints in the life of a young Malaysian girl, as she makes key decisions around Secondary school stream selection, University degree choice, Internship support, and ultimately her voyage into her career choice. The recommendations are presented to roughly mimic the chronological insight of a young lady through her STEM education and career, so as to ensure maximal likelihood of STEM female students selecting, and being selected for Industry internships.

We propose the below programmes to ultimately result in greater female attraction to technical roles in the STEM industry. Research by Microsoft has shown that the best age to get girls passionate about Science is before they turn 16 (and choose between the Science or Arts stream). The below proposal will be aligned to
  - supporting the delivery of the National Curriculum
  - understanding how STEM skills and knowledge are applied in the real world
  - introducing Secondary students to emerging STEM innovations and potential career paths
  - connecting with industry to understand workplace expectations and aspirations
  - providing industry with student mentoring opportunities

Teach for 2 Days

We recommend the involvement of industry professionals with students of the age of 11-17 in secondary schools. These professionals are ideally with some technical working experience and they will become guest teachers in the following way: Via one of the existing STEM programs, we recommend a "Teach For 2 Days" opportunity for professionals working in technical roles in the STEM and O&G industries. In order to ensure a strong bond, continuity of the relationship between the guest teachers and students, we recommend that each engagement consists of a professional committing to a 2-day of teaching the same class and school, at a gap of 8-12 months between the first a second teaching session. In this way, the professionals can share a STEM topic or a curriculum segment which is preferably linked to their area of work or industry. We recommend that the professionals spend 3 hours at
selected schools.

Suggested content format:

A. 1 hour – teaching a part of the STEM curriculum
B. 1 hour – sharing their industry, anecdotes from their technical roles, talking about the environment of the technical role. To weave purposefulness, share a historical context or recent technologies and how these made advancements in that industry, the tangible impact of their role and how it impacts the world around them positively
C. 1 hour – Open, informal discussion led by guest teachers to understand what the students enjoy about STEM classes, what roles they aspire to in the future & why, what tertiary education options they are considering, and offer any balanced perspectives in the capacity of a mentor

Suggested Timing of the two sessions:
Session 1:
At the beginning of semester during Form 4. The purpose is to start building their interest in STEM industry. The timing will allow the students to access multiple activities or competitions relating to STEM to participate in the year.
Session 2:
At the beginning of semester during Form 5. The students will be having their SPM at the end of the year, and this session will boost their motivation to ace.

In the second session of the above programme, it may not be necessary to have component B., and we leave that decision to the discretion of the school and professional guest teachers.

Work Shadow / 'Day in Life Of' Industry Experience

Where possible, and as it befits the company, resources, and the school, it may be valuable to have a select group of students – those that in the sessions above have shown the interest, engagement and creativity – to be invited for a half day work shadow at the company, where they can "follow" a few staff going about their routine activities including meetings, technical discussions or documentation work, team activities. We strongly recommend the students being introduced to women working in technical roles, or at the very least women whose work impacts technical functions. The day could end with a sharing session where each student is given a chance to reflect on their day and share with others in the group, and the company professionals, what aspects of the day they enjoyed most and why; what technologies they saw being used; the real-world impact of the roles they observed, whether they could see themselves in a similar company, and why or why not. This process of reflection and sharing will force the students to think about their passions and potential career choices.

Mentoring

As befits the company, staff resources, and the schools, it may be valuable to have a selected group of students – those who have shown interest, engagement and creativity in the Teach For 2-Day sessions and during the Work Shadowing experience to be mentored by a small number of professionals within the company.   The number of female students being mentored could be monitored and encouraged at this stage. However, both gender should have the opportunity to be mentored. The purpose of the mentoring is to ensure that students who are consistently showing high levels of interest and aptitude in STEM as well as having interest to work in technical industries are supported in their journey towards selection of tertiary education or degree choice. It must be stressed that in no way must a student be discouraged from their personal choice of degree or career, and the role of the mentor is to be neutral in their overall approach, balanced in their advocacy of a career in STEM and helpful in the student's career decision path.
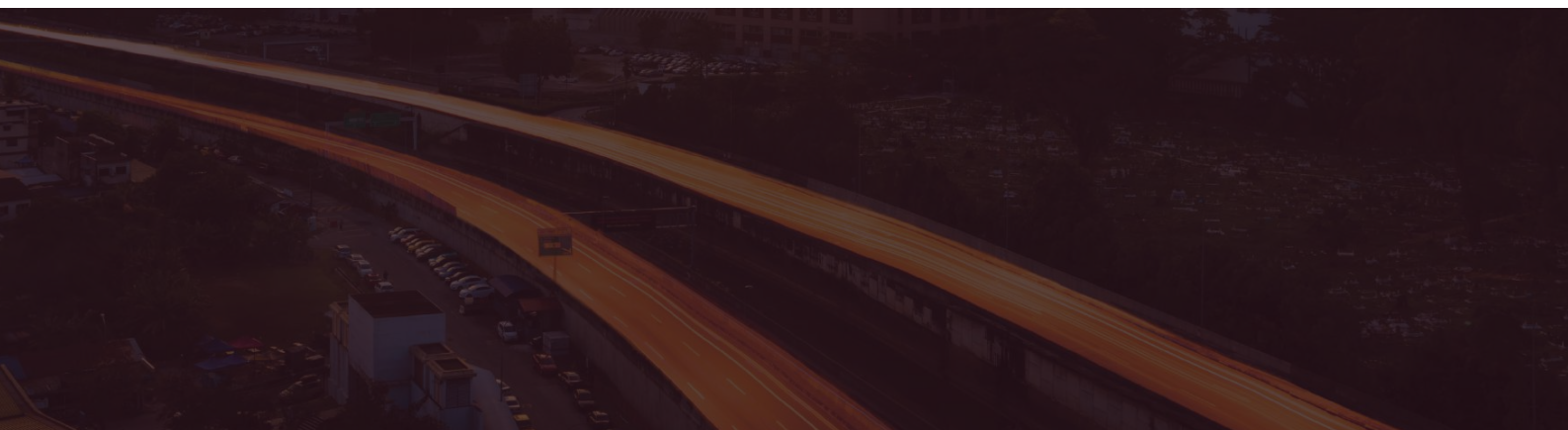
We recommend each company extend their relationship with a university they already have links to, or seek out a university or universities to co-establish a Mentoring programme between final or penultimate year STEM discipline university students and employees on their programme who have been through a Mentor suitability assessment as well as short training session on the purpose and framework of mentorship. Whilst the mentoring programme may focus on women students solely, it may be beneficial to open the programme to both male and female students, of all backgrounds and races, whilst having an emphasis on having 60% uptake of this programme by female students. We strongly suggest the mentors come from a balanced pool of both men and women of all racial backgrounds with technical roles, or those impacting technical roles- in case not enough women mentors can be identified. The impact of having, for example, males mentor females, has been positively documented in the He for She mentoring programmes in Singapore which kicked off in 2017. Further, the suggestion is that mentors are selected on the basis of their passion and ability to act as an ambassador for the STEM industries and technical roles, rather than merely on seniority. Hence, it would be encouraged to have a mentor pool, which has some recent graduates (graduate management trainees who are say 2-3 years into their career), as well as a few mid-level managers, who are able to relate to the trials and tribulations of a contemporary STEM graduate-to-be.

We suggest the mentor and mentee meet a minimum of 3 times in their mentorship programme, and preferably between 4-6 times a year?. The nature of the mentorship includes understanding or exploring personal career aspirations, sharing perspective on what a career in industry or a function is like. The mentor is also expected to share any related industry or networking events that they may come across.
A strong theme will be to discuss internship plans, and explore what type of internships will be sought after – technical or non-technical. At this stage if a student brings up concerns around safety or physical requirements, these can be balanced with a discussion of support measure in places for interns, and examples of women in technical roles. It would be encouraged for the mentor to arrange a meeting between a female colleague in a technical role or on site, so the mentee can get first hand evidence of the situation. In addition to this, mentors are encouraged to also connect their mentee to any person they feel can provide a valuable perspective or support in relation to technical roles, all within a professional, supportive context. Special attention must be paid to ensure all mentors remain in close contact in the months prior to students are applying for internships and jobs – during their penultimate and ultimate year. As per the level of comfort between the two parties, the mentor may also act as a reviewer of the mentees CV, covering letter, application forms, etc. The mentor may prove beneficial by providing their perspective representing the employer's lens.

We suggest half the meetings should be in person, and the other half may be over Skype, Zoom or other platforms supporting mentoring, such as Futurelab. Students may wish to document their meetings in brief with a summary of what was discussed and any action points, to keep the momentum going with their plans.

The purpose of the mentoring is to ensure that STEM degree have a constant figure of guidance, awareness and encouragement through their crucial penultimate year where they secure an internship, and then in their final year, as they embark on applying for jobs. It must be stressed that in no way must a student be discouraged from their personal choice of career, and the role of the mentor is to be neutral in their overall approach, balanced in their advocacy of a technical career in STEM and helpful in the student's career decision path.

A previous initiative that could be re-vamped to drive this, such as TalentCorp's intiative entitled Industry Insight. This programme is dedicated to start early exposure (mostly students in their 1st or 2nd year degree programme) to identify which industry they would be more interested to work in the future. In 2014, TalentCorp organized Industry Insight for the Oil and Gas Sectors. The agenda includes site-visits, leaders engagement and briefing on recruitment.

Proposed mentor criteria:
- Junior executives, ideally 3 years or less working experience in the STEM industry
- Less than a 10 years age gap with the mentee
- Can connect 4-6 times over 2 year, at critical time points – before applying for internship, and before applying for graduate jobs
- Male or Female Mentor

Proposed mentee criteria:
- Suggest 60% Female students
- University/College students preferably penultimate year of STEM degree

Mentoring by junior executives in industry will help build their leadership foundation, which may otherwise not be accessible to them until later in their careers. Having junior executives as mentors will ensure to keep the conversations are authentic, the benefits of recent experiences and networks can be shared for the mentees.

Student Semester Break Programmes are designed both for Malaysian students abroad who return for the holidays and for students in local universities.

The aim is to help students gain exposure and understand their options, as well as to give them an insight into industry realities and requirements.

This allows the students to start thinking ahead of their career options and opportunities.

Here are five upcoming programmes:

1. "INDUSTRY INSIDE" FOR THE FAST-MOVING-CONSUMER-GOODS (FMCG) AND OIL & GAS SECTORS

Industry Inside: FMCG

What? A three day programme designed to help students from various backgrounds gain insights into the Malaysian FMCG sector, particularly companies with manufacturing operations.

For who? Penultimate or final year Malaysian students from any degree disciplines.

Industry Inside: Oil and Gas

What? A two day programme to help students meet and learn from experts in the oil & gas field, in order to expose them to the day-to-day realities of a career in this industry.

For who? Penultimate or final year Malaysian students who are currently pursuing degree in engineering.

A visit to Unilever for Industry Inside: FMCG.

