

GENDER EQUALITY IN THE MALAYSIAN WORKPLACE

FINAL REPORT

CPA
AUSTRALIA



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TABLE OF CONTENTS

ABOUT THE REPORT.....	3
EXECUTIVE SUMMARY.....	4
MAJOR FINDINGS & OBSERVATIONS.....	5
GENDER PAY GAP	5
WOMEN IN SENIOR ROLES IN BUSINESS.....	9
IMPACT OF HAVING A FAMILY ON A CAREER - EXPERIENCES AND PERCEPTIONS	13
RECOMMENDATIONS.....	17
CONCLUSION.....	20
APPENDIX 1 – OTHER FINDINGS	21
FACTORS THAT ATTRACT PEOPLE TO A JOB.....	21
SEEKING A NEW JOB OR PROMOTION.....	23
APPENDIX 2 – SURVEY DEMOGRAPHICS	27
SURVEY DEMOGRAPHICS.....	27
APPENDIX 3 - REFERENCES.....	30

ABOUT THE REPORT

CPA Australia's report on *Gender Equality in the Malaysian Workplace* describes views on gender issues in Malaysian workplaces and proposes approaches that may be considered in addressing such issues.

The report reflects the views of CPA Australia members and non-members gathered through a survey and focus groups on the following issues:

- The gender pay gap between men and women doing essentially the same role for the same employer
- Women in senior roles
- The perceived and actual impact of having a family on careers.

This report is part of our contribution to identifying and addressing barriers to gender equality in Malaysia and elsewhere.

In total, 468 people responded to the online survey, which was conducted from 28 January to 1 March 2019. Of the 468 respondents, 434 were members of CPA Australia and 34 respondents were non-members.

The key survey demographics are:

- 55 per cent of respondents are women
- 41 per cent of respondents have children
- Respondents are most likely to be aged between 30 and 39
- Respondents are most likely to work for an employer with more than 1000 employees
- Most respondents work for employers headquartered in Malaysia
- Most respondents work as managers or in supervisory roles

Two focus groups were run, one comprised of 12 senior members of CPA Australia and another of 6 younger members and 3 non-members.

This is a final report which supersedes the [preliminary report](#) that was published in 2019.

ABOUT CPA AUSTRALIA

CPA Australia is one of the world's largest accounting bodies, with over 165,000 members working in more than 100 countries and regions and supported by 19 offices globally. We have established a strong membership base of more than 10,000 in Malaysia. Our core services to members include education, training, technical support and advocacy. Employees and members work together with local and international bodies to represent the views and concerns of the profession to governments, regulators, industries, academia and the community.

ACKNOWLEDGEMENTS

CPA Australia would like to acknowledge the many CPA Australia members and non-members who took part in our survey and focus groups.

EXECUTIVE SUMMARY

The underrepresentation of women in senior roles, the gender pay gap and negative impacts of having children on women's careers – whether perceived or experienced – are important economic and social issues.

To understand the impact of these issues on Malaysia's workforce, CPA Australia undertook a survey and several focus groups.

The high-level findings from our research show that:

- There is a need to improve understanding of the value of gender diversity and related issues to business and society more broadly.
- There is a need to improve company-level data on the pay received by women and men doing essentially the same job for the same company. This data will assist employers to identify whether a pay gap exists and, if so, act to close and remove that gap.
- There is a bigger role for the human resource divisions in organisations to promote gender diversity and equal opportunities in the workplace and ensure they are embedded in workplace cultures.
- The underrepresentation of women in senior leadership roles needs to be addressed by businesses, with the support of government and non-government organisations.
- There is a need to address perceptions that having children will have a negative impact on careers. Fortunately, these perceptions are not necessarily matched by the experiences of those who have children and are juggling both career and family.
- There is a need for businesses, government, education institutions and the broader community to actively empower women by supporting and encouraging equal economic and non-economic participation.

MAJOR FINDINGS & OBSERVATIONS

GENDER PAY GAP

The Organisation of Economic Co-operation and Development (OECD) defines gender pay gap as the difference between the median earnings of women relative to men. The Department of Statistics Malaysia (DOSM) reported that in 2018 for every RM100 in salaries and wages received by men, women were only receiving RM93.20ⁱ.

Unequal pay between women and men persists as a global issue impacting gender equality in the workplace. No country has yet to achieve gender parity in wages. Furthermore, the World Economic Forum's (WEF's) Global Gender Gap Index 2020 found that the progress towards closing this gap has stalled. The Australian Workplace Gender Equality Agency (WGEA) observed a similar phenomenon in Australia in 2019.

Interestingly for Malaysia, in 2018, women, on average, were earning 0.6 percent less than what they were earning in 2017ⁱⁱ. However, it should be noted that, on a macro-level, the gap between women and men's earnings is a complex product of -

- a. historic and systemic undervaluing of women's workplace contributions and the significant barriers that lead to the under representation of women in senior executive and management rolesⁱⁱⁱ; and
- b. social and cultural gender norms and values that underpin women's perceptions and decisions of where and how they should participate in the workforce.

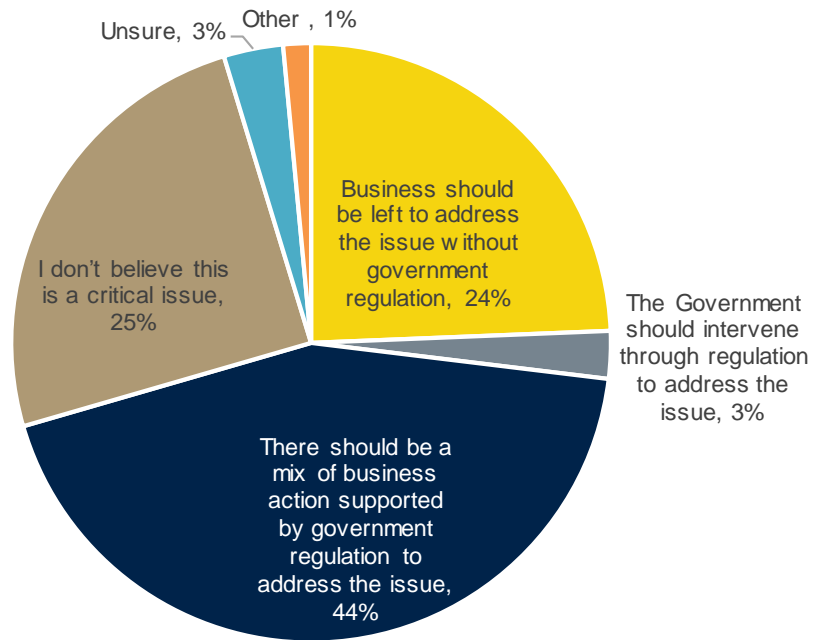
Bringing this to the workplace level, our research on the gender pay gap seeks to determine if there are observable wage gaps in Malaysia between individuals with similar set of skills doing essentially the same role for the same employer. After all, economic theory posits that wages should simply remunerate productivity.

From desktop research, we found that the aggregated data available on gender pay gap in Malaysia is limited. That is, the level of data necessary to isolate any difference in pay that is due to gender bias does not exist. Focus group participants thought that a gender pay gap in their workplace was unlikely. However, they also did not have access to evidence to support their observations.

