

Carlsberg Profile: Flexible Work Arrangements



Incorporated in December 1969, Carlsberg Brewery Malaysia Berhad (Carlsberg Malaysia) began brewing Carlsberg Green Label beer locally in 1972. Since then, Carlsberg Green Label beer has become part of everyday's life and remains as the most preferred brand among Malaysian beer consumers.

Carlsberg Malaysia is listed on the Main Board of Bursa Malaysia Securities Berhad under the consumer products sector. It is an established brewery that manufactures and distributes beers, stout, cider and other beverages mainly in the domestic Malaysian market and also has investments in Singapore and Sri Lanka.

Being at the forefront of innovation and quality, Carlsberg Malaysia has always excited the market with dynamic consumer engagement campaigns and international sponsorship events. The brewer has also been championing various Corporate Social Responsibility programmes focussing on environment conservation, community engagement, responsible drinking and education development.

"Carlsberg Malaysia's corporate culture celebrates diversity and fair opportunity for all. It is enriched by the unique and different strengths each and every one of our people brings to the table. This diverse tapestry is one which we value, as together it continually fuels the passion which will take the Company to greater heights and success".

- Felicia Teh, Human Resource Director of Carlsberg Malaysia

Overview

"The beer industry is most often perceived as a male-dominated workplace. At Carlsberg Malaysia, the People agenda is one of the strategic priorities and we believe that all employees are our talents and valuable resource. We strive to address this perception by cultivating a workplace where employees are evaluated based on a robust Performance Management System and everyone is encouraged to unleash their potential in an open and inspirational work environment, which will contribute to the growth of our business.

In our global recruitment policy, we state that our employee composition should reflect the different societies in which we operate. A diverse population in Carlsberg Malaysia is critical in ensuring our

business reflects the needs of our partners, customers, suppliers and consumers. It also provides different ways of looking at challenges, encouraging creativity and innovation.

Carlsberg Malaysia walks the talk in driving diversity and female representation in the workforce. This is evident in the representation of women who form 43% of the top management team, as well as the diverse backgrounds of employees whom we recruit across the different functions. In doing so, we continuously strive to provide a conducive working environment to cater to the needs of our people, who are our greatest assets”.

- *Henrik J Andersen, Managing Director of Carlsberg Malaysia*

Objective

In line with Carlsberg Brewery Malaysia Berhad’s (CBMB) employer value proposition where Culture is a key aspect, CBMB formulated the Flexible Work Arrangements (FWA) policy in 2014 which aims to:

- Strengthen employee engagement and motivation
 - Enhance talent attraction and retention
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Initiatives

The flexible work arrangements policy in CBMB underlines three main initiatives:

Flexible Work Hours

An employee can request to adjust the start and end time to balance between work requirements and personal commitments. An employee can exercise flexibility in arriving and leaving the office, agreed mutually with the line manager, as long as the core and weekly work hours are met.

Work from Home

CBMB recognises that employees may need to be available at home due to personal needs, and thus can request to work from home, either on a half day or a full day, up to a maximum of 2 days a month.

Time-Off

Time-off of 2 hours is granted to an employee upon request on an ad-hoc basis to allow him/her to attend to personal commitments.

Outcome

Carlsberg Malaysia did not encounter any challenges in the implementation. The FWAs were developed on the premise of trust and accountability and is welcomed by the employees. Moreover, leadership approval was easily obtained followed by clear communication to employees.

In the 1 year since the formal implementation of the FWA policy, CBMB registered a high uptake especially amongst married female employees who had to juggle motherhood and career. The FWA initiative has contributed to a positive increase in engagement as evidenced in the employee engagement survey:

- Employee engagement +2% to 75%
- Carlsberg culture +4% to 79%
- Work & development +2% to 75%

Carlsberg Malaysia continues to propagate and encourage gender equality and diversity at all levels in the workplace.

Success Factors

- Top Management Influence
 - Robust HR Policies & Procedures
 - Culture
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Website

www.carlsbergmalaysia.com.my

Other Practices

Over and beyond FWA, CBMB HR has also championed family friendly practices and facilities such as:



Nursing Rooms

Being a brewery, the industry has always been male dominated. Increasingly, more women are joining the workforce and entering industries that are male dominated and CBMB recognises this changing trend. With that, two nursing rooms equipped with refrigerators and hot water facilities, were established to cater to the needs of working mothers with babies.

Accumulated Leave for Travelling

An employee is allowed to accumulate a maximum of 10 days annual leave per year, for up to 2 years, for overseas travelling. This is over and above the balance of leave which can be carried forward into the following year. This benefit allows an employee to plan for longer vacations and hence, promote a stronger work-life balance.

39-Hour Work Week

Non-unionised employees are allowed to clock-off from work 1 hour earlier on Fridays. This encourages and promotes work-life balance. Employees can wind-down and begin their weekend at 4 p.m.