2. THE "EXPLORE" PROGRAMME

What? A three day programme that will expose students to companies that offer well-structured management training programmes.

For who? Penultimate or final year Malaysian students who are currently pursuing any degree.

3. ENGINEERING BOOTCAMP

What? A four day programme with prizes to be won for cracking engineering challenges. There will be technical challenges, networking sessions with technical experts and corporate leaders as well as opportunity to make new friends with similar interests.

For who? Penultimate or final year Malaysian students who are currently pursuing a degree in engineering.

4. THE MALAYSIAN PUBLIC POLICY COMPETITION - TALENTCORP BOOTCAMP

What? 3-day challenge providing insight into policymaking from the perspective of government agencies, and to nurture young Malaysians' interest in nation building.

For who? Penultimate or final year Malaysian students who are currently pursuing any degree.

5. BREAKFAST WITH CEO SERIES

What? A series of breakfast sessions with influential leaders, which give students an opportunity to meet with these leaders and gain valuable insights and wisdom.

For who? All Malaysian students.

■ To get involved in the Students Summer Programme, please contact Maithili Vasudevan (maithili.vasudevan@talentcorp.com.my) and check out the "Students MY" FB page at www.facebook.com/StudentsMY

Visit to Google to meet Sajith Sivanandan, country head, Google Malaysia.

Breakfast with Dato' Izzaddin Idris, group managing director and CEO, UEM Group Bhd.

RECOMMENDATION 3: INTERNSHIP QUOTA FOR WOMEN

50% Quota for Industry Internships for Women STEM students

Despite more women graduating in Science (72%), Technology (61%) and Mathematics (75%) degrees from Public Universities in Malaysia, and 45% of Engineering graduates, this number does not translate to a similar representation of women embarking on technical roles in the country's STEM industry at graduate level (see figure below).

20

The STEM gap in Malaysia is much narrower & sometimes opposite to global trends

Degree		Men	Women	All	GPI	% of which are women
Engineering	Bachelors	42309	34615	76924	0.82	45
	Masters	6543	6377	12920	0.97	49
	Doctorate	4380	2607	6987	0.6	37
Mathematics	Bachelors	1512	4450	5962	2.94	75
	Masters	264	709	973	2.69	73
	Doctorate	313	369	682	1.18	54
Science	Bachelors	3286	8275	11561	2.52	72
	Masters	3909	7121	11030	1.82	65
	Doctorate	2102	2506	4608	1.19	54
Technology	Bachelors	2581	4098	6679	1.59	61
	Masters	534	540	1074	1.01	50
	Doctorate	333	180	513	0.54	35

Source: Malaysian Higher Education Statistics

Research into some of the companies' figures as represented by the MyWiE team, revealed that more male students had internship experience, and it was precisely the internship work experience that led to them being offered a graduate role. Review of applicants showed that typically male graduates had more relevant, 'hands-on', 'hands-dirty' internship experience compared to their female peers i.e. internship at remote and on-site location (i.e Pengerang, Miri, Labuan). The potential reasons that less women were likely to be encouraged to do an internship was that many parents had a perception that on-site, remote location, and internships requiring night-time shifts were not considered safe work environments for their daughters. This was supported by the ladies who were interviewed, some of whom further added that potential employers put them off technical work citing the need of physical strength, ability to climb ladders, poles or vessels.

Hence, the crux of this paper, is that all companies with Internships, incorporate a policy of 50% of Internship quota or target for having female STEM students. This would be directly in line with the number of graduates, and hence merely supporting the pipeline trend. (In fact, at 50%, for Science, Mathematics and Technology, it would an under-representation of female students in those disciplines.)

We suggest the companies create campaigns to effectively spread this information to their target audience, by sharing this widely in their marketing materials, social media channels, Teach for 2 days and Mentor employees, graduate recruitment staff, as well as for their staff in general.

We suggest HR review their traditional shortlisting processes in order to be more inclusive of female applicants.

Further, to support the expectations of concerned family and internship applicants, all companies must ensure the internship experience provides utmost safety for all interns. In case not already mandatory, we suggest each company implement the following obligatory training and personal safety measures in place as a part of the Internship (and Graduate) Onboarding process:

- Assessor based training and assessment on any climbing of ladders, vessels, rigs, etc
- Assessor and intern based assessment of potential physical lifting or movement required. Any interns, male or female, who may be exposed to work environments where they are expected to exert more physical effort than deemed safe, must be assigned a partner to fulfil such activities. It must be ensured that as a pair the job can be safely conducted.
- Easily accessible personal safety alarms for all interns, male and female
- We suggest that for all female interns, working on-site, night-working or remote working, be accompanied with an experienced female employee who will remain within the vicinity.

As a case study we suggest leveraging on already existing, internship programme organised by PETRONAS under Institut Teknologi Petroleum PETRONAS (INSTEP).
PETRONAS has made it mandatory for PSC operators to hire PRODIGY interns. As per our recommendation, we invite PETRONAS to set a target requirement for female students, such that 50% of PRODIGY interns should be female.

Programme for Development of Ingenious Young Talent (PRODIGY)
This special collaboration among oil and gas consortium companies is designed to train talented engineering graduates with technologies across the sponsoring companies. PETRONAS plays host and manages the training. PRODIGY is an industry-driven effort and a strategic collaboration between PETRONAS and Petroleum Arrangement (PA) Contractors which aims at churning as many competent and work-ready engineers in Exploration and Exploration (E&P). Its specific focus is on critical skills i.e. Drilling, Petroleum Engineering, Process and Operations and Project Management, with the supply coming from fresh graduates and re-skilling of engineers from other industries.

RECOMMENDATION 4: THE IMPACT OF ROLE MODELS IN ONLINE MEDIA, PRINT & PANEL DISCUSSIONS

Research has shown that boys like verbs, actions and doing things and girls have a preference for adjectives and descriptions. In addition to this, when secondary school girls are considering a career choice, the purposefulness of their career choice rates higher than boys. The way in which to support girls to consider technical roles is to link personality types to job roles.

The research that has been conducted so far, supports this very highly. In the UK, girls are much more likely to consider a career in science, technology, engineering or maths, if they have a role model who inspires them. The research showed that more than half (52%) of women aged 11-30, who looked up to either fictional or non-fictional people involved in STEM, said they were interested in getting a job in the sector. Less than a third (32%) of women without a role model said the same. 20% more UK girls said they could imagine a career in STEM if they had a role model compared with those who don't. Also the research showed, that among young women in the UK who have a STEM role model, there is a 12% rise in interest in STEM subjects. They are also more likely to see themselves as high performers across the range of STEM subjects - most notably in maths - and see the value of hands-on experience in those lessons.
The importance of having role models can only be supported by the content clearly reflecting this intention. The content provider platform "People Like Me" campaign has been successful in inspiring young ladies and women in STEM subjects. It provides content – both written, visual and videos to support girls, teachers, parents, and employers. It showcases women in all nature of STEM roles such as construction engineers, technology lawyers, digitial designers, industry scientists. An example is shown below. The font in blue highlights the importance of the role and the purposefulness of it. The content about the person being featured (in this case, Lizzie Wells) is both descriptive and full of adjectives.

ROLE MODELS

Lizzie Wells

Persuader | Communicator | Manager

"I get to meet a variety of people on a daily basis and learn new things from them everyday."

Lizzie is a practical and intuitive person who does a lot of problem solving in her job. She's outgoing and conscientious, which means she's great at meeting and working with new people in a team and can be relied upon to complete tasks in an efficient manner.

FIND OUT MORE

THE 12 TYPES OF SCIENTIST

Regulator

> Honest with a sense of fairness

> Likes things to be fair, legal, honest and safe

> Likes to check that details are correct

> Good at spotting errors and unforeseen consequences and deciding if something conforms to regulations, so that the public is not put at risk

> Has a natural sense of justice and is willing to challenge the status quo

PEOPLE LIKE THIS WORK IN

laboratories or offices, checking that companies are honest and that products and processes are safe and legal

JOBS

Compliance Officer, Regulatory Affairs and Risk, Fire Safety Engineer, Digital Designer, Interactive

I thought the webinar was fantastic and felt really motivated and inspired afterwards. I have a session booked in July at a girls school and even though it isn't specifically a people like me event, there was so much useful information in the webinar that I can use. Things like girls relating to failure more, keeping their options open, being more in the know about post GCSE options etc.

"

It is important, not only to have a balance of female representation in all visuals – be it in books, posters at school, university paraphernalia, online company visuals, but in a multi-ethnic country such as Malaysia, it would also be important to ensure the female STEM role-models being showcased represented all ethnicities.

When addressing the STEM industry, specifically, we suggest all companies review their online and internal visuals to ensure there is an equal representation of genders and ethnicities. We would also encourage all company websites to showcase their female technical staff, in a similar vein to the above example. We would also encourage a greater representation of women in all levels of leadership in technical roles at conferences, panel discussions and events.

We would suggest the National Stem Movement provide a content platform along the lines of the "People Like Me" which can be accessed by students, teachers, parents and employers to encourage greater representation of women in STEM roles in the industry.

The National STEM Movement with its connections across the board, is well positioned to champion and deliver this. It is led by Prof Dato' Dr. Noraini Idris, Deputy VC of Univerisiti Pendidikan Sultan Idris (UPSI) and supported by fellow academicians, industry partners, teachers and parents. The Movement works very closely with the Ministry of Higher Education (MOHE), Ministry of Education (MOE) and Ministry of Science, Technology & Innovation (MOSTI).

CONCLUSION

Work Stream 1 researched findings has shown the possible causes that fewer than 50% of technical roles at junior levels were filled by women. The team researched for solutions to attract more women into technical roles, and applied these to the Malaysian context, and presented our recommendations above. The realization that the graduates from Science, Technology and Mathematics undergraduate degrees are women, led us to investigate further the reasons behind a lower proportion of women entered graduate level technical roles.

In doing so, we uncovered that women typically are more attracted to:
- work that is purposeful to them
- venture into jobs that can be communicated descriptively (jobs are less appealing if not descriptive)
- the positive impact of the work they undertake is tangible
- partake jobs where they can see representations of themselves in action (role models)

We have also identified specific barriers to entry. By having few role models to present a counter view to current perceptions around safety and physical requirements, the prevailing cultural stereotypes are seemingly impossible to counter. We shall find ourselves in the position we are presently in - with almost equal, if not higher level of females at graduate level, but under-representation of women in roles they have invested their education in – as graduate entrants in technical roles in the industry

As explained at the introduction, the pivotal point is more women taking up internships – hence our recommendation of 50% Internships for women. And yet, that affirmative action, if taken in isolation of other supportive interactions, will not be enough.

