



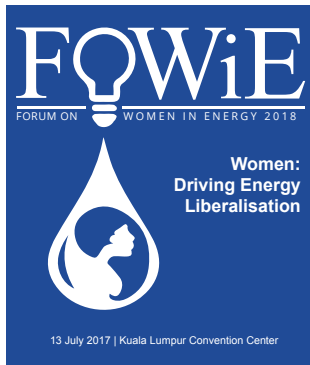
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**STRATEGIES & BEST PRACTICES FOR  
ATTRACTING, DEVELOPING & RETAINING  
WOMEN IN STEM & ENERGY SECTORS IN  
MALAYSIA**

# MyWiE BACKGROUND

## 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.



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 Asia - 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 SCOPE, OBJECTIVE & DELIVERABLES

### OBJECTIVE

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

### 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

### 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

## MyWiE ORGANIZATION CHART



### ADVISORY PANEL

**Leader : Zahid Osman (MGA)**

Emeliana Rice - Oxley (PETRONAS)  
Rodziah Zainudin (Shell)  
Ilham Sunhaji (PEMANDU Associates)

Anne Abraham (30% Club)  
Nan Yusri Nan Rahimy (MGA)  
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**

**Leader:**

Sangeeta Matu (Fitzroy Consulting)

**PMO:**

Anis Basri (Shell)

#### Work stream 2

**Recruiting, Retaining and Promoting Women into Leadership Positions**

**Co-Leaders:**

Su-Ying Seah (Shell)  
Raj Kumar Paramanathan, (CnetG Asia  
- IRC Global Executive Search Partners)

**PMO:**

Fadzleen Md Hanipah (Shell)

#### Work stream 3

**Supporting Women at the Top**

**Co-Leaders:**

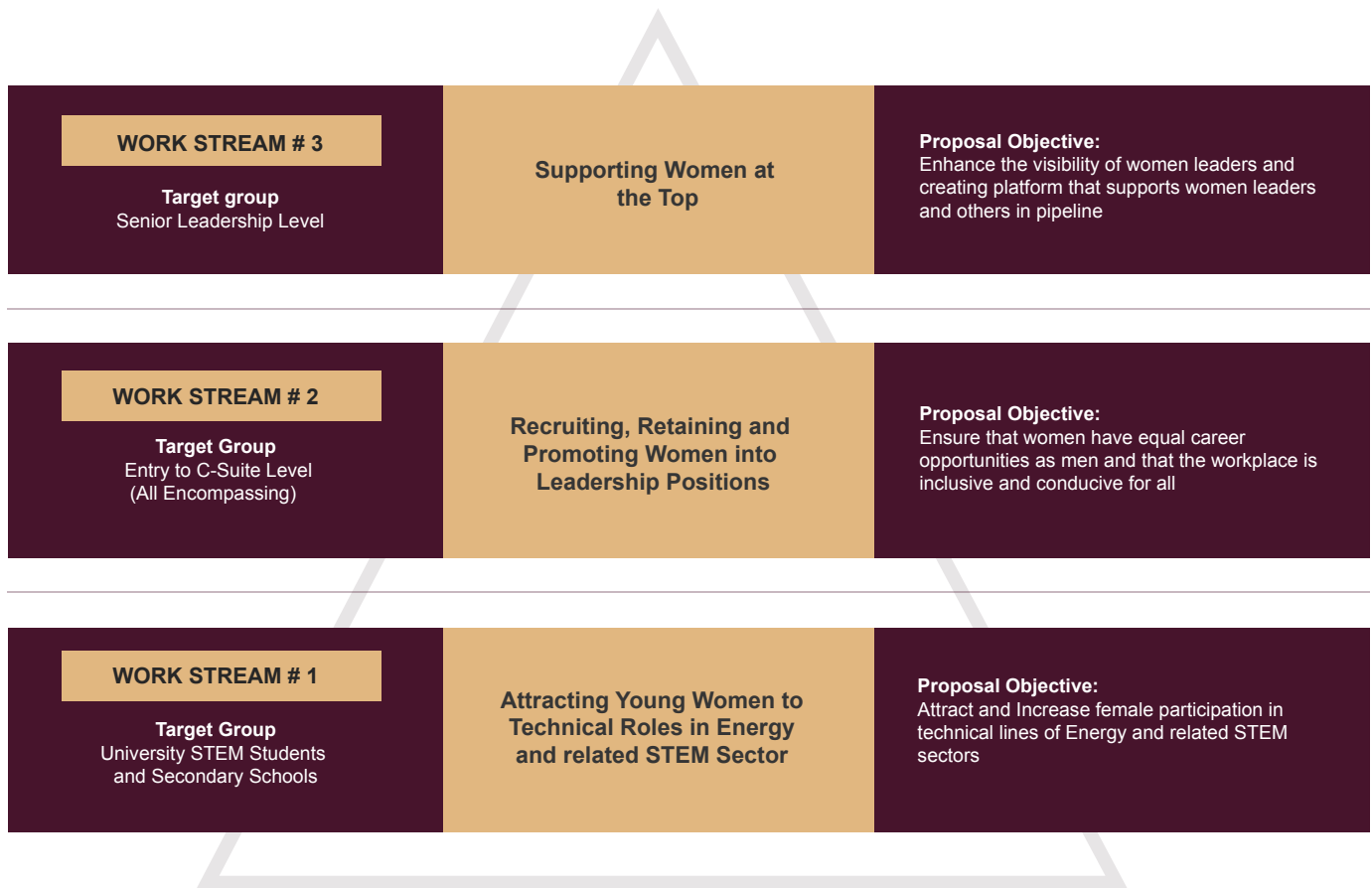
Siti Normaizan Hassan (PETRONAS)  
Dr Marcella Lucas (LeadWomen)