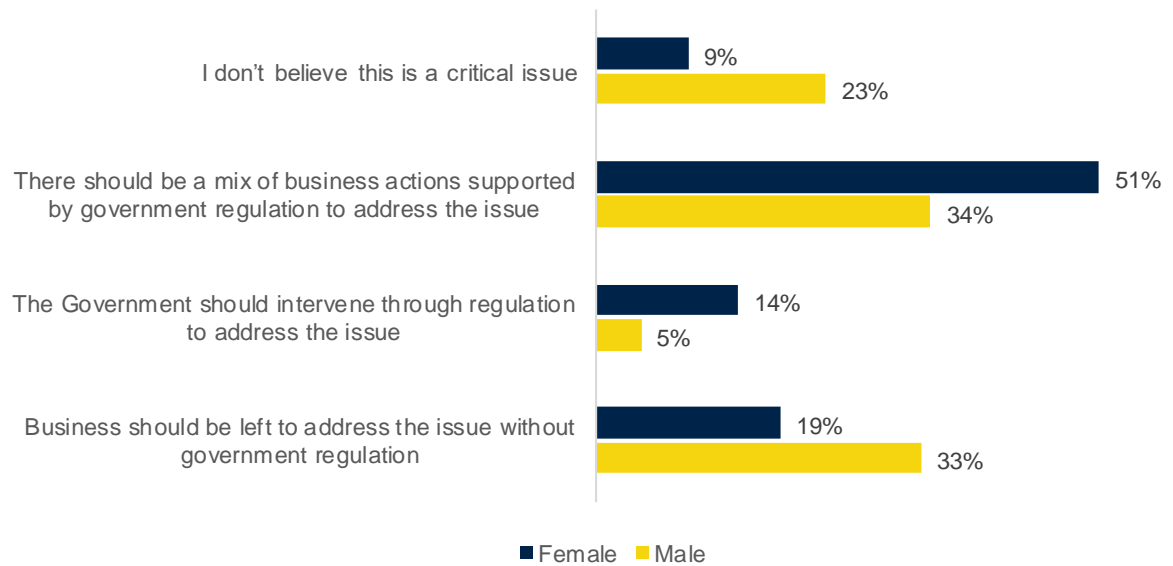
The WEF's "Executive Opinion Survey" appears to be the only source of data on "equal pay for equal work" that is available in Malaysia. The survey concluded that in 2019, the wage equality for similar work in Malaysia was at 0.744^{iv}, a negative shift from the 0.77 score achieved in 2018^v (parity = 1.0), meaning that for every RM100 in salaries and wages received by men, women doing similar work received RM74.40.

Given that data consistently shows that women continue to be less rewarded than men in the Malaysian workplace, we asked survey participants their views on how best to address the issue.

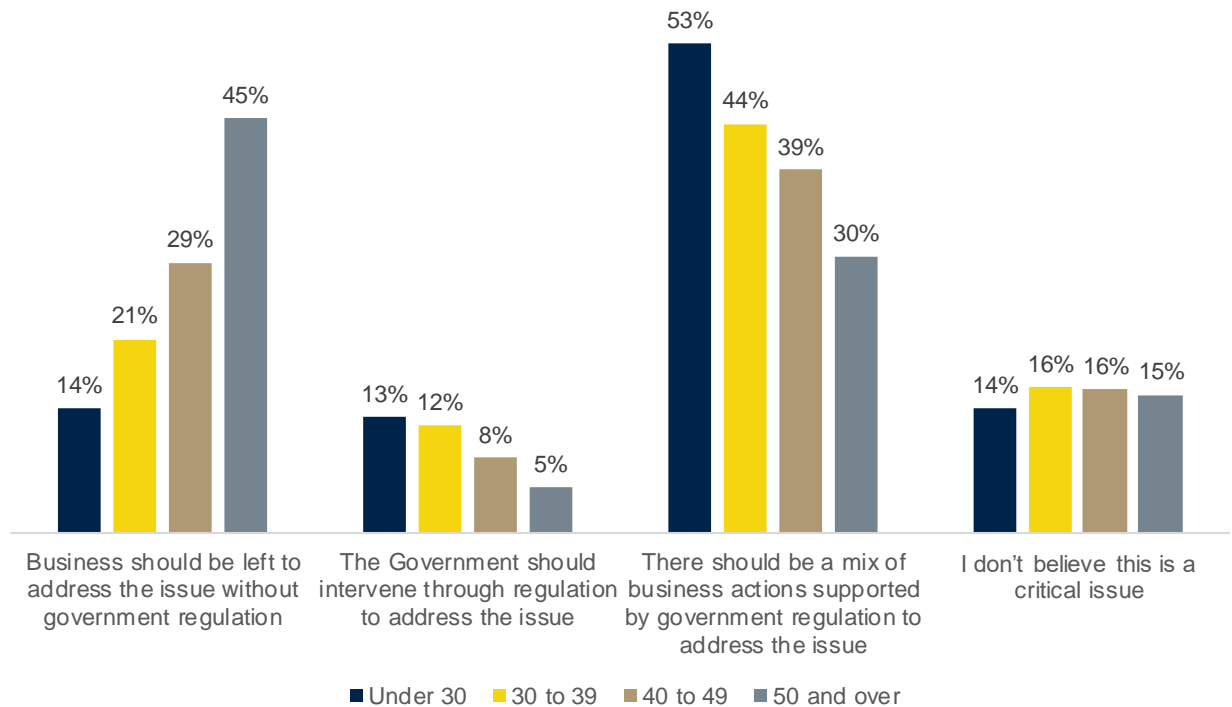
VIEWS ON ADDRESSING THE GENDER PAY GAP - OVERALL



VIEWS ON ADDRESSING THE GENDER PAY GAP – BY GENDER



VIEWS ON ADDRESSING THE GENDER PAY GAP – BY AGE



Around 15 per cent of respondents stated that they did not believe the gender pay gap was a critical issue. Many in the focus groups were of a similar view, believing it unlikely that their employer would pay women less than men to do the same work just because of their gender.

Men were more likely to suggest that the gender pay gap was not a critical issue and that businesses should be left to resolve the gap without government intervention. Women and respondents aged under 40 were the most likely to suggest that business and government should work together to address the issue. There was little support for government to unilaterally regulate to resolve the issue.

Many focus group participants viewed differences in salary and wages as most likely attributable to experience, not gender-based discrimination – deliberate or otherwise. However, one focus group participant offered that additional remuneration such as a bonus, which is set based on subjective performance measures and determined by “people”, may not be free from bias. For example, a male staff member who spent more time in the office might be seen as performing better or more committed than his female counterpart who left earlier due to family commitments, even though on an objective assessment they were equally productive.

One focus group participant suggested that the gender pay gap was prevalent in commercial firms, government linked companies and public listed entities which are encumbered by “legacy” policies and practices. In contrast, the experience of one of the participants in a start-up was that the salaries were more or less set at par. The same was believed by those from public practice firms. However, the focus group noted that this was a topic that was not openly discussed by/with their employers or even amongst their peers.

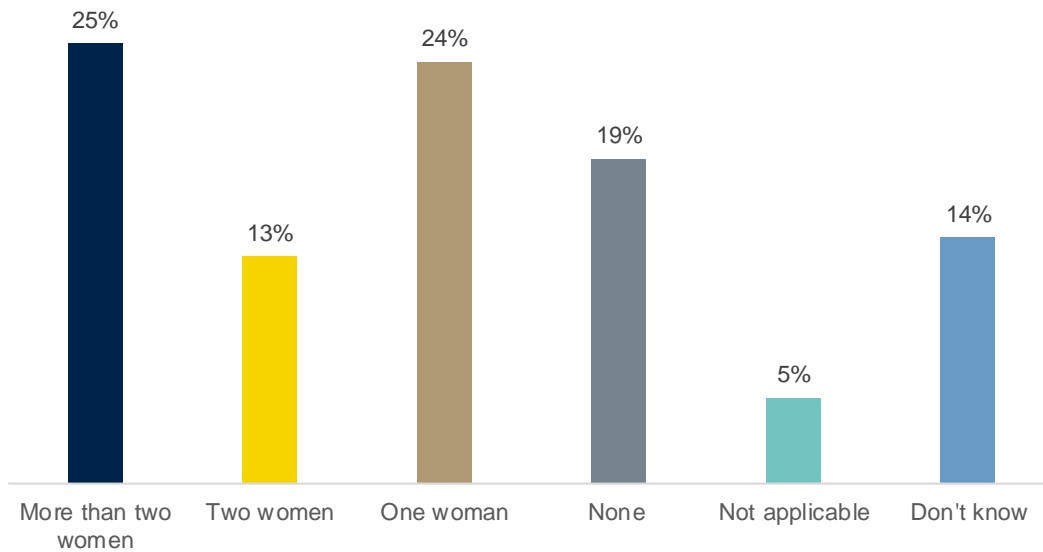
The participants acknowledged that they did not have enough visibility over the pay packages to truly know if there was a disparity in remuneration for men and women performing similar roles. They agreed that more data was needed at a company level to determine if a pay gap existed, and if so, where and why.