To empower a young lady inclined to study STEM subjects and to ultimately comply to her decision to apply for an internship, starts much before the application deadline for the internship. To allow herself, and possibly more importantly, provide her parents and 'societal influences' with robust and ongoing reasons in her reasons for wishing to pursue a technical career, she will need support and encouragement via the aforementioned touchpoints. Mentoring programme at school and university, gives her ample opportunity and experience to be in an informed and mobilizing environment. In order to choose a right career path, one not only needs support from mentors and peers from the industry but also support from family members. To address the challenges around the implications of specific aspects such as safety concerns in the workplace, she will have several examples in her network coupled with companies' policies.

Finally, we believe that showcasing of role models in the media as well as the suggested touch-points with the STEM Teach for2 Days plan, mentoring at school and university, female students will have required exposure from a variety of perspectives to support their passion for pursuing a technical career and ample opportunity to counter unsupportive arguments to trigger the crux of the barrier - that of securing technical Internship experience, which ultimately places them on a par with male applicants who tend to have the bulk of the internship experiences at present.

RECRUITING, RETAINING & PROMOTING WOMEN INTO LEADERSHIP ROLES

Business Case for Inclusion and Diversity (I&D) in Organizations

The energy sector globally is experiencing unprecedented major and long-lasting disruptions in every area of the business value chain. Mergers and acquisitions, technology and digital revolution together with other drivers of transformation, will pose leadership and management challenge to boards and CEOs.

The energy sector topped the global mergers and acquisitions deals done in the first half of 2018 with increase in value by 62 percent from previous year, and accounted for almost 16 percent of total M&A value, as reported by Thomson Reuters. Digital disruption is sweeping the energy sector as organizations continue to boost bottom-line efficiencies and top-line growth. Investments into digital technologies will peak to USD 64 billion by 2025 as reported by Bloomberg New Energy Finance.

However, Bain & Company survey in 2017 reported that 88% of the 250 companies that participated in the survey failed in the execution of the transformation plan.

CEO Challenges

Boston Consulting Group assessed about 40 digital transformation projects and found that proportion of companies that focused on culture and reported breakthrough or strong financial performance, were five times greater than those that neglected culture.

Inevitably, the human element plays a strong factor in the strategy development of a transformation project and execution of tactical plans. An agile leadership is even more important to build and harness upon a team that offers variety of experience and from different backgrounds, which are necessary for an organizational and functional transformation. Even more crucial is to have an inclusive culture where people are open-minded, celebrate differences and know that their voices or opinions matter. This will allow the leadership team to generate flow of different perspectives and ideas that are crucial for the success of the transformation plan.

IRC Global Executive Search Partners (CnetG Asia), through roundtable meetings with over 100 CXOs worldwide in 2018 concluded that business transformations require a review of the leadership template. Purposeful organizations with purpose-led leaders and a culture with well-articulated values and behavior, inspire and drive strong talents with common purpose and clear outcomes. Great CEOs build an inclusive culture supported by solid talent development strategies and plans.

DDI's study with over 1000 CEOs in 2018 revealed that the top 5 of 28 challenges, faced by 60% of the CEOs are related to leadership and specifically, in attracting, retaining and promoting talents. Developing future-ready leaders and, attracting and retaining great talents are among their biggest challenges

Top 10 Challenges

Challenge	Percentage
Developing "Next Gen" leaders	64%
Failure to attract/retain top talent	60%
New competitors globally	48%
Cyber-security	28%
Slowing economic growth in emerging markets	25%
Labor relations	24%
Global recession	22%
Income inequality/disparity	21%
Outdated/Insufficient national infrastructure	20%
Global political uncertainty	18%

Equal Opportunities in the Energy Sector

Many employees think that women are well represented in leadership when they see only a few. And because they've become comfortable with the status quo, they don't feel any urgency for change. When asked about fairness of treatment within company, commitment to gender diversity, equal opportunities for carreer advancement, men tend to always have higher positive feedback than women (McKinsey, 2017) The average score of all four sub-indexes for Malaysia in 2016 was 0.692. This indicated that the equality gap between men and women was 69.2 per cent (taking into account the weighted by population). The score of 1.00 (100.0%) is defined as no gap between men and women in these four sub-indexes. Based on this score, Malaysia's ranking expected at the 75th out of 144 countries listed in the Global Gender Gap Index, 2016 Report by WEF. Malaysia's ranking also expected at the 9th position among East Asia and the Pacific nations, ahead of Indonesia, China and Brunei Darussalam (Talent Corp, 2017)

Roughly, only 1/5 of employees in oil & gas industry are women, whereas the number is lower when it comes to technical work in oil & gas industry. Women in oil & gas industry tend to do more desk work whereas the technical work is likely a prerequisite for career advancement. Low participation of women means the industry suffers from lower talent pool, misses out on quality of teamwork, diverse ideas etc. Additionally, the low numbers of women especially in top management reduces the career choice of women to be in the oil & gas industry. Thus, creating a circle and difficulty in recruiting women for the boards. Though men and women start on the same level, women rarely reach the top in this industry (BCG, 2017).

Building & Developing an Inclusive Culture in the Workplace

Social science researches have proven that command-and-control approaches to inclusive culture tend to fail on major occasions. Pointing out the dos and don'ts, and blaming/shaming managers with penalties during performance apprai-sals if unable to achieve diversity targets, does not increase diversity and this is certainly the major reason why firms fail. Rather, the outcome is more fruitful if organizations establish the diversity as a part of their culture. Creating an inclusive environment that leverages on diverse workforce, such as engaging managers in solving such problems, exposing them to diverse backgrounds and people, and encouraging social responsibility for change, will translate to long-term positive performance. Thus, a better option is to regulate hiring and promoting of employees rather than forcing employees to attend diversity training (Harvard Business Review, 2016).

Recommendations on Building & Developing an Inclusive Culture

Oversight & Governance

| Formation of Council | Define Purpose and Role | Engage/Feedback | Programs & Policies |
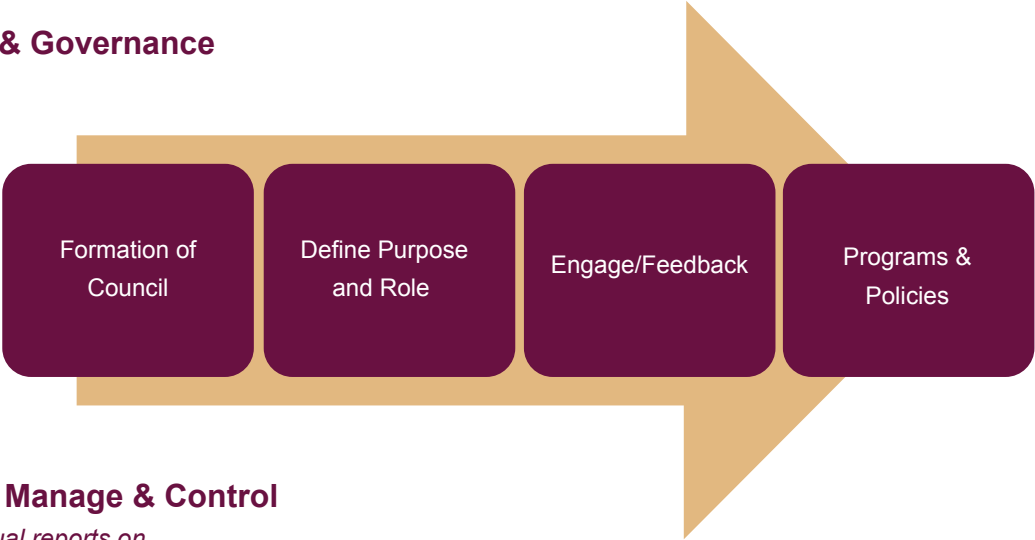
Measure, Manage & Control

Checks annual reports on
Gender composition (% of women in org workforce)
Salary (women-men ratio)
New Hires (% women new hire)
Attrition Rate (% of women attrition)
Training Programmes (% of women training participants)
Policy disclosure

Formation of Inclusion & Diversity (I&D) Council

Inclusion & Diversity Council

External partners

Head of Departments

CEO

HR Director

MyWiE
MALAYSIA WOMEN IN ENERGY

30% Club
GROWTH THROUGH DIVERSITY

TalentCorp
ATTRACT · NURTURE · RETAIN
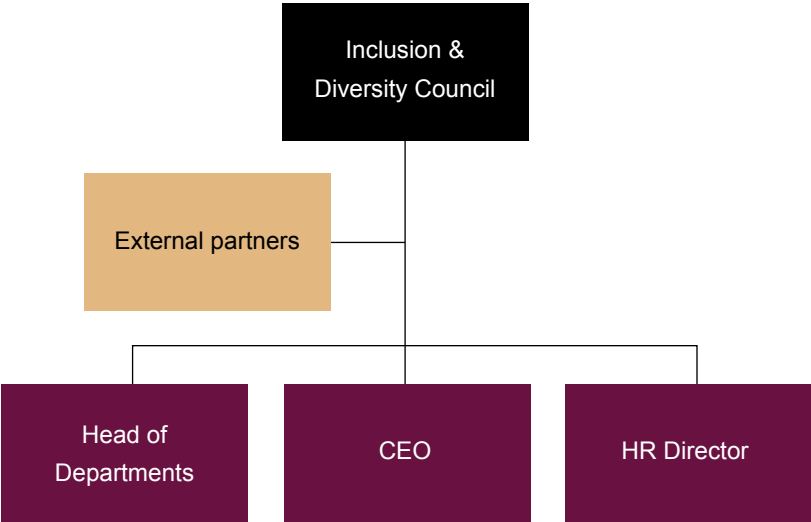
Functions of the Inclusion & Diversity Council

An Inclusion & Diversity council, as part of a strategic diversity management plan, is an inclusive and effective mechanism for managing an inclusive organization. I&D council is a group of senior leaders or executives who acts on behalf of companies to jumpstart and manage organization's I&D strategy. While I&D councils do have the power to shape and modify organizational culture, they—of course— do not immediately solve all problems related to diversity and inclusion (Catalyst, 2013)

A) Define Purpose and Role

A purpose-led council will look at the I&D strategy as one that covers all elements of a diverse workforce with different needs – mainly gender (covering females and males, and not just working parents but also single employees who may be care-givers, physically-challenged employees and multi-generational workforce.

- Purpose, strategy and roles constantly aligned with organization's purpose, strategy and business goals
- Position inclusion and diversity as part of corporate culture, either as written policy or simply in form of practices. Most organizations promote equal opportunity in its culture or values. Extend the clause to cover inclusion and diversity
- Have a long-term plan with focus on small and quick wins
- Prioritize areas to work on, from basics of policies addressing recruitment and promotion to harassments, safe infrastructure and slowly adding on targeted initiatives based on outcomes
- Educate, facilitate and follow up with Business Leaders/Line Leaders who should be accountable for I&D
- Include strategy on communication and culture training

B) Measure, Manage and Control

What gets measured, gets managed. The diversity council should establish key measures that will reflect on its targeted outcomes. Metrics such as gender composition at board and management levels (% of women to men), new hires (ratio of female to male) provide a better picture on the company's position and progress on diversity.

