

DKSH Malaysia: Flexible Work Arrangements, Family Friendly Facilities and Work-Life Benefits

DKSH Malaysia is the oldest and largest Market Expansion Services providers in the country established since 1923, serving more than 170 clients, 13,000 customers and employing a workforce of over 2,800 specialists providing unparalleled market coverage nationwide.

DKSH Malaysia’s business partners leverage on the company’s capillary distribution network, deep local market know-how and expertise as well as its extensive supply chain network of unique size and depth to expand and grow their businesses. DKSH Malaysia’s business segments offer integrated and tailor-made Market Expansion Services along the entire value chain from sourcing, research and analysis, marketing and sales, distribution and logistics to after-sales services.

“Diversity comes naturally to DKSH and we have always recognized its value. At DKSH, diversity is a part of our genetic heritage and an integral part of our company culture. Today, around 28,000 people representing 57 nationalities work closely together in 35 countries to serve our clients and customers. It is the sum of these diverse talents that makes DKSH what it is: the leading provider of Market Expansion Services with a focus on Asia.”

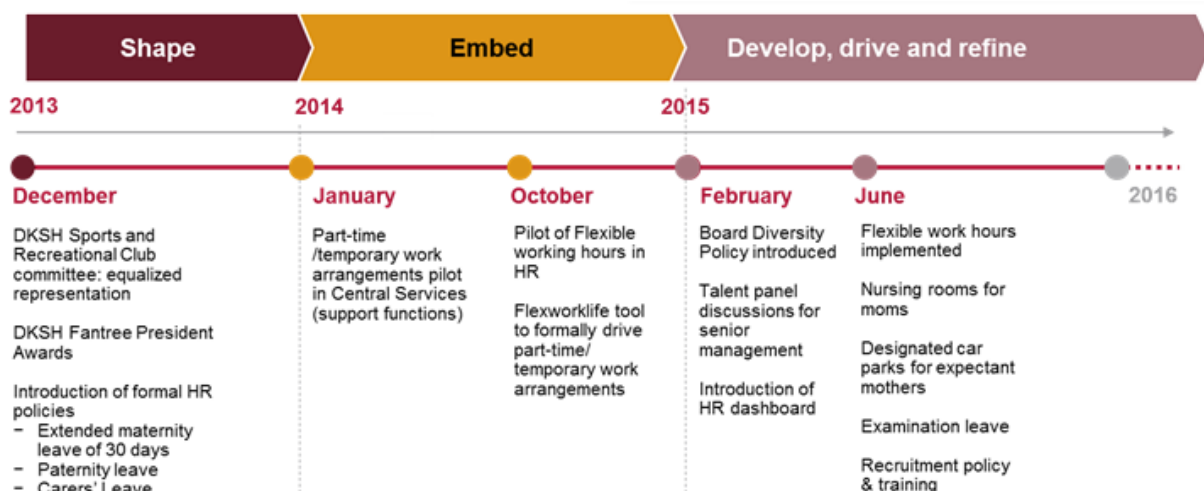
- Viknesh Nambiar, Senior Director, Human Resources, Indochina & North East Asia, DKSH

Overview

DKSH started the journey of consolidating fragmented HR policies for several Business Units and eight entities in 2013, followed by the implementation of the consolidated HR policies, procedures and toolkits to increase female representation in its workforce across the organization throughout 2014 and further refining the acceptance level in 2015.

The program was implemented in three-phases:

- Phase 1: Shape (2013)
- Phase 2: Embed (2014)
- Phase 3: Develop, drive and refine (2015 and beyond)



Objective

DKSH Malaysia's initiative to re-invent its HR policies is geared towards maintaining a healthy representation of women in the senior management level. Currently, women make up more than 45% of middle and top management levels whilst its male to female ratio shows a distribution of 44:56.

Initiatives

Shape

The "Shape" journey in 2013 started with the introduction of the core basic policies. The beginning of "Shape" was to spread the awareness of the diversity and inclusion agenda in the workplace. DKSH was conscious to make sure that the initiative catered to the needs of all different groups of employees – management and non-management levels. This effort brought about the implementation of the following initiatives:

- Equal representation of male and female in the DKSH Fantree Sports and Recreational Club committee
- Extended maternity leave
- Paternity leave
- Carers' leave

Embed

In 2014, DKSH focused its efforts on embedding the diversity and inclusion agenda in its daily business operations. This involved focusing on the fundamental belief that operating a business in a way that respects the inherent values and differences between cultures remains as an essential success factor for a multinational company like DKSH.