Focus group participants pointed out that Malaysian employers were increasingly offering career breaks and other flexible work arrangements, and that further work could be done on the impact of such work arrangements on pay. For a more meaningful analysis of any pay difference between men and women doing the same roles with the same level of experience and qualification, employee earnings data on a per hour basis was required.

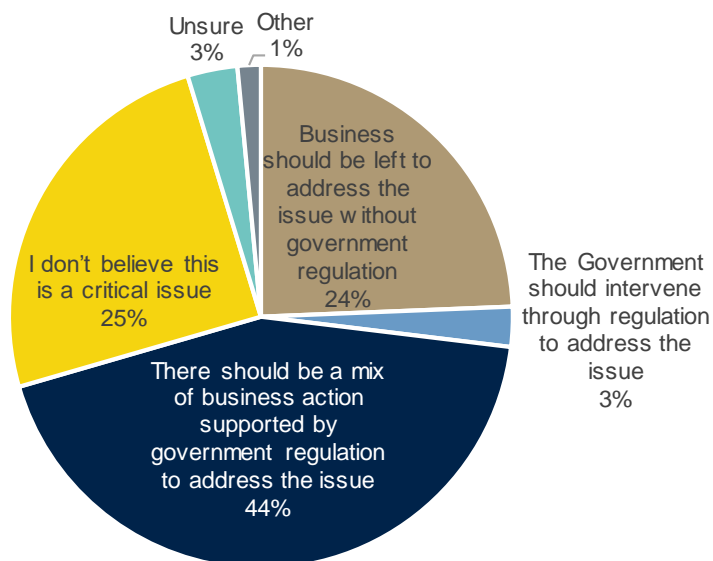
We note that the WEF statistics on wage gaps is based purely on perceptions of business leaders and not a monetary quantification of the wage gap. We also note that the results do not state that there is a gender pay gap in every workplace in Malaysia. However, some of the workplace experiences shared by younger focus group members indicate that biases do exist but cannot be confirmed due to the lack of data at the firm level.

WOMEN IN SENIOR ROLES IN BUSINESS

HOW MANY WOMEN ARE ON YOUR EMPLOYER'S BOARD?

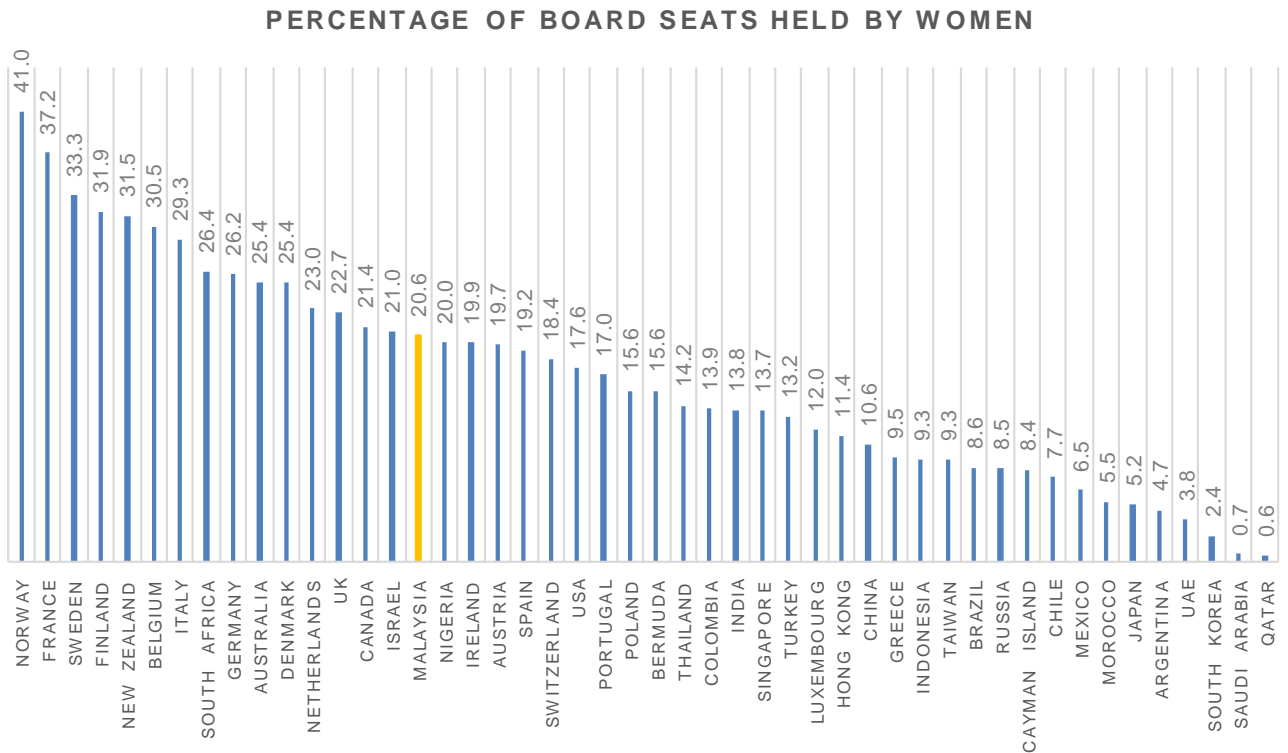


VIEWS ON INCREASING THE NUMBER OF WOMEN IN SENIOR LEADERSHIP POSITIONS - OVERALL



Over 40 per cent of the respondents to CPA Australia’s survey indicated that their employer’s board of directors had either no women or only one woman on it. This may be due to the industry or size of their organisation, as observed in a World Bank report on “*Women on Boards in Malaysia*”^{vi}. The Securities Commission Malaysia (SC) reported that Malaysia made steady progress with representation increasing from 12 per cent (December 2016) to 15.69 per cent (December 2018) for all listed companies. In 2017, the SC set a target to have no “all male” boards on the top 100 listed companies by the end of 2018. This target was reportedly achieved by the end of 2018^{vii}.

In terms of overall board seats held by women, Malaysia is ahead of other ASEAN nations but below the ratio of developed nations including Norway, Sweden, France.



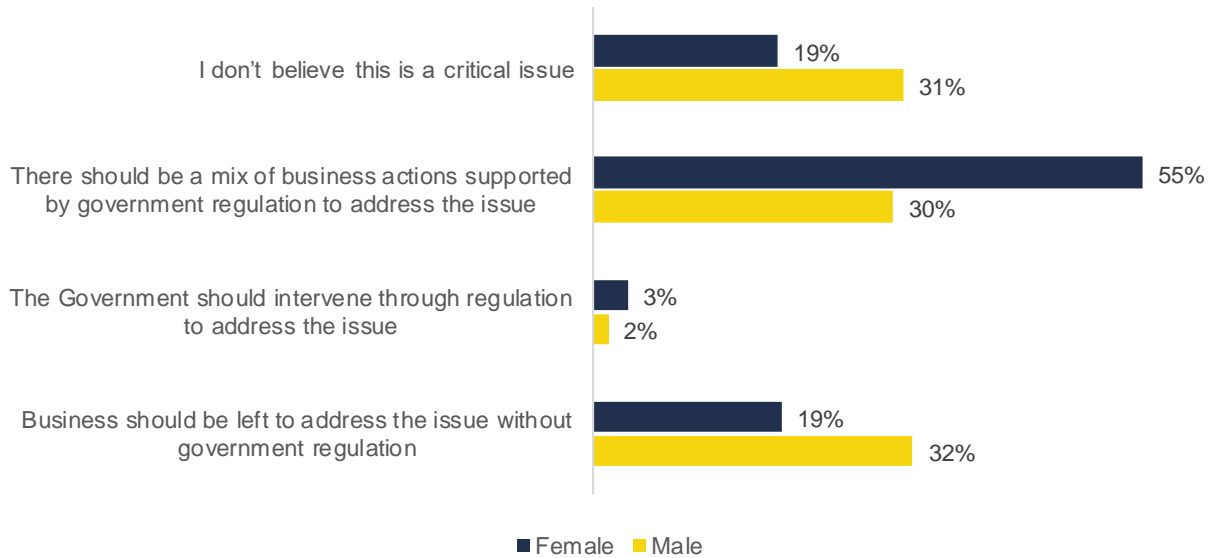
Source: Deloitte’s “*Women in the boardroom: A global perspective (6th Edition)*”