By providing consistent communication when change or inclusion initiatives are communicated regularly and transparently, employees are more likely to lend their support to the efforts. Thus, diversity councils should be mindful of the need to communicate not just upward, to executives, but across their organizations as well. Although open and honest communication should be endorsed and practised everywhere, traditions and cultural differences must be considered when implementing and measuring progress.

C) Engage/Feedback

The council should not work independently to implement policies and practices, rather the policies and programs should be a product of both the council and organization's employees. Continuous feedback and participation is encouraged, and as mentioned above, implementation of inclusive culture should rather be a part of an organization culture rather than enforcement.

D) Policies and Programs

When deciding on policies and programs, the council should work with the business leaders and employee groups to obtain in-depth insights and perceptions. In order to reap benefits from I&D, it is best that policies and programs are developed based on organizational needs.

There are three common approaches that organizations typically take:
- **Employee Engagement Survey**
- **Personal Individual Interview**
- **Focus group discussions**

Employee engagement survey that integrates I&D in the various themes/topics, will help measure the effectiveness of the I&D policies, processes or programs by getting feedback from employees on the behaviours of their peers and leaders.

The most impactful insights gathering format are personal individual interviews and focus group discussions. Open and in-depth discussions often help to uncover hidden dynamics or shortcomings in corporate culture or leadership styles. Meanwhile, focus group discussions will unravel specific aspects of real life experiences, about unwritten rules or biases that are embedded in the culture, that otherwise would not have been possible to gain.

After implementation of the programs and policies, the council has to make sure that these policies or programs are helping their diversity motive, and thus requires continuous feedback or changes to policies if required.

BEST PRACTICES

Few examples of oil & gas companies influencing diverse culture:

Shell
- Facilities (Mother's room)
- Hiring (min. 30% women in workforce)
- Shell Women Network (empowering women)
- DNI Council

Petronas
- Flexihours/telecommuting
- Compress work week
- Facilities (Mother's room)

New policies that can be implemented to influence an inclusive culture:

Entry level
- college recruitment
- college scholarship for women in STEM
- enforce clear recruiting targets

Mid-senior level
- Mentorship
- During Maternity leave provide temporary replacement/help (colleagues/seniors)
- Create more flexible career paths
- Give women influential roles
- Job sharing

Senior leadership
- Provide women with stretch goals and necessary support to achieve them
- promote employees on uniform standard
- Encourage open work discussions

The world will never realize 100 per cent of its goals if 50 per cent of its people cannot realize their full potential.
(Ban Ki-moon, United Nations Secretary-General.

Key Diversity Initiatives Proposal

While I&D councils have the authority to shape & modify organizational culture, they however do not immediately solve all the problems related to diversity & inclusion. In order to succeed, these councils need to look into implementing a sustainable framework and long-term strategies with measurable outcomes.

After identifying areas of concern, we would like to propose 3 key initiatives to cultivate diversity & inclusion and address existing issues currently impacting the energy sector:
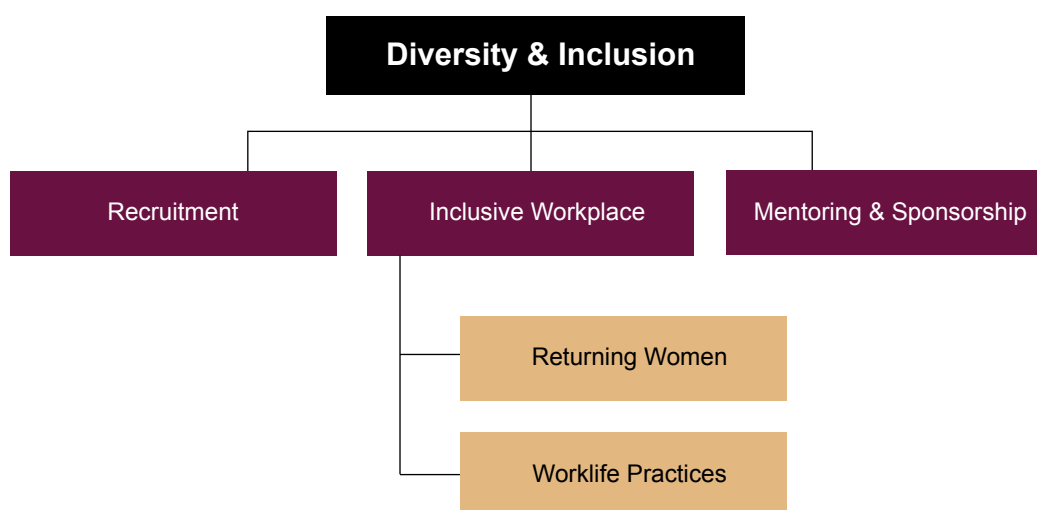
## RECOMMENDATION 1: RECRUITMENT POLICIES & STRATEGIES

Business Case for Recruitment Policies & Strategies

Presently, the gender ratio between men and women at entry level in the Energy sector is imbalanced. The following research looks into women who have served the industry but have hardly reached the top of the organization . According to a research done by the World Petroleum Council and BCG on Gender Balance in O&G, the percentage of women in the industry's workforce drops over time and falls severely between the midcareer and senior management levels, which leads to the underrepresentation of women in leadership roles. Yet, detailed studies have indicated that female leaders tend to be better leaders than their male counterparts. At every single level of the corporate ladder, women are rated as better overall leaders than men by peers, bosses, direct reports and colleagues. So why exactly is the percentage of women declining between midcareer and senior management levels?

It was found that one of the main reasons women are being significantly held back is due to unconscious biases and stereotyping of gender and roles saddled in the recruitment process itself resulting in automatic disqualification of women for certain roles upfront. Women are generally perceived as less flexible than men and therefore less suited to specific types of roles, particularly expatriate roles and positions in the field. At least half of the women they interviewed felt that they had no visibility into many career opportunities whilst 60% felt that they had been overlooked for senior positions.

Now this is especially troubling because studies have shown that increasing the number of women leaders in the industry means increased problem solving, greater creativity and lower-risk decision making, which lead to measurable gains in innovation and financial performance. Women leaders bring a different perspective that enables organizations to formulate more innovative strategic solutions that will help them efficiently accomplish their goals and bring new ideas to the table. This trend will not change unless CEOs make Inclusive Culture with a focus on gender diversity in Recruitment Policies & Strategies a greater strategic priority.

Harvard's global online research study showed that 76% of people (men & women) are gender-biased and had the propensity to perceive men as better-suited for careers and women better-suited as homemakers.
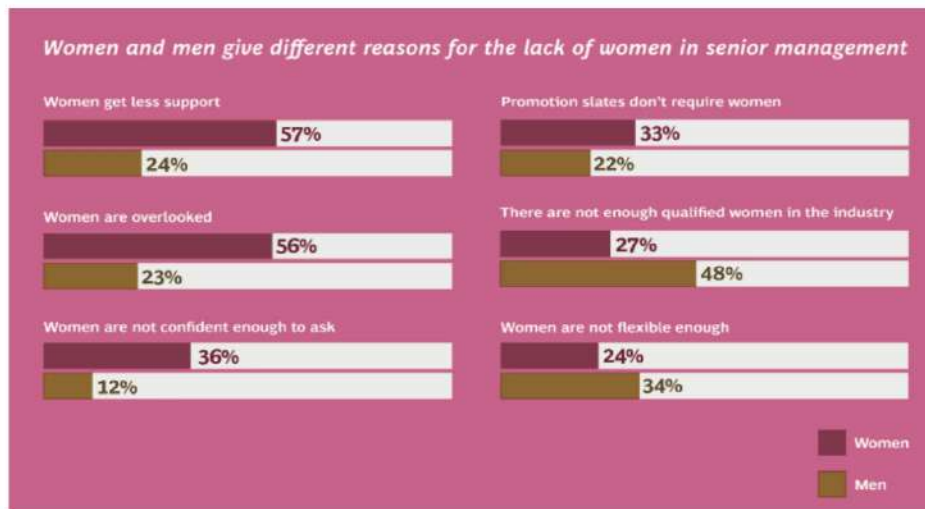
The findings aligned with the study conducted by BCG on why there is a lack of women in senior management:

- **57% of women feel like they get less support and are overlooked**
- **33% women claimed that the promotion states non-female requirement**

Further to this, the BCG study also noted that majority of the women claimed lack of awareness of opportunities & unfair evaluation and promotion.

While women are also less likely to be promoted to managerial positions, the trend gains more momentum as they climb the ladder. According to the Women in the Workplace study by Leanin.org and McKinsey & Co., for every 100 women promoted to manager positions, 130 men are promoted. In fact, women currently account for only 18% of C-Level employees.

The study demonstrates the implicit behaviors people exhibit that reinforce stereotypes and gender biasness especially when it comes to advancement opportunities. So how, do we ensure equal opportunities for women & men alike and how do we ensure our recruitment policies, strategies and processes support their career progression?

Value Chain for Success of Diversity & Inclusion when Recruiting

Tone at the Top	Leaders can expect the best results from D&I initiatives when they model the culture they are trying to grow. They should communicate to their reports on why D&I is to be taken seriously. To "walk the talk", leaders should promote those under them fairly and ensure that underrepresented individuals have every chance to succeed. Decision making roles, development opportunities, and so on should be evenly distributed. This is a highly visible, meaningful way leadership can show real dedication to inclusion.
Management Level	Line Managers (or Hiring Managers) are key change agents to advocate diversity of gender when hiring as such not only "Tone from the Top" is sufficient to get LMs/HMs to support D&I, but company values around D&I must also be made visible & explicit to them.
Recruitment Strategy	Recruitment strategy targeting at hiring more women should consider using multidimensional EVP that women look for when searching for jobs, instead of generalizing that women always look for companies that offer great maternity benefits and flexible working arrangements. For example, women also look for competitive salaries, outstanding co-workers and equal opportunity to climb up the corporate ladder.
Training all Levels	All involved in hiring process can benefit from Recruitment/HR facilitated training such as those addressed at mitigating unconscious bias based on gender, race, physical ability, age, orientation, etc, during an interview. Also, Recruiters, HMs and external recruitment partners (agencies) can be trained to source from a diverse talent pool, and on composing JDs such as on how to avoid using words that appeal more to men and scare away women. These efforts are paramount to the success of an inclusive culture.
Measurement	Agree on a standard evaluation system and metrics to measure the success of the gender-equaled hiring effort.

Recruitment Best Practices

Case Study 1 : PwC UK, Driving Inclusive Recruitment Through A Series of Interventions

The following is PwC UK Recruitment strategy for improving ratio on hiring women and the minority group.

PwC UK's Financial Services Risk and Regulation (FSRR) practice helps their clients redefine the way they respond to risk and regulation, and to stand out in their industry for the right reasons. To help sustain its growth, PwC UK launched a major recruitment drive aimed at attracting significant numbers of experienced hires. This is an area of profession that tends to be relatively male-dominated – making it critical for PwC UK that the latest talent acquisition effort did not undo any of their previous hard-won progress in improving diversity.

