

## Besi APac: Flexible Work Arrangements



“Globalization remains an inescapable business landscape. Therefore, our Company recognizes the importance of managing diverse and global teams for business success and sustainability. Embracing workforce flexibility particularly is a smart people strategy in addition to having strong leadership and corporate culture.”

- *Henk Jan Jonge Poerink, Senior Vice President Global Operations/Managing Director Besi APac*

“Treat others the way they want to be treated, in this way, we celebrate workforce diversity and differences in ideas at workplace and yet bring them together, engage them for a greater height of creativity, teamwork and productivity. We promote flexibility in everything we do, and flexi-work arrangement at workplace is the way to go.”

- *Valarmathi Subramaniam, Head of Human Resources, APAC*

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### Overview

Besi is a leading supplier of semiconductor assembly equipment for the global semiconductor and electronics industries offering high levels of accuracy, productivity and reliability at a low cost of ownership.

Besi develops leading edge assembly processes and equipment for lead frame, substrate and wafer level packaging applications in a wide range of end-user markets including electronics, mobile internet, computer, automotive, industrial, LED and solar energy. Customers are primarily leading semiconductor manufacturers, assembly subcontractors and electronics and industrial companies.

Besi employees are part of a global multinational team striving to realize tomorrow’s technologies and opportunities in the fast paced world of semiconductor equipment manufacturing. Currently, Besi

has approximately 1,600 employees across its Europe and Asia locations with 25% female employees in Besi APac Sdn Bhd in Malaysia and 16% globally.

### Objective

Besi began implementing flexible staggered hours for several reasons:

- To promote work-life integration
- To allow working mothers the flexibility in managing personal needs and professional needs

### Initiatives

Besi APac implemented staggered hours in 2014 where employees are allowed to come as early as 7.30 a.m. up to 9.00 a.m. and leave office as early as 4.30 p.m. up to 6.00 p.m. to complete their normal working hours.

Besi APac began its implementation creating a business case proposal on work-life integration program to its Top Management team which then gave the green light to roll out in policy to executive employees and above only. The implementation required adjustment by employees as some of the current routines such as morning meetings which usually start at 8.30 a.m. had to be rescheduled to accommodate employees working on staggered hours arrangements. Gradually, Besi adapted all company activities within the core hours of 9.00 a.m. to 4.30 p.m.

- Road Map and Milestones

|            |  |
|------------|--|
| Q2/2014    | Understanding Business Needs/ Employee Survey and Feedback on Flexi-Work Arrangement |
| Q3/2014    | Planning and Designing<br>Communication on Pilot Project on Staggered Hours Policy   |
| Q3-Q4/2014 | Pilot Project (6 months)   |
| Q4/2014    | Review and Acceptance by Management on the Pilot Project on Staggered Hours          |
| Q1/2015    | Set up Official Policy on Flexi-Hours into Company Policy                            |

- Key considerations when formalizing in policy
  1. Employees involvement in providing feedback on Company's initiative to introduce flexible work arrangement
  2. Having proper policy, procedure and tool to enable the staggered hours policy implementation
  3. Management support
  4. Company promotes employees to take ownership and self-discipline in managing their working hours and personal needs, to be flexible when there are business requirements during business ramp up.
  5. Review the policy, and implementation for continuous improvement

### Outcome

Besi APac received positive feedbacks from employees on the implementation of staggered hours. Non-executives have also highlighted interest in being included in this work arrangement but Besi

APac is currently unable to get majority consensus to extend this policy to non-executives. The reason behind this is due to the preference of non-executives in earning overtime hours instead of participating in flexible work.

Moving forward, Besi APac aims to enhance its work-life practices by including a second phase to its staggered hours policy, known as time bank. Although time bank remains in its development phase, the concept aims to cater for employees who work longer than the required normal hours. Between the hours of 7.00 a.m. to 6 p.m., employees will be allowed to accumulate time bank hours, and any hours beyond, to be paid as overtime pay.

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## Testimonials



**Leelaa Leezaa Abdul Rahman** | Section Head Purchasing

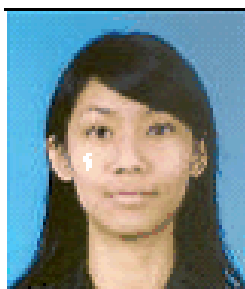
*“Juggling my role as a wife, a mother of 4 kids and a leader in current organization, time is always a constraint and sometime 24 hours is simply insufficient. With flexi working hours, I can come as early as 7.30 a.m. and leave the office at 4.30 p.m. and in the case some attention is needed for the kids in school or a quick appointment with doctors. Surprisingly, I have better time control over activities related to sports and leisure too.*”

*With an aim to allow each employee to find work-life balance, Besi APac management has given me the opportunity to optimize and schedule my work across longer portion of the day. I believe a continuous effort from management to create best formula or policies for its employee towards Flexi-hour program will embark to a new professional working culture in Malaysia”.*



**Sritharan** | SAP Project Manager Asia

*“Flexi-time work arrangement has been very helpful and works comfortably. I appreciate this move and hope the Management would continue it”.*



**Pang Mei Chee** | Engineer

*“Flexi-time allows a better time management and planning between working & personal matter”.*

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## Success Factors

- Top Management Leadership

- Robust HR Policies & Procedures
  - Communication & Employee Involvement via Feedback
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**Website**

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

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**Family Friendly Facilities**

- Besi APac provides priority parking lots which are closer to the building office for all pregnant employees.
- Besi APac provides a lactation room to mothers who are still nursing their babies or toddlers, they are allowed to go at their convenient time during any official breaks to express breast milk and store them in the refrigerator.
- On a case-to-case basis, due to family issues, Company allows work from home arrangement upon agreement between employee and Management.