Some focus group participants felt that the underrepresentation of women in senior roles was in part due to the perception by some employers and/or male colleagues that women were not able, or would prefer not, to take on certain responsibilities (for example, the perception that women with children would not be interested in tasks involving travel/relocation and long work hours). In the experience of some focus group participants, many opportunities (involving or leading to advancement) were not offered to women based on these presumptions (i.e. unconscious bias).

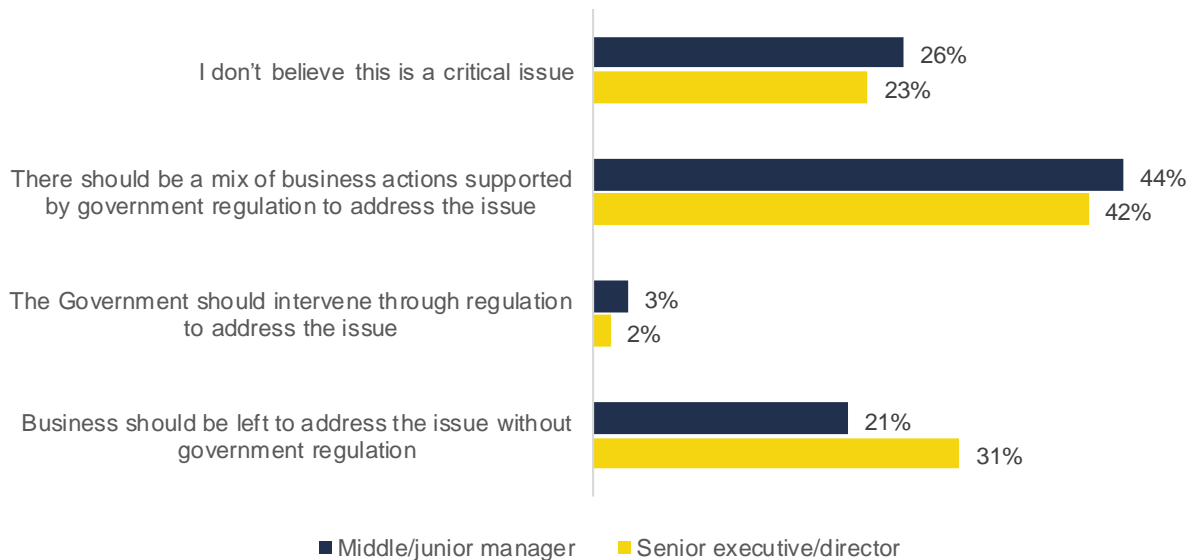
A Grant Thornton survey from 2018, “*Women in Business*”, showed that gender equality policies were widespread in Malaysian companies. However, the statistics on women in senior management “...suggests that businesses are concentrating on box-ticking at the expense of meaningful progress...”^{viii}.

One factor that could have contributed to the lower percentage of women in senior leadership roles was the drop in the participation rate for middle-aged women, whereas for men it remained largely unchanged^{ix}. Of course, it could be the lack of opportunity (real or perceived) for women to move into senior roles that could have contributed to the fall in the participation rate.

IEWS ON INCREASING THE NUMBER OF WOMEN IN SENIOR LEADERSHIP POSITIONS – BY GENDER



IEWS ON INCREASING THE NUMBER OF WOMEN IN SENIOR LEADERSHIP POSITIONS – BY ROLES



When asked whether there should be a focus on increasing women leaders in business, men were more likely than women to suggest that it was not a critical issue and that business should be left to resolve the issue with no government intervention. The survey results also showed that respondents in more senior roles were likely to share the same sentiments. Women, generally, and younger respondents (aged under 40), were more likely to suggest that business and government should work together to address this issue.

Focus group participants who occupied more senior roles favoured allowing business to act to improve gender diversity in senior positions without government intervention. There was some discussion around the use of quotas for women on boards to drive businesses to focus on gender diversity. However, some focus group participants thought that quotas could be counterproductive as some may view women in senior roles as only being there because of the quota. Focus group participants in more senior roles expressed the view that the government has a role in increasing training available to women so that they are better prepared to seek senior roles. There is little support for government to unilaterally regulate to resolve the issue.

More women in board roles may encourage other women to pursue roles in senior management. CPA Australia, therefore, agrees with the Malaysian Code of Corporate Governance that efforts to address the underrepresentation of women in companies should not be solely focused on board positions but also on increasing the number of women in senior management.

One focus group considered that human resource (HR) sections within organisations could do more in championing this transformation. HR is in a position where they can help to focus the mind of decision makers on, and hold them accountable to, improving gender diversity and encouraging inclusivity more generally across business. In addition, younger focus group participants felt that it was important for leadership and management to take responsibility in ensuring diversity and inclusion in the workplace and be accountable for such improvement.

The younger focus group members also identified that family and the wider community played a crucial role in empowering women in the workforce. Societal and cultural conditioning that insist men are the breadwinners whilst women are homemakers and caregivers were said by the younger participants to be an important influence on the proportion of women participating in the workforce, especially at senior levels, and in particular after marriage and/or having children.

IMPACT OF HAVING A FAMILY ON A CAREER - EXPERIENCES AND PERCEPTIONS

“Cuddy, Fiske, and Glick (2004) show that describing a consultant as a mother leads evaluators to rate her as less competent than when she is described as not having children. Similarly, other studies show that visibly pregnant women managers are judged as less committed to their jobs, less dependable, and less authoritative, but warmer, more emotional, and more irrational than otherwise equal women managers who are not visibly pregnant (Halpert, Wilson, and Hickman 1993; Corse 1990)”^x.

From the discussions with younger focus group participants, there was a sentiment that having carer responsibilities tended to weigh on perceptions of a woman’s ability to successfully participate in the workplace, as well as her commitment to the job.

The survey results showed that having children was likely seen as a barrier to women’s career progression. The top three challenges that having children posed or was perceived to pose were (1) mobility, (2) commitment to continued development, and (3) others’ perception of their commitment to work.

NEGATIVE IMPACT OF HAVING CHILDREN ON CAREER PROSPECTS – EXPERIENCE COMPARED WITH PERCEPTION

	Those who have children	Those who do not have children
Promotion opportunities	19.4%	30.8%
Salary	16.8%	17.9%
Quality of work	16.2%	29.7%
Undertaking further training	38.7%	40.3%
Ability to travel for work	56.5%	68.8%
Colleagues’ perception of my commitment to work	19.9%	35.7%

Interestingly, respondents who did not have children were more likely to nominate that having children will have a negative impact on their career than those who have children. It is also interesting that those respondents who do not have children feel that having a child is more likely to have a negative impact on how their colleagues perceive their commitment to work.