So PwC UK developed and implemented a series of interventions at four stages of their recruitment process, to ensure talent diversity would remain a core imperative of this recruitment drive.

Their focus on diversity during this recruitment drive has delivered clear results. Over the 18 months period PwC UK hired 247 experienced people for various departments. From that, 39% was female and 34% was from minority backgrounds.

Source of Reference:
https://www.pwc.com/gx/en/about/diversity/iwd/iwd-female-talent-report-web.pdf

Stage of Recruitment Process	Interventions
Accessing a diverse pipeline	As diverse candidates were underrepresented in the initial long-list put forward by headhunters, PwC pushed back, articulated their expectations clearly, and offered higher commision payments on successful female and ethnic minority candidates.
Role descriptions and selection for interview	To ensure that their opportunities would be attractive to all talents, they reviewed the criteria for every role through a 'diversity lens', and - if necessary - amended the role descriptions. For example, to attract talents from industry, they agreed that 'selling experience' was not a fundamental requirement for some roles, and removed it from many job specs. They also took out masculine language and replaced it with wording that was more universally appealing.
Interview	To help remove any potential blindspots during the interview process, two actions were taken. Firstly, they carried out unconscious bias awareness training with the entire interview panel, including the FSRR leadership team. Secondly, they ensured that the interviewing panels themselves were diverse, by requiring that they include at least one female/ethnic minority partner.
Offer	To encourage female and minority candidates to accept our offers, a'partner sponsor' was selected to discuss the offer and role with the potential candidate to be hired. Diversity was taken fully into account in the context, by pairing a female partner with a female candidate.

Case Study 2 : Hiring more Women in Tech

Silicon Valley is home to a number of the world's most prominent high-tech corporations, one-third of all US venture capital investments and thousands of startups. However,women within the tech sector in Silicon Valley make up as little as 11 percent of the region's executive roles and a mere 20 percent of software development roles. Although it is a small, concentrated sample size, the lack of gender diversity throughout the tech sector is widespread across the globe.

The gap can and should be bridged. HR, talent acquisition and recruitment teams can play an integral role in overcoming this challenge.

Here are some best practices.

Role of Organizational Leaders & Hiring Managers	Organizational leaders play an important role in setting the stage for change in equality and empowerment. Internally, hiring managers need to be conscious of diversifying their candidate slate and fostering an inclusive environment. Organizational culture, including its reputation built by the hiring manager and existing team, is just as much an attractor as any effort a recruiter could put forth in outbound strategy.
Evaluate Current State	Evaluate your current state of W:M ratio, to know how big the gap is in achieving your desired ratio. Understand the demands and desires of the talents your organization seeks. The recruitment team must also understand the state of the industry as this provides a clearer picture of the employment value of women in technology that will help set the strategy around attracting, recruiting, retaining and empowering women within their roles.
Know the Marketplace; Competitors' Strategy	Research and gain clarity around the markets in which you recruit, as well as what your competitors are doing to attract women in an industry like technology. This information can come directly from candidates, company websites or diversity reports – which are sometimes released by IT companies.
Diversify & Grow Sourcing Network	Cast your sourcing net wider by diversifying and growing the networks you actively take part in – to include those that have a widespread female population. Attend IT career fairs or webinars specifically for women in the technology field.
Know Your EVP	Gain deeper insights of the company's EVP from hiring managers, human resource partners and colleagues (marketing included); this will help you hone how you present on what the organization has to offer in terms of employment brand, benefits, cultural perks and career paths that appeal to women.
Strategic Marketing, Precise Messaging	To close the gender gap, show the respective audience just how diverse, creative and exciting the organization really is. Partner with marketing (among other departments) and align with the greater employment brand to ensure recruitment teams are going to market with carefully written, accurate job descriptions, career pages, social media language, benefit documents, email communications, and so on.
Avoid Unconscious Biases	Continuously engage and educate recruiters, interviewers and hiring managers around the topic of unconscious bias. Specifically, building awareness and training around its inevitable presence in human nature. Repetition builds retention. Through creating awareness, all parties involved in the recruitment value chain will become more self-aware in ensuring they are objectively evaluating the talent pool.

Source of Reference:
https://www.wilsonhcg.com/blog/6-strategies-empower-the-recruitment-of-women-in-tech

Improving Diversity Recruitment Effort

1. Hack Your Job Posting
  • Your job posting is part of your recruitment marketing
  • To increase your diversity recruitment, research has found that the language used in job descriptions makes a difference. For example, to attract more female candidates, avoid using too many "masculine-type" words (e.g., ambitious, dominant, challenging) in the job description because they tend to put women off. Instead, include more "feminine-type" words (e.g., committed, trust, dependable)

2. Craft Workplace Policies Consistent With Diversity Recruitment
  • To improve diversity recruitment, offer workplace policies that are most attractive to diverse candidates.
  • A PwC survey found that milennials value work/life balance more than older generations. McKinsey found that the top workplace policy that women are attracted to is a flexible schedule. Research has found a strong predictor that someone will quit their job is a long commute, and distance from downtown office locations is ofter correlated with more diverse neighborhoods.

3. Use a Pre-Hire Assessment
• Pre-hire assessments are great unbiased tools for measuring candidates' personalities, knowledge, and skills.
• Personality assessments in particular work to increase workplace diversity because they lack adverse impact (i.e., scores don't differ for minority group members). A study found that companies that use personality assessments in their recruitment processes had more racially diverse workforces.

4. Diverse Referrals Audience
• People's networks are comprised of people who are similar to them demographically.
• This "similarity attracts" effect can be advantageous in encouraging referrals from a more diverse array of employees.
• This way, you gain all the benefits of hiring from referrals with the added bonus of improving your diversity recruitment at the same time.

5. Seeding Candidate Pipeline
• Research has found that when the final dandidate pool holds only one candidate from a demographic minority group, that candidate has virtually no chance of getting hired.
• A 'two in the pool" effect, on the other hand, dramatically increase the chances of a woman being hired.
• If there are at least two women in the final candidate pool, the odds of hiring a woman are 79 times greater.
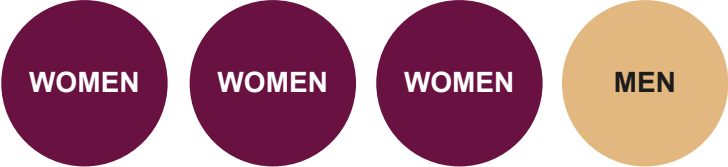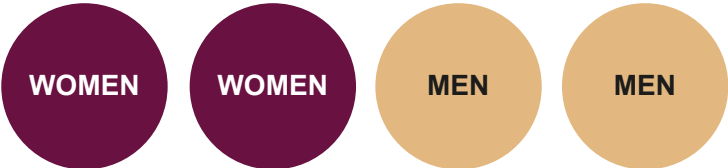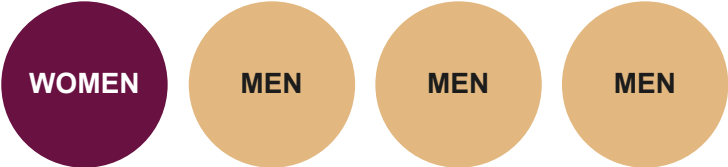
6. Blind Hiring
• Bias affects resume screening. For example, resumes with white-sounding names receive 30% more callbacks than identical resumes with African-American sounding names.
• Blind hiring increases diversity recruitment by allowing a more objective evaluation on candidate skills, knowledge, and potential to succeed free from unconscious biases of race, gender, age, and education level.
• Common blind hiring is by removing the candidate's name.

7. Technology For Shortlisting
• New technology that automates shortlisting increases diversity recruitment by replacing manual resume-screening with a system that objectively and consistenly applies shortlisitng criteria across all candidates.
• Shortlisting software lives inside your ATS and uses your existing resume database to learn about employees' experiences, educations and other traits and applies this criterion to new applicants in order to rank and shortlist the strongest candidates, free from human biases.

Seeding Candidate Pipeline

COMPOSITION OF FINALIST POOLS	LIKEHOOD OF HIRING WOMEN
WOMEN WOMEN WOMEN MEN	**67%**
WOMEN WOMEN MEN MEN	**50%**
WOMEN MEN MEN MEN	**0%**

Note: The Relationship between Finalist Pools and Actual Hiring Decision according to one study of 598 finalists for university teaching positions.

Blind Hiring

Any technique that anonymizes or "blinds" demographic-related information about a candidate from the recruiter or hiring manager that can lead to bias. This technique was used by the Government of Canada to "reduce unconscious bias" and "promote gender and ethnic equality" when hiring their state officials.

#1: Blind candidate screening

At this stage, personal information is removed from candidates' profiles and resumes such as their names and photos. Other personal details that can be removed is information that can reveal a candidate's age and income level such as their graduation year, names of schools attended, and addresses. Blind candidate screening has the potential to be an important strategy for increasing workplace diversity.

#2: Blind pre-hire testing
This stage anonymizes a pre-hire test of a candidate's job-related skills and knowledge. Examples of pre-hire tests include a mock cold prospecting email for hiring salespeople and a coding challenge for hiring software developers. Another common pre-hire test is a personality assessment. Research has found that companies that use a personality assessment during their recruiting have more racially diverse workplaces.

#3: Blind interviewing
This stage posesses the biggest technical challenge. Techniques for blind interviewing include an anonymized written Q&A or an anonymized interview conducted via chat. However, it's almost impossible to anonymize a person over the phone, during a video interview, or in person – unless you use a physical divider between the interviewer and the candidate, for example.

A question we need to ask ourselves is how useful are anonymous interviews for specific roles, especially for jobs that require a lot of on-the-phone and in-person personal interaction such as sales or customer service.

To determine how successful your blind hiring is for increasing workplace diversity, you need to collect the right metrics. The easiest way to do this is to focus on one demographic or group that you want to increase representation for in your recruiting.

- **Screening & shortlisting**: stats (statistics?) Provide statistics on the diversity of your candidate shortlisting before and after blind screening

- **Testing**: Provide statistics on the diversity of your candidates before and after blind pre-hire testing

- **Interviewing**: Provide statistics on the diversity of your candidates before and after blind interviewing

- **Hiring**: Provide statistics on the diversity of your new hires before and after blind hiring

- **Retention**: Provide statistics on the diversity of your workforce before and after blind hiring

An **inclusive workplace** is a working environment that values & embraces individuals who are with distinctive differences; from the diversity of backgrounds, experiences, personalities and perspectives. For this particular paper, we are proposing to deep dive into 2 key strategies:
1. **Returning women to the workforce**
2. **Inclusive Work-life Practices**

RETURNING WOMEN TO THE WORKFORCE

Business Case for Returning Women to the Workforce

An important aspect of a diverse and inclusive culture is 'gender diversity'. The term simply means an equal representation of men and women in the workplace. Many companies are taking concrete steps to promote collaborative culture, greater industry exposure for women employee and equal pay for equal work.

