



DEC 2017

1.	Malaysian Reserve	30% Club steps up efforts to achieve target by 2020
2.	The New Straits Times	30% Club Malaysia steps up efforts to improve gender diversity on boards
3.	HR Asia	30 per cent club targets at least one woman director on all-male boards by 2018
4.	Malaysian Business Online	30% Club Malaysia steps up efforts to improve gender diversity on boards

NOV 2017

1.	The Star	Push for women on boards
2.	Press Reader (The Star)	Aye to 30% women agenda (Cut, Copy and Paste to read the article) https://www.pressreader.com/@30_Club_Malaysia/csb_yahw58ZokjgmZySmt0252RU7m7fjQrT5jkJ7XP1JEkg
3.	Press Reader (Berita Harian)	Kelab 30 peratus lahir lebih ramani pengarah wanita (Cut, Copy and Paste to read the article) http://pressreader.com/@Rozita_Harun.1/-7VEjUAIOK3VfJzIIKZTsw6W9PI2IRN6J0_X5TcY8IA1

OCT 2017

1.	The Edge	‘Just give women a fair chance’
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1. Focus Malaysia

There's more to naming and shaming (Print)

39 **markets**
There's more to naming and shaming

• **Top management** has to drive women's board representation
 • **Mentoring** is an ideal way to prepare potential candidates for boardroom position



Cheah Chor Seng

EMPowering listed companies without female board representation merely to naming and shaming them may not give listed companies any likely to offer "wider" access for the lack of progress.

Although inadvertently the naming and shaming exercise can work, it is essential that the public participation is carried out in a responsible and constructive manner. It is essential that companies have to be driven from the top, and that the responsibility for appointing and changing certain individuals that are company executives to diversity the promoting people similar to themselves, according to PricewaterhouseCoopers Malaysia's (PwC) people partner Rozita Ho.

"Another action that can be taken is for organisations to provide mentorship and training for their board members and senior management as a start to uncover business and start the mindset shift," she tells *Focus*.

No women participation

He was contributing on the recent call by Prime Minister Mahatir Mohamad to name and shame listed companies with no women participation on their boards from 2017 onwards. In the statement made during the recent Invest Malaysia 2017 event, Mohatir revealed that of the top 100 listed companies have no women at all on their boards.

Of only 15 top 100 companies by market capitalisation have all-male boards.

"An of 100-100, women make up only 12.6% of the boards members of Bursa Malaysia's Top 100 public listed companies (PLC) in 2016, and 12.6% with regard to the whole market, their representation rose slightly to 12.6% during the same period (end-2016, 12.6% of the top 100). However, the launch of the

Malaysia Code on Corporate Governance is likely to boost women's participation on the boards of top 100 companies given the newly-enhanced code would require that boards are made up of 30% women directors.

The first batch of companies required to report their application of the code would be those with financial years ending Dec 31, 2017.

Broad management strategy

Rozita Ho, who is the business development director of Lead4ward, says that an effective strategy to women on boards are made up of three female leaders as part of their performance indicators and changing certain individuals that are company executives to diversity the promoting people similar to themselves, according to PricewaterhouseCoopers Malaysia's (PwC) people partner Rozita Ho.

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Some apparent local weakness - 47



Rozita Ho

Male executives can be made to sponsor one or three female leaders as part of their KPIs, says Ho.



Rozita Ho

Rozita suggests the imposition of a penalty fine on all male board members at the end of their financial year-end until the target is achieved.



Rozita Ho

Jayvee's experience of working for multinational companies and on large projects in the Asia-Pacific region helped mitigate her lack of previous board exposure.

Some apparent local weakness - 47

Mentoring scheme for board-ready women

THE 30% Club Malaysia, an advocate of achieving a minimum 30% women participation on the board of listed companies, has rolled out a programme which pairs board-ready women with current board members in a nine-month mentorship drive.

Modelled around the mentoring scheme by 30% Club UK and Women Ahead, which have achieved remarkable success, the programme is aligned with the government's target of increasing the number of women on the boards of Bursa Malaysia's Top 100 listed companies to 30% by 2020.

The mentorship programme is designed to provide women with a platform to boost their chances of being appointed to boards through sponsorship and support from current board members.