NEGATIVE IMPACT OF HAVING CHILDREN ON CAREER PROSPECTS OF THOSE WHO HAVE CHILDREN – BY GENDER

	WOMEN	MEN
Promotion opportunities	29.7%	9.7%
Salary	17.8%	14.6%
Quality of work	17.8%	13.6%
Undertaking further training	41.6%	35.0%
Ability to travel for work	61.4%	48.5%
Colleagues' perception of my commitment to work	27.0%	16.0%

NEGATIVE IMPACT OF HAVING CHILDREN ON CAREER PROSPECTS OF THOSE WHO DO NOT HAVE CHILDREN – BY GENDER

	WOMEN	MEN
Promotion opportunities	41.1%	15.6%
Salary	21.5%	11.5%
Quality of work	27.8%	32.3%
Undertaking further training	41.8%	37.5%
Ability to travel for work	67.7%	70.8%
Colleagues' perception of my commitment to work	44.9%	20.8%

When the results were reviewed based on gender responses, women with children did report a greater adverse impact on their overall prospects compared to their male counterparts.

This outcome ties in with a multitude of research that concludes that women typically suffer a “motherhood penalty” when they have children: having children is considered (by them and others) to impair their ability to focus on work, evidenced by the restricted travel ability and ability to undertake further training.

Interestingly, not many women felt that having children impacted their salary levels and quality of work. What remains to be considered is how respondents are measuring the adequacy of salary levels: do they consider themselves to be appropriately remunerated for the work they perform in comparison to their colleagues and are they seeing salaries progress equally? As raised above, the lack of firm level and job level data on remuneration does not allow us to validate this perception.

Women who had children were more likely than men to report a negative impact on their promotion opportunities. The decline in promotion opportunities is another area of concern as this is relevant to the above discussion on the lack of women in senior roles and consequently the pay gap.

Focus group participants highlighted that carer responsibilities could impact the ability of women to work the hours expected by some employers in some workplaces and to entertain clients outside of work hours. Some participants, however, found that having carer responsibilities did not necessarily impact their career negatively: they planned for more effective use of their “non-carer hours” to allow for the necessary “face time” with clients and staff. For example, one focus group participant in a senior role stated she would conduct breakfast meetings with clients as a workaround for not seeing clients in the evening.

Focus group participants also stated that some women left the workforce before having children as they, or their family members, believed that it was untenable for them to juggle a career and children. Flexible work options such as the ability to work from home is not widely available in many workplaces in Malaysia and, if it is available, it is not widely adopted by employees.

Focus group participants also highlighted that access to affordable childcare was important in attracting women back into the workplace, particularly where families did not have in-home care. The cost, quality and location of such facilities were important considerations. Even when people have in-home care, the participants pointed out that there would be occasions where emergency childcare was needed.

We note that the above survey findings on having children do not demonstrate any extreme implications for either gender. Survey respondents were predominantly employed and, in such circumstances, had to some extent overcome barriers to re-entry. However, a key observation from the above discussion is that there is still a perception that those with children are not as committed to their work as those without children. Preconceived notions such as this signal the potential for cognitive bias to colour the individual’s assessment of the commitment and performance of his or her peers and subordinates who have family responsibilities.

RECOMMENDATIONS

1. Equality and inclusiveness should be included as a core strategy of businesses

Australia's Workplace Gender Equality Agency (WGEA) posits that organisations that are committed to equal pay will ensure that:

- the wages and conditions of jobs are assessed in a non-discriminatory way, by valuing skills, responsibilities and working conditions in each job or job type and then remunerating employees accordingly^{xi}; and
- the workplace's organisational structures and processes do not impede female employees' access to work-based training, promotions or flexible working arrangements.

When a commitment is made at the top and it is carried down through all line management, many in an organisation will be encouraged and empowered to challenge conventional norms and “call out” behaviours in the workplace that challenge equality and inclusiveness, as well as ensure people feel included in the workplace.

Leadership of any organisation should consider repositioning and empowering their HR function as a champion for diversity and equal opportunity in the workplace. HR could actively track how business practices are aligned with their equality policies and have conversations with company leaders around the numbers and “next steps”. Equality practices can be further embedded into human resource and people systems, for example through ongoing unconscious bias training and HR personnel sitting in on performance review sessions to observe and challenge assessments that may be coloured by cognitive bias – asking questions such as “would the reviewer hold the same view if the candidate was not a woman returning to the workforce after her third child”.

The human resource function can play a powerful role in effecting and maintaining this cultural transformation in an organisation.

2. Businesses demonstrate commitment to transparent remuneration policies and practices by publishing data on gender pay gap

“Transparency is important because women often don't know that they are paid less than their male counterparts — and this lack of information enables the wage gap.”^{xii}

In 1997, Malaysia ratified the International Labour Organisation (ILO) convention on equal remuneration^{xiii}. On a national level, more detailed information at a company and job level is necessary for gaining a better understanding of where the gap may be, tracking the progress organisations make in this space and thus informing potential actions by employers, policy makers and labour force participants.

The 2018 survey by Grant Thornton showed that many employers in Malaysia have policies that they will provide equal pay for men and women performing the same roles. Nonetheless, the macro-level data (refer to the “Gender Pay Gap” section) still shows that there is a gender pay gap in Malaysia. Thus, it is advisable for these employers to measure and disclose their performance against their equal pay policy. This not only allows employers, employees and others to track performance but also signals a stronger commitment to equal pay and establish trust with existing employees, potential employees and other stakeholders.

To facilitate and formalise reporting on pay gap, relevant government agencies and regulatory bodies can aid with developing a standardised pay gap reporting format, aiding businesses with building their capability to better analyse and report on pay gap. Malaysia could adopt the pay gap reporting requirements of countries such as Australia, the United Kingdom, Iceland, France and Germany – this not only saves cost and time but helps to ensure reporting consistency across different markets for comparability of data.

Community confidence in such reporting can also be improved by way of an independent review^{xiv}.

3. Access to flexible working arrangements for all genders

In the course of this study, we note that there is an almost universal focus on improving flexibility in the workplace to allow “work life” and “home life” to co-exist and not be regarded as a trade-off.

In the 11th Malaysia Plan, the government has set a target of raising women’s participation in the job markets from 54.7 per cent (in 2017) to 56.5 per cent by 2020. To achieve this, one of the government’s initiatives is to increase private sector maternity leave from 60 days to 90 days^{xv}.

This is a positive move. However, to truly improve equality in this space, the flexibility options need to be made available to both men and women, equally. Organisations – be it businesses, government, or even society as a whole - should encourage equal economic and non-economic participation by men and women. Allotting parental leave for women and not men will only reinforce the current practice of women “mastering” domestic responsibilities while men remain stereotyped as the “breadwinner”. In such a situation, how can society as a whole move away from symptoms such as gender pay gap, lower participation rate of women and the lack of women in more senior roles?

Workplaces need to equalise family benefits for all, encourage the use of flexible work arrangements by all and concentrate efforts on engaging and creating an inclusive culture.

4. Companies proactively adopt policies and practices that increase the number of women in senior leadership positions, including continuously tracking and disclosing the number of women in senior leadership roles¹.

Increasing the number of women with children in senior roles should reduce perceptions that having children may have negative implications for careers. Businesses could ask senior women and men to mentor younger people around how best they can balance career and family without impacting their career aspirations.

5. Other

The Government, business and education institutions should work towards:

- *increasing opportunities for women*, such as increasing the number of leadership and directorship training courses and expansion of mentoring programs for new and aspiring directors and senior managers. This should include making such training more accessible to those with families.
- *increasing awareness* about job roles and opportunities amongst women and their families.
- *improving relevant infrastructure*, such as affordable childcare and elderly care facilities, parental leave policies, etc.
- *improving publicly-available aggregated data* on the number of women in senior leadership positions, as well as, firm-level gender pay.