In Malaysia, while women represent about half the nation's population and 62 per cent of public universities, this has not translated into improving women's participation rates in our workforce. Unlike its counterparts in East Asia, the labour participation profile for Malaysian women by age does not display a 'double peak'. This means that the women who leave the workforce, often do not return to work again.

From raising children, caring for the elderly to pursuing higher education, there are various reasons why women take a career break today. There are many advantages of employing or re-employing such professionals. Returning women represent a rich talent pool that can help to overcome critical skill shortages, boost an organisation's diversity and consequently provide measurable benefits such as decreased turnover rates and higher business gains.

But how do employers view women professionals who wish to re-join the workforce after a career hiatus? Below are the key survey findings conducted by Robert Walters in December 2016.

KEY FINDINGS

65%
65% of women in Asia have taken a career break at some point in their lives.

35%
35% of all women professionals polled in our survey stated financial reasons were the top reason why they decided to re-join the workforce. This was followed by a desire to learn new skills (28%) and lack of fulfilment by staying at home (18%).

46%
46% of hiring managers in Asia did not employ any returning women in the past year.

New attitudes towards work, technological advances and uncertain economic environments have changed the way professionals approach their careers. Today's typical career model is often far from linear, and is often accompanied by gaps in professional journeys.

According to the survey, 65% of women in Asia have taken a career break.

PERCENTAGE OF WOMEN WHO HAVE TAKEN A CAREER BREAK BY COUNTRY:

China	Singapore	Taiwan	Vietnam	Philippines	Hong Kong	Indonesia	Thailand	Malaysia
72%	72%	72%	69%	68%	67%	66%	60%	56%

Monetary concerns, however, often compel such women to return to work. 35% of all women professionals stated financial reasons as the top reason in deciding to re-join the workforce. This was followed by a desire to learn new skills (28%) and lack of fulfilment in staying at home (18%).

Survey results also show that women who have taken a career break face difficulties returning to the job market:

- Almost half of hiring managers in Asia (46%) have, in fact, not employed any returning women in the past year. The figure was highest in Malaysia, coming in at 52%, followed by Singapore (49%), and Hong Kong (48%).

- One in five employers in Asia stated that they were unsure whether hiring returning women will benefit the workplace, but 24% stated the workforce will benefit 'maybe a little' from such professionals.

Several reports, such as the 2016 study for the UK by PricewaterhouseCoopers, suggested this is partly due to the perception among recruiters and employers that a career gap is symptomatic of a deterioration of skills. Such women are perceived as not being up-to-date with latest industry trends and knowledge and are therefore incapable of being key contributors when they return.

Their survey also shows that three in five returning women end up in lower skilled roles than the ones they held prior to their career breaks. Leading to significant numbers of women working below their potential and causing serious implications to future earnings and career progression. This perception is intensified if such career breaks involve, specifically, maternity leave.

Addressing the career break penalty for female professionals can deliver significant economic benefits that can help businesses build stronger pipelines of potential female leaders and improve the diversity of businesses at the senior levels.

There is significant opportunity for employers to access a largely untapped pool of senior and high-calibre experienced and motivated individuals who have taken an extended career break and are keen to get back to their profession.

What can be done?

Developing effective strategies for attracting women returning to the workforce begins with understanding:

- What they look for in a job
- What they want from an employer after a career break

Based on the research conducted by Robert Walters & Mckinsey, 79% of women said that finding a job with greater flexibility was a top priority, and 52% changed industry or profession to find a more family friendly employer. Good well-being initiatives such as subsidized healthcare is also important, with 82% looking for these in an employer.

Category	Percentage
High salary/benefits	90%
Clear career progression	88%
Good well-being initiatives	82%
Greater flexibility	79%

Figure : Top four priorities for women returning to work

For companies looking to access into a largely untapped pool of women seeking to return to the workforce, in order to attract and retain these returning women, two of key strategies should include when implementing structured return-to-work schemes and inclusive worklife practices:

A. Return-to-Work Schemes
Implementing structured return-to-work initiatives enable companies to be focused in their efforts and it will also require a fundamental shift in these companies' hiring policies and practices towards inclusive recruitment.

B. Worklife Practices
As companies prepare for the future of work, worklife practices will need to be adapted to cater to a multi-generational workforce with diverse career and personal goals. Worklife practices allow for better work-life integration; it has value not just to women but men, millennials, parents, those with caregiver responsibilities, retirees and people with special needs. Worklife practices comprise flexible work arrangements, work-life benefits that includes well-being, and family-friendly facilities.

Return to Work Schemes

In Malaysia, TalentCorp's Career Comeback Programme (CCP) aims to increase the participation of women in the workforce by encouraging employers to recruit and retain women on career breaks, enabling them to expand their talent pool and provide career opportunities for women looking to return to work.

The Career Comeback Programme Grant is structured for employers to attract and retain Malaysian women who have been on career breaks for more than six (6) months. Eligible employer applicant may claim one or both grants amounting up to a maximum of RM 200,000 per applicant. The two grants available are: Resourcing Grant and Retention Grant.

In 2018, TalentCorp launched the inaugural Career Comeback ReIGNITE Award to recognise Malaysian employers who actively recruit career comeback women. The winners of the TalentCorp Career Comeback ReIGNITE Award 2017/2018 are Maybank Group, Mydin Mohamed Holdings Berhad, Keysight Technologies Malaysia, Credit Guarantee Corporation Malaysia Berhad and PwC Malaysia.

These 5 Malaysian employers hired the most number of career comeback women in 2017

Shell (UK)

- Returnees engaged as a contractor (through a preferred agency) for a duration of a six-month programme, working on live projects in Shell.
- Returnees are provided with on-the-job coaching, regular check-ins, and a mid-term and end-of-programme review
- Employment in Shell depending on business needs and availability of positions in Shell and upon successful completion of the programme

Shell (UK) work with Inclusivity, a recruitment firm that facilitate the recruitment connection, educate and upskill on both sides, which culminates in the introduction, on boarding and retention of returnees.

PwC (MY)

- PwC started with hiring former PwC alumni through employee referral programme more than 8-10 years ago
- PwC participated in TalentCorp's Career Comeback programme since 2015
- To date approximately 25 women returnees were recruited, mostly still working in PwC. Grant money received is channelled into PwC recruitment fund.

HSBC (MY)

- SBC Malaysia participated in TalentCorp's Career Comeback programme in 2018
- The 12-week programmes piloted in HSBC's Global Service Centre for first batch of 10 participants, internship began mid-June 2018

Examples of Recruitment Approaches

Diverse, Inclusive & Respectful Culture →

- Inclusive values, beliefs, policies and practices embedded in the organization

Recruitment Strategy Aligned to D&I Strategy →

- Diversity recruitment targets are defined
- Diverse slates for open positions
- Role descriptions that use inclusive language
- Diversity in interview panel and candidates
- Professionals trained in inclusive recruitment to avoid negative bias

Intentional and Conscious on Recruitment of Women Returnees →

- Conscious efforts to recruit career comeback women*
- Induction phase to get the returnees started
- Non-technical and technical training
- Support from line manager, buddy, mentor and/or coach, female role models
- Peer/network support
- Review and feedback system

Inclusive Worklife Practices →

- Work life integration practices and having policies that are family friendly eg. shared parental leave
- Extended maternity leave option
- Flexible work arrangement, reduced workdays
- Non-discriminatory policies & practices
- Health/wellness/employee assistance benefits

*Note: * Some companies work with professional search firms that specialise in diversity recruitment or specifically in women returnship. These firms facilitate the recruitment connection, educate and upskill on both sides, which culminates in the introduction, on boarding and retention of returnees.*

Unless companies develop a critical mass of women across all roles, meaningful progress toward gender balance in the industry will not occur. Companies need to adopt an out of the box recruitment strategy to address the gap in senior female leadership. Returnships create an effective route back to mid-to senior-level professional roles, with transitional support to upskill and regain professional self-belief.

Conclusion & Recommendation

MyWiE to collaborate with TalentCorp and leverage on a readily available platform in Malaysia. MyWiE can play a key role in promoting and facilitating the energy companies in Malaysia to participate in TalentCorp's career comeback programme and utilise the grant or incentives to fund their respective returnship programmes. This should include MyWie drawing upon the best practices and recommending policies and practices that can be applied by these participating companies to ensure a high rate of success of recruiting and retaining these women.

Business Case for Worklife Practices in Organizations

"Employers are not responsible for providing work balance for their employees, but they can assist the employees to seek and maintain their own work balance. Optimistically, the decisions, policies, values, and expectations in your workplace support employees in their work-life balance choices"; source : Susan M. Heathfield , Updated April 16, 2018.

With reference to the latest study on Work Life Practices (WLP) conducted by TalentCorp and EY on 369 companies from August to December 2017 in Malaysia, 90% respondents agreed that WLP is a key strategy to address the work-force needs of the future. In addition,   the top target audience that would benefit most from the implementation of WLPs is women with children.
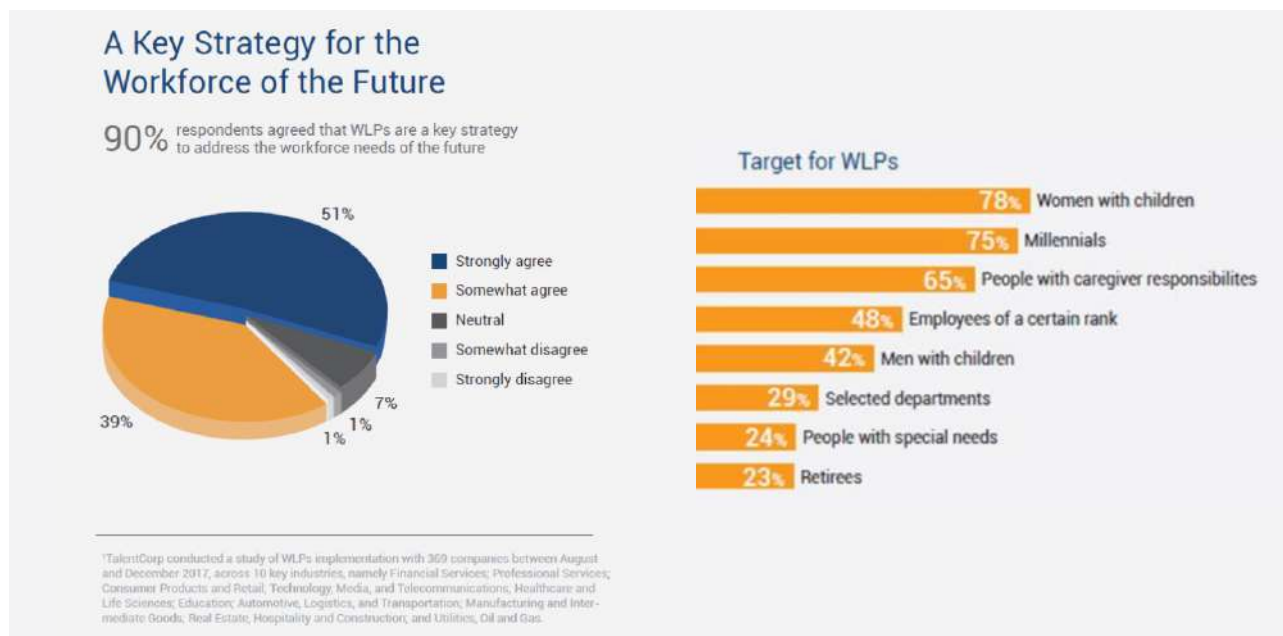
Types of Work Life Practices

1. **Flexible Work Arrangements** refers to work arrangements which provide greater flexibility in the following areas: the workplace, the scheduling of hours worked, and the number of hours worked;.