During this phase, DKSH also identified several concerns with regards to diversity and inclusion and succession planning, such as an aging staff population and a lack of underrepresented groups within the organization. To address these concerns, DKSH therefore reverted to our existing strategy for sustainable, profitable growth:

- Focused on growing existing markets and existing Business Units to leverage its leader position for the business partners
- Strengthened and extended the service offerings to ensure long-term success of DKSH's customers and clients
- Improved the efficiency and effectiveness of processes to best serve DKSH's business partners

Fostering Diversity and Inclusion:

DKSH recognized that the success of the business does not necessarily translate to maintaining a male-centric workforce nor must it be dominated by a single ethnic group. Today, DKSH has a total of four women employees represented in the Country Management Team level throughout DKSH in Malaysia. More women are also holding strategic decision-making positions with more than 45% being in senior to mid-management levels within the organization.

Currently, women make up 56% of the executive workforce which is a positive development in the Market Expansion Services industry that has been traditionally male-dominated.

Introducing Flexible Work Arrangements:

DKSH also looked at how the organization may facilitate efficiency improvements throughout the business bench strength. DKSH took deep interest in exploring nation-building initiatives, focusing on how the organization can benefit as employers as well as contribute to the upskilling and employment market of Malaysia. This led to the partnership between DKSH and TalentCorp. During this phase, DKSH began piloting several flexible work arrangements such as part-time or temporary positions and flexi hours.

Develop, drive and refine

In 2015, DKSH launched the first Board Diversity Policy for the Malaysia public-listed group and the local talent panel discussions to ensure a fair and consistent performance management process. In the panel discussion, the top management was allowed to have transparency to discuss individual's career development and strategize the allocations of assignments that is best suited to develop and empower the individual. DKSH went a step further in emphasizing the need for a diversified team of people within the organization. Subsequently, this led to the development of an internal HR dashboard to enable quarterly reporting of the HR data workforce.

During this phase, DKSH has successfully implemented:

- Flexi hours
- Nursing rooms for new mothers
- Designated parking for expectant mothers
- Examination leave for professional studies
- Proactive talent panel discussions as part of the performance management process policy

Outcome

DKSH was able to achieve its outcome through small wins and by building credibility around the programs selected. The main challenges that DKSH faced were to gain buy-in and to change the mind-sets of managers to seriously take a look at the diversity and inclusion agenda. The Country Management Team was very supportive in the introduction of new ideas and in managing this program. The management buy-in facilitated spreading awareness on the benefits as well as implementing at the organizational level.

DKSH will be revisiting the effectiveness of these initiatives and work with their growing diverse teams to bring about more tangible diversity and inclusion successes.

Success factors

Top Management Influence

- Holistic Approach & Cross-Functional
- Robust Policies & Procedures

Website

www.dksh.com.my

Other practices***Flexible Work Arrangements (FWA)***

- **Flexi Hours:** At the end of 2014, DKSH piloted flexi hours in the HR department. Approximately 30 staff, especially those with families and carer's commitments participated in this pilot. Its success was then presented to the Country Management Team and subsequently formalized on June 1, 2015 as an additional clause to DKSH's existing Work Time Policy. Flexi hours is now available to all staff. Staff are required to obtain approval from their respective business unit superiors. Employees may start work between 7.00 to 9.00 a.m. and end work between 4.00 to 6.00 p.m.
- **Reduced/Part-Time Work:** In January 2014, DKSH piloted reduce/part-time work to cater for certain work conditions, such as ladies undergoing their last trimester of their pregnancies. 74 women actively benefitted from this part-time work arrangements. Since October 2014, DKSH actively drives the engagement and applications of part-time/temporary candidates via TalentCorp's flexWorkLife.my portal to support the nation-building efforts. Five positions were advertised during that time – DKSH received 99 applications and successfully hired one employee through this channel

Family friendly facilities

- **Designated Carpark for Expecting Mothers:** In 2015, DKSH allocated carpark lots of expectant mothers
- **Mothers' Room:** On June 8, 2015, DKSH moved to a new office with a nursing room provided for mothers

Other benefits

- **Extended Maternity Leave:** Since December 1, 2013, extended maternity leave was made available to all women employees who wish to extend their leave. This has been included as part of their Health and Welfare Policy. Staff may apply to extend their maternity leave immediately following their 60 days mandatory leave for a further period of up to 30 calendar days
- **Paternity Leave:** Since December 1, 2013, male employees are granted paternity leave of up to three working days to be taken within two months after the birth of their baby
- **Family Care Leave:** Since December 1, 2013, all staff in the Corporate Shared Services Center office are eligible for carer's leave to care for their legal spouse, legal children and parents with serious illnesses
- **Study/Exam Leave:** Since June 1, 2015, all staff are entitled to apply for examination leave. DKSH reserves the right to approve the course of study undertaken by the employee. Employees are allowed up to five days paid leave per calendar year to attend such examinations. However, the examination leave is confined to only one attempt. Subsequent attempts may be allowed on unpaid or annual leave basis.