¹ Paragraph 4.5 of the Malaysian Code on Corporate Governance states that a board should disclose in its annual report the company's policies on gender diversity, its targets and measures to meet those targets. For Large Companies, the board must have at least 30 per cent women directors. See <https://www.sc.com.my/api/documentms/download.ashx?id=70a5568b-1937-4d2b-8cbf-3aefed112c0a>

CONCLUSION

Is there gender inequality in the Malaysian workplace? The response to this question differs from individual to individual. However, the available data says that it is an issue, and the Government agrees. The Government strongly highlighted the importance of promoting economic opportunities for women in the 10th and 11th Malaysia Plans, the Mid-Term Review of the 11th Plan and the 2030 Shared Prosperity Vision. These plans place emphasis on the empowerment of women in the pursuit of greater inclusiveness and overall empowerment of human capital.

The economic benefits of increasing the participation of women in the economy is clear. The World Bank's macroeconomic simulations suggest that closing the gap between men's and women's economic opportunities could boost Malaysia's income per capita by 23.7 per cent in the short run and 26.2 per cent in the long run^{xvi}.

There are many successful women in senior roles in government, business and academia in Malaysia. However, the proportion of women in such roles remains much lower than men, although it does appear to be improving, albeit, slowly. On gender pay gap, there is a need for more data, especially anonymised firm-level remuneration data to better understand this issue.

Ultimately, existing social and cultural gender norms and values need to evolve. These appear to not only underpin the community's perception of women's economic worth and place, but also women's own perceptions and decisions of where and how they participate in the workforce.

APPENDIX 1 – OTHER FINDINGS

FACTORS THAT ATTRACT PEOPLE TO A JOB

TOP THREE FACTORS THAT WOULD ATTRACT YOU TO A JOB – BY AGE

Under 30	
Career progression opportunities	31.3%
Salary	26.0%
Support for professional and personal development	11.5%
30 to 39	
Salary	32.2%
Career progression opportunities	21.1%
The people you will work with and for	15.8%
40 to 49	
Salary	28.1%
The people you will work with and for	20.0%
Career progression opportunities	18.1%
50 and over	
The people you will work with and for/Career progression opportunities	22.5%
Salary/ Flexible work hours	15.0%

TOP THREE FACTORS THAT WOULD ATTRACT YOU TO A JOB – BY GENDER

	OVERALL	WOMEN	MEN
Salary	28.0%	23.9%	32.2%
Career progression opportunities	22.2%	18.1%	28.6%
The people you will work with and for	16.0%	16.6%	14.6%

Key findings from the survey and focus groups

- Salary was the top factor attracting both men and women to jobs.
- More men than women would be attracted to a job because of salary and career prospects.
- Salary was the top factor that attracted respondents aged 30 to 49 to a job.
- While salary was also an important factor for other age groups, career progression opportunities were more important to those aged under 30 and those aged over 50.
- The people with whom you would work with was important for attracting staff.
- The factors that were less important in attracting people to an employer included:
 - flexible work hours (10.0 per cent)
 - the job description (8.1 per cent)
 - support for professional and personal development (7.1 per cent)
 - ability to work from home (5.8 per cent)
 - the job gives back to the community in some way (1.7 per cent).
- Focus group participants stated that employers were increasingly offering flexible employment arrangements, including career breaks, to attract and retain staff.
- Focus group participants noted that they were seeing an increase in family members of an employee contacting employers to complain about working conditions.
- Focus group participants noted that the work hour expectations of younger employees were different from previous generations.

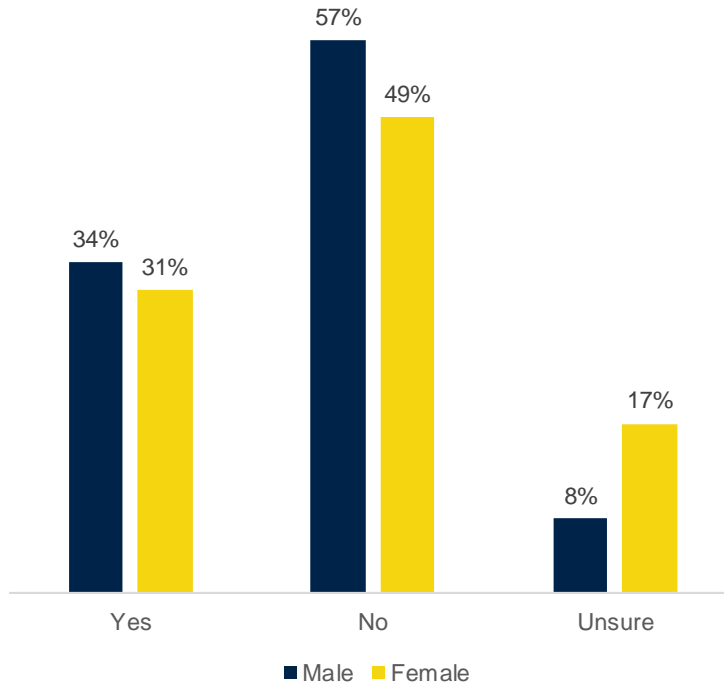
In summary, businesses seeking to attract and retain the right talent need to have a mix of strategies. Salary alone, while important, is not the sole factor attracting a person to an employee. Further, the factors that attract someone to an employer change depending on age.

While career progression opportunities are important for younger employees, it is also important for employees aged 50 and over. Employers should, therefore, provide all employees with opportunities for development and progress regardless of age.