2. **Work-Life Benefits** are flexible and family-friendly incentives that support employees achieve better work-life integration;

| Childcare Subsidy | Extended Maternity Leave | Family Care Leave | Paternity Leave | Study Leave | Support Network |

3. **Family Friendly Facilities** are company-sponsored facilities that are family-centric to support working parents;

| Carpark for Pregnant Women | Childcare Centre at the Workplace | Nursing/ Mothers' Room |

The top Work Life Practices offered by companies in Malaysia:

Flexible Work Arrangements
- Flexi Hours — 48%
- Leaving Early from Work — 34%
- Staggered Hours — 22%
- Job Sharing — 19%
- Telecommuting — 16%

Work-life Benefits
- Paternity Leave — 61%
- Study/Exam Leave — 61%
- Family Care Leave — 26%

Family-friendly Facilities
- Nursing/Mother's Room — 31%
- Car Park for Pregnant Women — 22%
- Childcare Centre — 5%

Interestingly, in the Life At Work: Report on the Implementation and Outcomes of Work-Life Practices in Corporate Malaysia (TalentCorp, 2017) a comparison of industries showed that all the surveyed financial services companies offer at least one type of WLP for their employees. Meanwhile, the education industry has the highest implementation rate for job sharing (36%) and childcare centres (16%) – two relatively more complex or costly WLPs. Real estate, hospitality, and construction companies are amongst those that intend to offer childcare subsidies (43%), childcare centres (39%) and car parks for pregnant women (39%).

Utilities as well as oil and gas companies have the highest adoption rate for flexi hours (63%) and other more complex WLPs such as compressed work week, seasonal/project work, phased retirement and support network; with phased retirement offered three (3) times more often than the industry average (17% vs. 5%). These companies cite organisation culture as a success factor (80%).

Work-life practice implementation barriers amongst non-implementers (% of firms)

Proportion of firms offering at least one work-life practice

Lack of industrial prevalence is the most common reason for not implementing work-life practices.
Source: Life At Work Survey 2018, TalentCorp

TalentCorp Malaysia thru flexWorkLife.my provides a platform to promote and implement Flexible Work Arrangement(FWA) in the office and developed various Policy Implementation Guideline on FWA that can be utilise by companies that are interested as the foundation to kick-start the best practices and/or polices without having to start from zero.

Conclusion & Recommendation

1. MyWiE **focus** will be on the implementation of the Flexible Worklife Arrangement on:
   i)   **Flexi Hours;**
   ii) **Childcare Subsidy; and**
   iii) **Sabbatical Leave.**

MyWiE to work together with TalentCorp in gathering data including managing the sensitive information and consent from participating companies to share the data with wider audience and to be included in the white paper.

MyWiE to prepare an invitation letter to get formal respond from the participating companies on the data gathering exercise including the usage of the data and disclaimer on the findings to ensure no liabilities towards MyWiE and its secretariat.

Proposed data gathering summary format:

Ser	Companies	Flexi Hours		Childcare Subsidy		Sabbatical Leave	
		Status	Feedback	Status	Feedback	Status	Feedback
1	PETRONAS						
2	SHELL						
3	EXXON						
4	BP						
5	SARAWAK ENERGY						
6	TENAGA NASIONAL BERHAD (TNB)						
7							
8							
9							
10							

2. MyWiE will be the bridging catalyst to promote TalentCorp as the "know-how" expert to energy companies that are interested to implement the Flexible Worklife Arrangement:

EMPLOYERS
TALENTCORP FOR EMPLOYERS AND PARTNERS

In an extremely challenging marketplace, it is paramount that you, as an employer, have the capability to attract the best possible talent to help your business gain the competitive edge.

Understanding that, we are prepared to work hand-in-hand with employers in identifying, recruiting and nurturing top talent through a variety of initiatives related to grants, networking, collaborations, work-life balance, incentivisation and more. We also developed initiatives to help our partners – such as universities and education institutions – nurture the top talent of tomorrow.

Now, are you ready to explore Malaysia's future of work with us?

Life At Work Awards
Promoting Work-Life Integration

Work-Life Practices
TalentCorp Work-Life Practices

Flexible Work Arrangements
Future-Proof Your Workplace

3. MyWiE will collaborate with the Government in getting the commitment and the pledge from the energy companies to implement the Flexible Worklife Arrangement best practices by leveraging on PETRONAS, TNB and other Malaysia National Companies (MNC) on local vendor development and foreign companies policies as the standard business practices in Malaysia.

Life At Work: Report on the Implementation and Outcomes of Work-Life Practices in Corporate Malaysia (TalentCorp, 2017) 67% Top Management Support, 58% Organisational culture and 38% Middle management support.

4. MyWiE to propose in the white paper on tax incentives to employers that are implementing the Flexible Worklife Arrangement initiatives based on TalentCorp guideline:

a. Child Care Subsidy.

"In other countries, the government and the employers give childcare incentives to eligible employees, to enable women with infants to return to work. In Germany, child allowances and tax deductions explicitly encourage the provision of care within the family, usually by the mother. Public childcare services are mostly subsidized, with most funding from local authorities, although the recent push to expand childcare for younger children was bolstered with funding from the federal government. In Hungary, these services are technically free of charge, but parents pay for children's meals and extra activities, with low-income households eligible for reductions in these fees. In Italy, the scuole dell'infanzia, which is part of the public education system provided a-free-of-charge childcare. However, parents pay for meals only. In Australia, the government gives incentives in childcare rebates for their employees up to 50 percent. This benefit can be utilized for those whose partners are working, in training or study.

Countries like the United Kingdom, New Zealand, Ireland, and Canada provide at least two years of preschool for free", The Jakarta Post, 5th January 2018 by Nopriyanto Hady Suhanda.

b. Cost to set up the telecommuting facilities – hardware and software.

Business Case for Mentoring & Sponsorship

A woman's unconscious beliefs can also cause her to hold herself back. For instance, a woman may assume she needs to take on more masculine characteristics to succeed in a leadership role.

The Malaysian Gas Association held a forum late last year, which leading Oil and Gas [O&G] Companies such as PETRONAS and Shell participated alongside with PEMANDU, 30% Club, TalentCorp and CNetG. As an outcome of this forum it became clear that an organization should be formed to drive the course of empowering women in the Energy industry. In January 2018, all these organizations came together and the Malaysian Women in Energy [MyWiE] was formed. The aim is to drive the talent agenda with a focus of increasing women in the C-Suite, the Board of Directors and in the pipeline of the O&G sector. To deepen the understanding of the systemic issues impacting these imperative objectives, in March 2018 a working group got together and brainstormed on the issues. These issues were then categorized into 3 main themes and each theme had further detailed pillars. This paper focuses on **Inclusive Culture with a focus on Mentoring and Sponsorship.** The findings and next steps suggested by the working group was aligned with a study conducted by the **Boston Consulting Group on Bridging the Gender Gap in O&G**. Some key statistics to take note are:

- O&G has the lowest share of women among major industries. This being 22% in the world
- Among the top obstacles sighted by women and men are:
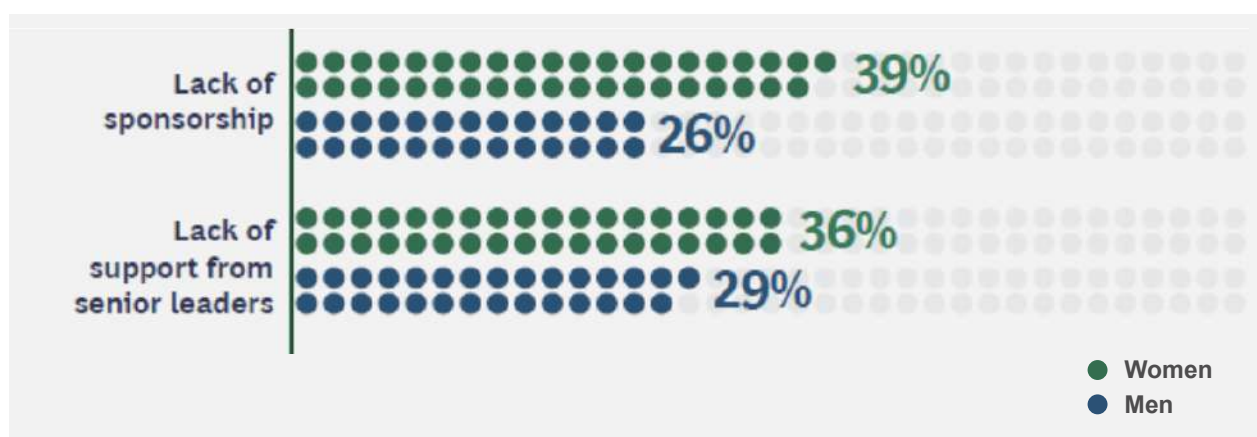
It is proven that with a structured program put in place to provide mentoring and sponsorship, there is an increase in women in leadership positions and they sustain longer in the workforce.

In addition, there is a study performed by Harvard Business Review which surveyed 45 CEOs who have formal mentoring arrangements and found that "71% said they were certain that company performance had improved, as a result. Many reported that they were making better decisions (69%) and mostly reported that they were more capable in fulfilling stakeholder's expectations (76%)."

Mentoring Process

<u>Definition of Mentoring</u>

Mentoring is a long-term relationship, aimed at helping people develop themselves and their career. These development opportunities encompass:

- Soft skills – leadership, time management, presentation skills etc
- Ways of Working of an organization beyond policies and guidelines
- Developing relationship and visibility amongst the leadership, stakeholder and influential people required to effectively deliver organizational goals as well as development of the career advancement of an individual

<u>Other Definitions:</u>

- The Merriam-Webster Dictionary defines a mentor as "a trusted counselor or guide".
- Oxford Dictionary defines mentor as "an experienced and trusted adviser. An experienced person in an organization or institution who trains and counsels new employees or students."

<u>Benefits of a Mentoring Program</u>

- The mentee gains a clearer understanding of themselves, their capabilities and prospects. They get a better insight into their organisation, a wider perspective and business awareness, and build self confidence as well sharpen their skillsets.
- The mentor is able to develop their own interpersonal and leadership skills, have the personal satisfaction of helping others, and learn from being challenged from a different perspective.
- The organisation will benefit from better business performance by having more competent staff, with a clearer understanding of their goals and increased trust in the ability of the organisation to support them.