**PMO:**

Nurul Aula Bt A'aktif Fadzi (PETRONAS)

**25 organisations. 50 work-stream members**

## WORK STREAM AREAS OF FOCUS



**\*\* 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.

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## 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.

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## 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.

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## 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



## WORK STREAM 1

## Top Priority Interventions & Recommendations

|  |  |
|--|--|
|  <b>Outreach Programmes</b>         | <ul style="list-style-type: none"> <li>• 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</li> <li>• Exposure to the STEM industry to illustrate the purposefulness and positive impact of various roles</li> </ul>   |
|  <b>Mentoring</b>                   | <ul style="list-style-type: none"> <li>• Continuous time-sensitive mentorship programmes between Industry mentors and final year and penultimate year STEM University students</li> <li>• Select Industry Mentors with a less than 10 year age difference to University student mentees, to encourage meaningful, trusting and relatable discussions</li> </ul>  |
|  <b>Role Models</b>                 | <ul style="list-style-type: none"> <li>• Have equal representation of Asian and Malaysian female employees from all ethnicities in promotional &amp; marketing communications and female representation in all panel discussions</li> <li>• Showcase women in Technical roles, representing all of the STEM industry, i.e. Engineers, Scientists in Industry, Construction, Technologists, Quality, Financial Controllers</li> </ul>   |
|  <b>Internship- Work Experience</b> | <ul style="list-style-type: none"> <li>• Incorporate a female representation target of 50% (recommended to reflect graduate representation) for Internships</li> <li>• Ensure the interview, assessment and shortlisting process considers recommended target and D&amp;I principles, when making selections</li> <li>• 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</li> </ul> |
|  <b>Networking</b>                  | <ul style="list-style-type: none"> <li>• 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</li> </ul>   |

## WORK STREAM 1





## Best Practices Sharing

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

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 consists 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.

|    |    |    |   |
|---|---|---|--|
| <b>Recruitment Strategies &amp; Policies</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul> | <b>Returning Women to the Workforce</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul> | <b>Worklife practices</b> <ul style="list-style-type: none"> <li>• Flexible Work Arrangements</li> <li>• Flexible Work-Life benefits</li> <li>• Family-friendly incentives</li> </ul> | <b>Mentoring &amp; Sponsorship</b> <ul style="list-style-type: none"> <li>• A woman's unconscious belief can cause her to hold herself back &amp; may even think she needs to take on more masculine characteristics to succeed in a leadership role.</li> </ul> |
| <b>Recommendation</b> <p>Identify &amp; address potential conscious and unconscious biases embedded within organization's policies/practices</p>  | <b>Recommendation</b> <p>Develop structured "Energy Career Relaunch" programmes to attract and prepare women returning to the workforce</p>   | <b>Recommendation</b> <p>Create policies, practices &amp; processes that meet the diverse needs of individuals within the company</p>   | <b>Recommendation</b> <p>Attract &amp; retain women within the energy sector by providing mentoring &amp; sponsorship to increase women in leadership positions</p>  |



## 1 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.



## 2 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



## 3 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



## 4 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.



## ADVISORY PANEL



## LEADERSHIP



## CONTRIBUTORS



## SECRETARIAT