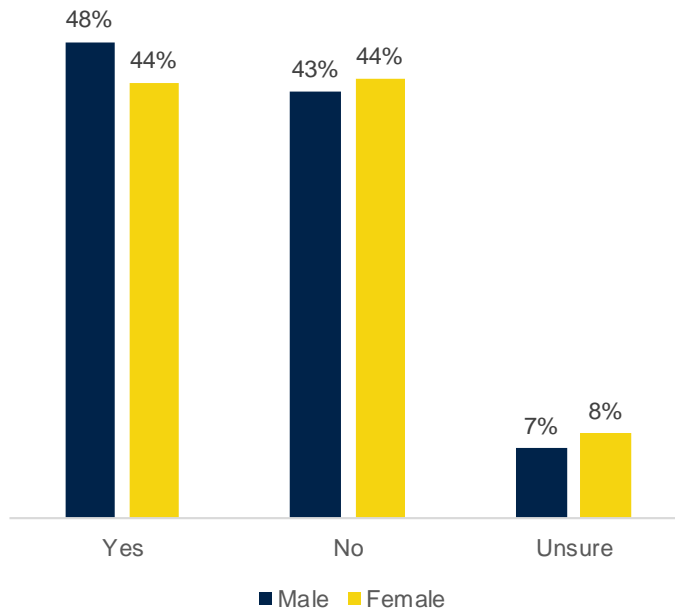
SEEKING A NEW JOB OR PROMOTION

ACTIVELY SEEKING A NEW JOB OR PROMOTION - BY GENDER

SEEKING NEW JOB - BY GENDER

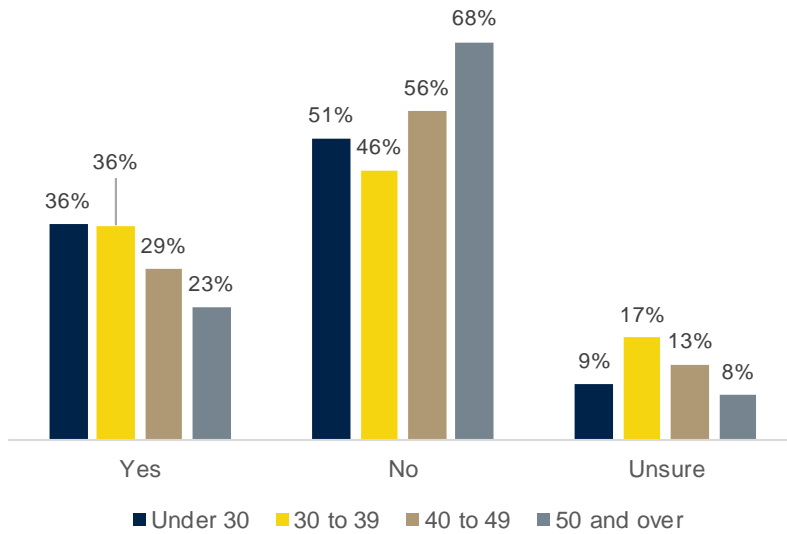


SEEKING PROMOTION - BY GENDER

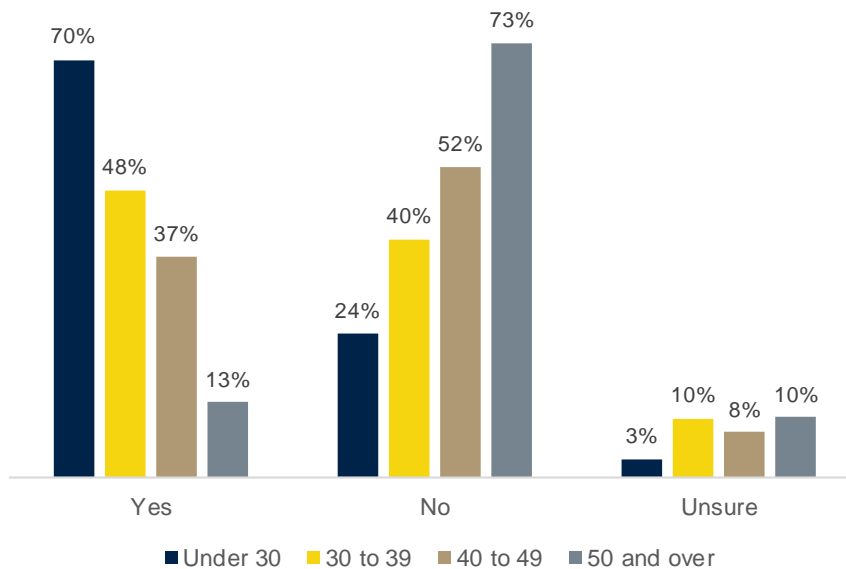


ACTIVELY SEEKING A NEW JOB OR PROMOTION - BY AGE

SEEKING A NEW JOB - BY AGE

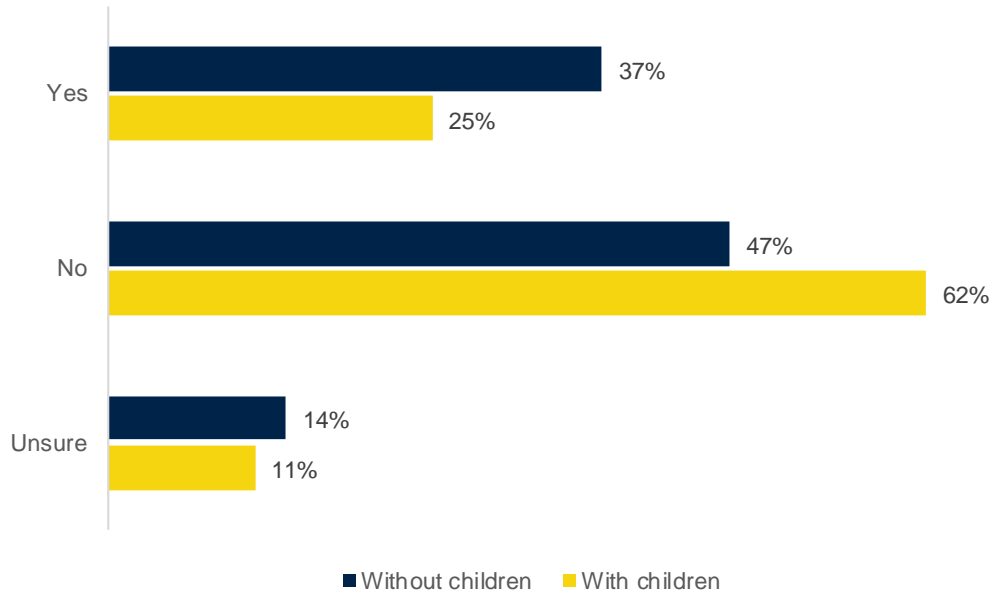


SEEKING A PROMOTION - BY AGE

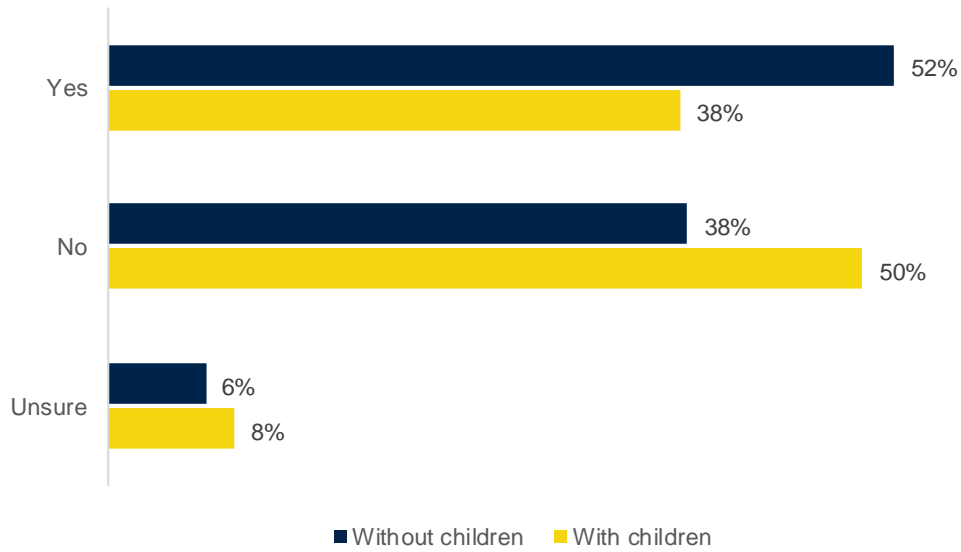


ACTIVELY SEEKING A NEW JOB OR PROMOTION - BY FAMILY STATUS

SEEKING A NEW JOB - FAMILY STATUS



SEEKING A PROMOTION - FAMILY STATUS



Key findings from the survey and focus groups

- The results on actively seeking a new job or promotion did not vary significantly by gender.
- Respondents aged 40 and over were significantly more likely to not be seeking a new job than actively seeking a new job.
- Those aged under 40 were much more likely to state they were actively seeking a promotion.
- Those aged over 50 were significantly more likely to state they were not seeking a promotion.
- Respondents with children were significantly more likely to state they were not seeking a new job than actively seeking a job.
- Those without children were more likely to be actively seeking a promotion than those with children.

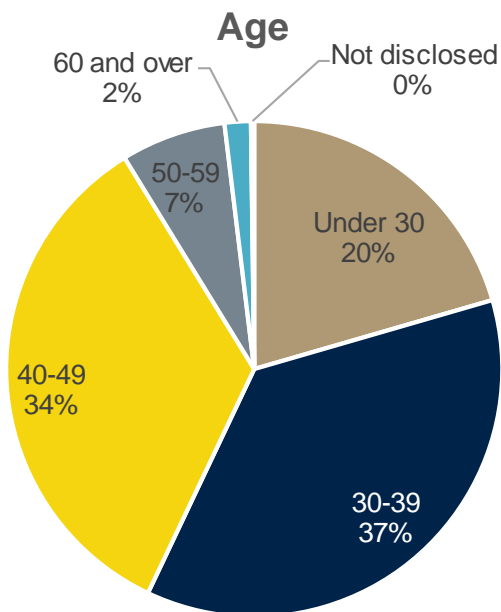
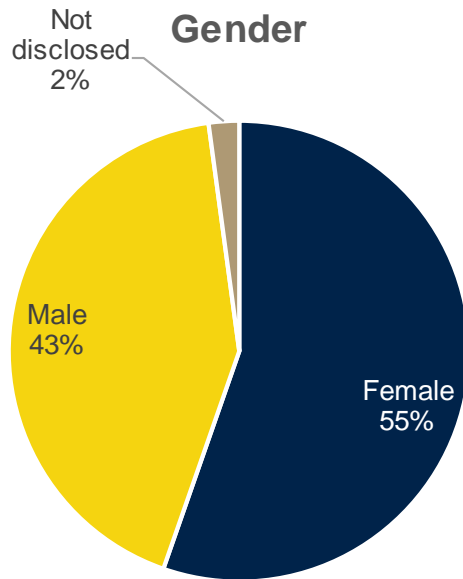
Other observation

- While older respondents and those with family were less likely to be actively seeking a new job or promotion, that does not mean that they will not leave an employer. However, it can be inferred from the data that these employees may stay with their employer longer than employees in other age brackets.