<u>Limitation of a Mentoring Program</u>

Whilst it is a powerful process to assist personal and professional development it cannot solve every problem. The mentor is part of a network of relationships supporting the individual and it is important that all are clear on their roles in relation to each other. Line managers, coaches and Talent/HR advisors all play a part in helping to improve performance and to achieve individual potential.

<u>Mentors :</u>

- will not provide specific task based skills, which is the role of a coach
- do not guarantee advancement and promotion, which is determined by job performance and behaviours.

Mentoring

is	is Not....
A partnership between two people	About Sponsorship
Aimed at helping people develop themselves	Doing it for you
Focused on career and personal development opportunities	About Performance Management
Offering an insight into the organisation	A replacement for education or training
Based on trust and respect	A vehicle for raising complaints
Being Confidential	Undermining the line manager
About Stimulating self-reliance	Focusing on tasks
Off line relationship	Being Judgemental
A Two way learning	A Secret

Characteristics of a Mentor

A Mentor should be willing to share own experiences, skills and knowledge for the purpose of

helping the mentee to develop and add value to the organization. A mentor will never take over from the line, the prime role of developing the individual. The mentor-mentee relationship is an additional platform with a clear purpose and clear objectives. It supplements the people development effort of the line.

An effective mentor:

- is actively interested in the mentee and their development
- assists the mentee to establish realistic career goals and to plan how to achieve them
- identifies and suggests appropriate resources for developmental activities
- provides Mentee feedback
- serves as sounding board

Characteristics of a Mentee

A Mentee should be willing to learn and develop his/her own skills and competencies for personal growth and/or to meet the varying business challenges in the organization

An effective mentee will:
• think for him/herself
• make intelligent challenges
• share experiences openly
• be prepared to receive honest feedback
• take action and follow up on commitments
• take the lead in setting up and maintaining ongoing contact with the mentor

The stages in the mentoring process

• **Building Rapport/Establishing the relationship**
   Getting a good understanding of each other and respect for each other's feelings and opinions. Example: sharing of working experiences, personal background where there is mutual comfort, ways of working, values that they want to hold on to during the mentoring relationship

• **Setting Direction**
   Identifying clear goals and outcomes for the relationship.

• **Making Progress**
   Meeting at agreed frequency and achieving interim goals and milestones. The mentee should be taking responsibility for managing the relationship at this stage and be more confident to cope with their issues.

• **Moving on/Ending**
   When the goals have been largely achieved the frequency of meetings will generally decline. The mentee should feel self-sufficient. The mentoring relationship may have evolved into a more equal friendship. It is good to review what you have learnt and will take forward in other contexts.

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Conclusion & Recommendation

- Implemented as part of the Diversity and Inclusiveness agenda without being gender specific. This is required to ensure the organization positions itself to be inclusive. In the effort to grow the participation of women, we need both men and women to be mentors and mentees to raise awareness and intervene with structured actions.

- Implemented with a portal that has a consolidated list of mentors who have volunteered and skills/capabilities that they would like to offer. This portal could also hold locations of mentors for global organization to develop cultural awareness of senior leaders

- Mapping of mentors must be self-driven by mentee, however mentee can have discussions with the line manager for suggestions based on development opportunities

- The mentoring relationship can be terminated at any point of time if there isn't a fit by the mentee

- There must be clear goals established upfront in order to steer conversations with the mentor

- The base offering of this mentoring structure should be opened to high potential talents and a focus on career comeback individuals. The TalentCorp sharing session with the MyWiE team highlighted that:
  - 62% of public university graduates in Malaysia are women but a significant percentage drop off the workforce in their late 20s or early 30s due to family commitments
  - Women who sign-up for the CCP are mainly degree holders
  - Amongst the top preferred career come back roles are Computer/Information Technology and Engineering

- At the end of a specific duration of mentoring, [this can vary from 3 months to 6 months depending on the mentoring goals] an evaluation of the success will be measured. This could be in the form of:
  - 360 Survey on demonstrating specific capabilities which will be qualitative
  - There could be key quantitative measures derived based on the mentoring objectives
    - Examples: Duration of Making decisions before and after mentoring based on complexity of problem " High, Medium and Low"

- The organization can choose to reward mentors and mentees using :
  - Showcasing successful stories in townhalls, webcasts etc
  - Small recognitions eg: Vouchers, a small percentage of monetary recognition

CONCLUSION

Regardless of an organization's size, diversity councils & initiatives, the successful implementation of these recommendations are only effective when there is a proper usage of metrics to track & measure the outcomes. There is unfortunately no quick fix, but we have to at least start off with the understanding that we are in this for a long haul. It will be challenging but if organizations are able to address this, they will have employees who are much more engaged, committed & willing to be part of making the company great.

Appendix 1 – Returning to Work Practices

Shell – Return To Work Programme (UK)	
Programme Overview	The goal is to help reintegrate returnees into the world of work and to get a taste of a career with Shell. Returners are engaged as a contractor (through a preferred agency) for a duration of a six-month programme, working on live projects in Shell. Returnees are provided with on-the-job coaching, regular check-ins, and a mid-term and end-of-programme review Support provided from the line manager and also assigned mentor and buddy. Shell doesn't guarantee permanent employment, depending on business needs and availability of positions in Shell upon successful completion of the programme.
Support Programmes	A key support feature is the opportunity to receive a one-to-one coaching and group career coaching from their external provider Inclusivity. Inclusivity facilitates the recruitment connection, educate and upskill on both sides, which culminates in the introduction, on boarding and retention of returners Opportunities also provided to build contacts and explore opportunities eg. Monthly Lunch & Learn sessions, get-together with their cohorts, meetings with country leadership or at any number of Shell's diverse networking events.
Policies in Place	Diversity & Inclusion Policy: 1. Family friendly policies such as shared parental leave, reduced work-days, 16-week paid maternity leave (global) 2. People with disabilities talent 3. Women talent 4. LGBT talent Work-life balance practices such as flexi work hours and working arrangement ie. virtual working

PwC – Career Comeback @ PwC	
Programme Overview	Through the Career Comeback programme, PwC provides women who have been out of the professional workforce a chance to return to work and grow both professionally and personally. With arrangements such as a reduced work week and more, many of returnees are able to successfully integrate life and work at PwC. Technical training in the form of audit methodology and updates on accounting/tax standards will be provided.
Policies in Place	**Flexibility at Work** flex+ is PwC's flexible work arrangement policies which incorporates various forms of work flexibility and benefits in consideration of people's lives outside work. Under flex+, initiatives such as FlexTime, a 10-day firm-wide block leave called Rest & Refresh, and FlexFridays where employees are allowed to leave work at 12:30pm every second Friday of the month. Policies include: - FlexSpace Managers and above are able to work from anywhere should the situation call for it. - Time Out Employees may opt for unpaid leave of up to 1 month. - Career Break Employees may opt for extended period of unpaid leave for personal and professional development. - PayFlex Employees on a Career Break or Time Out may opt to have their salary deducted over several months. - Maternity leave 90 days are given with the option to extend this period by utilising Time Out or Career Break. - Reduced work days. Employees may choose a 2.5, 3 or 4-day work week. #PwCWellbeing, a health campaign to encourage a healthier lifestyle: - Body - physical fitness (#FitPwC, Get Fit), nutrition and sleep - Mind - mental and emotional health (Employee Assistance Programme) - Heart - values, motivation and giving back

Other Companies

HSBC **(Cyberjaya & Bangalore)**	**'Career Comeback' Internship Programme in HSBC's Cyberjaya Global Service Centre** In June 2018 HSBC Malaysia in collaboration with TalentCorp launched an internship initiative, 'Career Comeback' programme to help female professionals resume their career post-sabbatical. The 12-week programme piloted in HSBC's Cyberjaya Global Service Centre will provide a structured, full-time internship programme to help participants pursue sustainable career paths within HSBC. There are various career-growth activities for women, such as reskilling, upskilling and career counselling. The first batch of ten participants will begin the internship in mid-June 2018. Each participant are partnered with an experienced mentor, and will participate in various learning and training modules focusing on leadership, product and technical knowledge, and confidence building.
	'TakeTwo' Internship Programme in HSBC's Bangalore Global Service Centre A 12-week full-time internship to help women on a career break to return to work. It is another intervention by HSBC to drive a diverse and inclusive work culture. At HSBC Bangalore Global Service Centre, around 100 women attended the launch event, which included some highly experienced women professionals. The selection was made based on interviews and assessments. Successful applicants received a two-week orientation, comprising induction, leader-led sessions and classroom training. They then completed a 10 -week on job assignments that were aligned to their experience and aspirations, along with learning plans, networking sessions, and mentoring.

Other Companies	
UBS	In 2016, UBS unveiled a new recruitment strategy targeting men and women who have taken a career break of more than two years. Returners will be hired into a permanent position. Matching real talent for real roles. "We're aiming for director and senior level roles and we've found a huge wealth of talent that were operating at that level before taking a break, but are being overlooked by standard recruiting methods" says Carolanne Minashi, global head of diversity and inclusion at UBS. "As all organisations struggle to find women to fill senior leadership roles, we think we have access to a new talent pool that with a bit of creative support can make a fabulous contribution to the business." Returnees are part of a class and support system of people who go through the program together. A two-week on-boarding program to get up to speed on UBS and financial markets – including knowledge that will be relevant for the role. This happens before their first day on the job. Coaching: Part of bi-monthly peer/group coaching sessions facilitated by an experienced coach. Mentoring: Employees will be paired with a mentor who will accompany them through the program. A buddy system will make sure that returnees first weeks on the job go smoothly and that they easily transition into their role and the team. So far, UBS' commitment to female returners is paying dividends with 100% retention after a one-year pilot.
Deloitte (Australia)	Run in Melbourne or Sydney, it's a 20-week program that's designed to help individuals secure a permanent or contract role. The programme has been developed to provide training and support needed to re-enter the workplace after a sustained career break, alongside the practical work experience. Based on a four-day working week, roles are available across the various departments: risk advisory, financial advisory, tax, consulting. Deloitte provide induction training, structured learning to enable returnees to use their standard tools and software, and technical training to better equip them for client service delivery projects. Returners are fully supported by a Buddy, line manager (for day-to-day work), coach and sponsoring partner. As part of the programme they will also receive group coaching, run by external coaches who also facilitate their award-winning Working Parents Transition Programme. Deloitte has have ten diversity networks including, for example; Working Families, where working parents can give you support and advice. They can benefit from their firm-wide support including Emergency Backup Care provision, and day-to-day support like Mental Health Champions, Advice Line (Employee Assistance Programme) and Respect & Inclusion Advisors. Work arrangements are negotiated on a case-by-case basis, taking into consideration the individual and business needs.

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