

## Berjaya Corporation Berhad: Flexible Work Arrangements



Established in 1984, Berjaya Corporation Berhad (“BCorp”) began as a steel company and since then has grown into one of Malaysia’s largest conglomerates. Today, BCorp and its affiliated companies have a total employee strength of 30,000 and are engaged in the core businesses of consumer marketing & direct selling, financial services, property investment & development, hotels & resorts and recreation development, gaming & lottery management, food & beverage, environmental services, motor distribution, internet-related businesses, motor distribution, internet-related businesses, water utilities, media, retail and telecommunications.

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### Overview

BCorp is committed to creating a compelling employee value proposition and strives to be an “Employer of Choice”. We view human capital as our greatest asset and endeavour to offer our employees a challenging and rewarding career, complemented by a competitive benefits package and work-life balance.

With 41% of our total workforce being female employees, the need to help employees find a balance between work and family commitments is a priority for the company. In turn, the staff are committed to giving their best and contribute to driving a performance culture within the organization.

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### Initiative

BCorp implemented the Staggered Working Hours (“SWHA”) initiative on 2 January 2016, at its Corporate Office. This initiative benefits largely working moms with school-going children and allows them the flexibility of selecting their preferred working times without compromising on their productivity at work due to other obligations.

## Objectives

BCorp's objectives are:

- To increase employee engagement, motivation and commitment;
- To promote work-life balance and cater to the needs of a diverse workforce;
- To be branded as an Employer of Choice;
- To improve employees' recognition and staff retention.

## Staggered Working Hours Arrangement ("SWHA")

STAGGERED WORKING HOURS ARRANGEMENT ("SWHA")		
<b>SHIFT 1</b>  8.00am to 5.00pm	<b>SHIFT 2</b>  9.00am to 6.00pm <i>*Normal working hours</i>	<b>SHIFT 3</b>  9.30am to 6.30pm
<b>Eligibility Criteria:</b> <ul style="list-style-type: none"> <li>• Employee must have a minimum of 2 years' of service with the Company;</li> <li>• Open to working parents/guardians with school-going children;</li> <li>• Employee must have an effective performance track record;</li> <li>• Employee's nature of work must support the working hours of SWHA.</li> </ul>		

## Key steps

To ensure the smooth implementation of SWHA, BCorp's Group Human Resource & Administration Division had put into place well-defined guidelines and eligibility criteria to ensure that a level of responsibility, accountability and monitoring is observed.

The key actions taken included:

### CONSULTATION WITH TALENTCORP

- Consult on framework, guidelines and industry best practices.

### DIALOG SESSION

- A Dialog session was conducted with Heads of Departments and HR Heads of BCorp's subsidiaries to communicate the program to them and to gather their views, feedback and suggestions.

### BRIEFING TO STAFF

- Briefing sessions were held for our employees to introduce this initiative to them and to provide clarity on the guidelines and eligibility criteria.

### 3 MONTHS' PILOT RUN

- A pilot run was carried out from 1 October - 31 December 2015 to gauge the effectiveness of the program.

### POST-PILOT SURVEY

- A survey was carried out after the pilot run to help us evaluate the employees' and their respective supervisors' reactions, any improvement in performance and the overall ease of implementation.

### OFFICIAL IMPLEMENTATION

- Berjaya Corporation Berhad officially implemented the SWHA program with effect from 1 January 2016, following the success of its pilot run.

## **Testimonials**

*Rosemala bt Nasaruddin (Opted to work from 8.00am to 5.00pm):*

*“This program has helped make my work more manageable as I can balance my work and my family life. Most importantly, it allows me to spend extra quality time with my family after work”.*

*Jane Lai*

*(Opted for work hours from 8.00am to 5.00pm):*

*“The SWHA program enabled me to have a more balanced lifestyle between work and personal life. I come to work early to avoid the heavy traffic but starting work early means I have ample time to prepare and get ready for the day’s [work]. SWHA also enables me to reach home early for dinner with my family and still have spare time to do housework and rest”.*

*Sharifah Muhayazatul*

*(Opted to work from 9.30am to 6.30pm)*

*“This program offers flexibility for staff who have small children and live away from Klang Valley. This arrangement has benefited me in a way that I do not need to rush in the mornings after dropping off my children at the babysitter’s. I thank the Management for this initiative”.*

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## **Website**

[www.berjaya.com](http://www.berjaya.com)