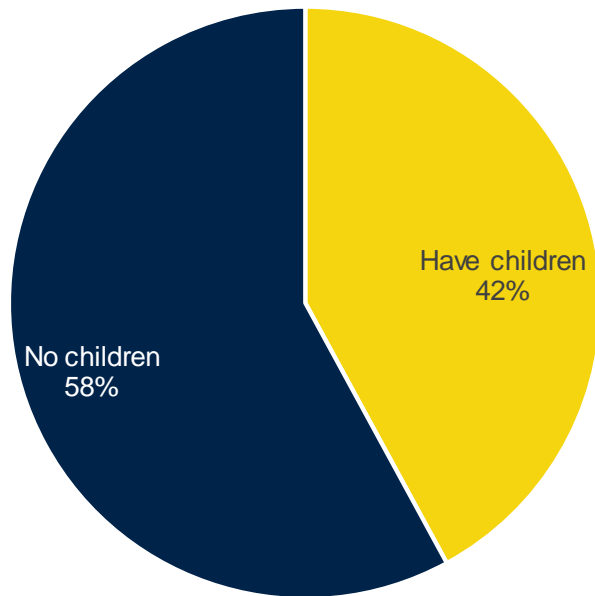
In summary, as respondents with children are less likely to be seeking a new job, creating a family-friendly work environment that attracts employees with children may improve staff retention.

APPENDIX 2 – SURVEY DEMOGRAPHICS

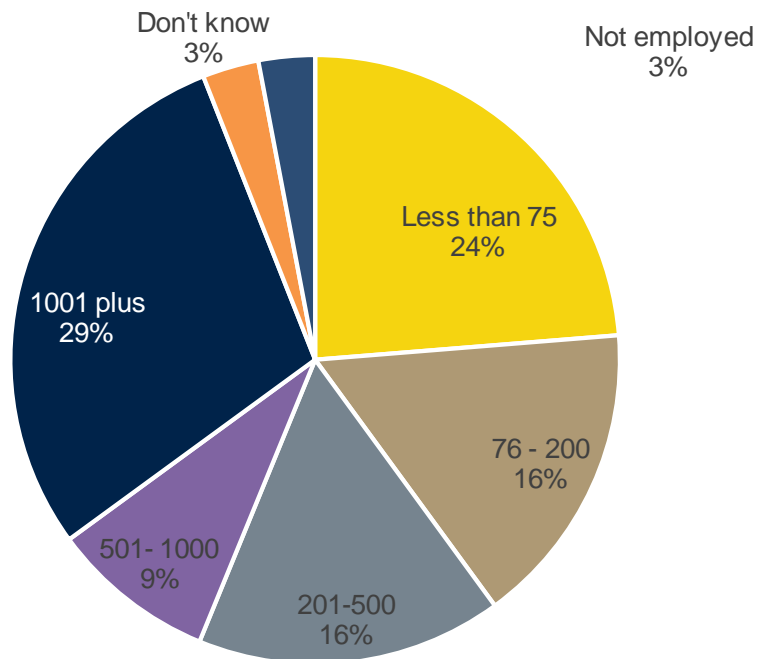
SURVEY DEMOGRAPHICS



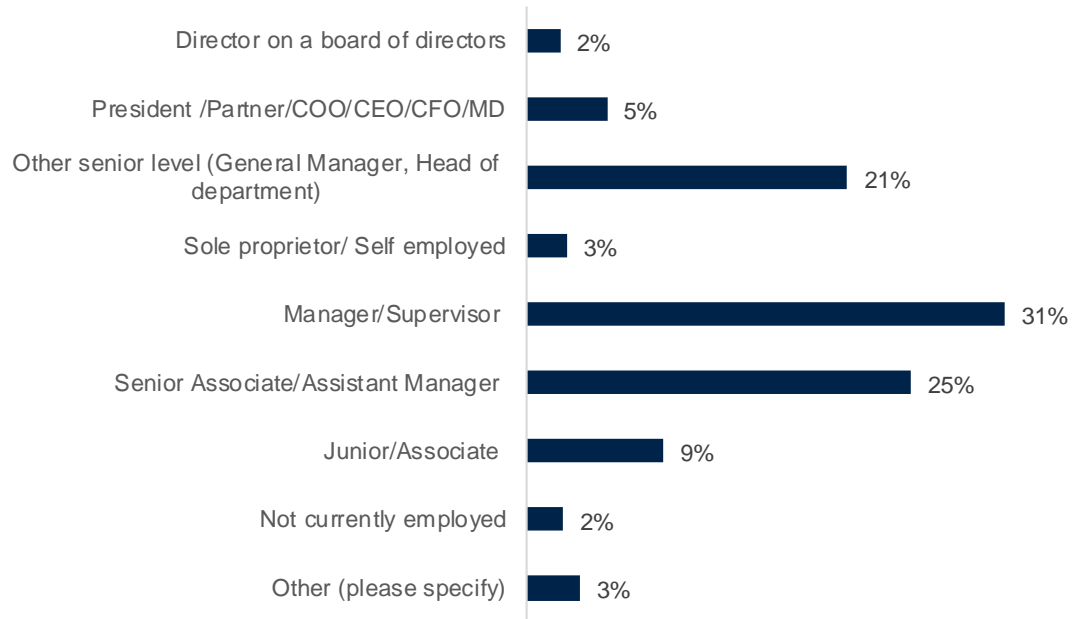
Family status



Number of employees



Current role



APPENDIX 3 - REFERENCES

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- ⁱⁱ The Department of Statistics Malaysia, *Women Empowerment in Selected Domains, Malaysia 2019*, viewed 12 February 2020, <https://www.dosm.gov.my/v1/index.php?r=column/cthemedByCat&cat=444&bul_id>
- ⁱⁱⁱ The Australian Workplace Gender Equality Agency 2018, *The gender pay gap*, viewed 12 February 2020, <<https://www.wgea.gov.au/topics/the-gender-pay-gap>>
- ^{iv} World Economic Forum 2019, *Insight Report - Global Gender Gap Report 2020*, viewed 12 February 2020, <http://www3.weforum.org/docs/WEF_GGGR_2020.pdf>
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- ^{xi} The Australian Workplace Gender Equality Agency 2018, *The gender pay gap*, viewed 12 February 2020, <<https://www.wgea.gov.au/topics/the-gender-pay-gap>>
- ^{xii} Lim, I (2018), 'WAO: Make companies declare how much male, female staff earn to close pay gap', *MalayMail*, November 4, <<https://www.malaymail.com/news/malaysia/2018/11/04/wao-make-companies-declare-how-much-male-female-staff-earn-to-close-pay-gap/1689931>>

^{xiii} 'We have laws to address gender bias in salaries', *The Star*, November 30, 2018, <<https://www.thestar.com.my/news/nation/2018/11/30/we-have-laws-to-address-gender-bias-in-salaries>>

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^{xv} Murad, D (2019), 'Women's ministry addressing gender pay gap', *The Star*, November 24, <<https://www.thestar.com.my/news/nation/2019/11/24/women039s-ministry-addressing-gender-pay-gap>>

^{xvi} World Bank Group 2019. 'The Malaysian Development Experience Series— Breaking Barriers: Toward Better Economic Opportunities for Women in Malaysia', Global Knowledge & Research Hub in Malaysia.