In essence, the nine-month programme has been designed to provide women with a platform to boost their chances of being appointed to boards through sponsorship and support from current board members.

It is also an opportunity for board members to get to know the accomplishments and strengths of these women so that they can refer the candidates to other boards.

Through the mentorship-initiated meetings, they are expected to provide advice, mentorship and feedback to the mentees.

On finding matter, Rozita Ho says that listed companies which have achieved 20% and above target - and proven to have included gender diversity and inclusion as part and parcel of corporate culture - should be encouraged to support the initiative.

"To address the mindset shift needed for inclusive boards, an additional initiative can be implemented by encouraging current board members to be incorporated in the mandatory course curriculum for all directors of listed companies," she suggests.

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"To address the mindset shift needed for inclusive boards, an additional initiative can be implemented by encouraging current board members to be incorporated in the mandatory course curriculum for all directors of listed companies," she suggests.

Elsewhere, women themselves also need to want to progress to the boardroom level. More often than not, women are afraid to ask for opportunities although they are aware of their own capabilities.

"Self-promotion is not something that comes naturally for most women due to societal norms which discourage them from asking for opportunities to get a seat at the boardroom table," she adds.

Diversity matters

Deepwater subsea engineer Dr Roszita Harun, 37, who is the director of Roszita Ho as an independent and non-executive director - her maiden directorship - found the most challenging part of her interview was about her interviewees' own board experience. But only experience of working on an large projects in the Asia-Pacific region helped mitigate her lack of previous board exposure.

"I never had any board experience, but my experience of working on an large projects in the Asia-Pacific region helped mitigate her lack of previous board exposure."

The interview focused more on what it can bring to the table from any skill and gas background and real-world corporate experience.

"Having met CEOs who are looking at ESG (Environmental, Social and Governance) sustainability should be focusing on diversity as a business issue, the assets in an issue that can't be relegated to the HR (Human resources) department."

Top 100 Bursa Malaysia-listed companies with 30% and above women representation on their boards (based on market capitalisation as of Sep 21)

COMPANY	BOARD COMPOSITION (WOMEN/OVERALL)	WOMEN ON BOARD (%)
1) IHH-Bhd	4 out of 7	57.1
2) Lippo-Holdings-Bhd	9 out of 11	45.5
3) Petronas-Gas-Bhd	3 out of 7	42.9
4) Astro-Holdings-Bhd	3 out of 7	42.9
5) Hong-Leong-Industries-Bhd	3 out of 7	42.9
6) Axiata-Holdings-Bhd	4 out of 10	40
7) Dialog-Group-Bhd	3 out of 8	37.5
8) United-Holdings-Bhd	4 out of 11	36.4
9) Tenaga-Nasional-Bhd	4 out of 12	33.3
10) Hong-Leong-Financial-Group-Bhd	3 out of 9	33.3
11) Gamuda-Bhd	3 out of 9	33.3
12) Pricer-Holdings-Bhd	3 out of 9	33.3
13) Malayan-Spinning-Bhd	3 out of 10	30
14) Bursa-Malaysia-Bhd	3 out of 10	30
15) S-P-Sigma-Bhd	3 out of 10	30

Source: Companies website and annual reports

Continues P-60

		<div data-bbox="488 203 721 539" data-label="Image"> </div> <div data-bbox="488 544 721 647" data-label="Caption"> <p>Rohas Tecnic resorts to seeking female participation and increasing technical (as opposed to financial and business) competency in the boardroom, says Wan Azmi</p> </div> <div data-bbox="746 197 1501 255" data-label="Section-Header"> <h2>Maintaining quality standards</h2> </div> <div data-bbox="746 309 983 461" data-label="Text"> <p>From P.39 board recruitments. "They also motivated talented women to step up for board positions," she adds. "LeadWomen have broken the stigma by championing women board sourcing across all industries and sectors."</p> </div> <div data-bbox="746 461 983 647" data-label="Text"> <p>Following a phone call from LeadWomen's Rozita, Jeyanthi went on to complete almost four rounds of interviews. In the first round, Rozita was tough in qualifying her as a matured and level-headed candidate. The next round was a mock face-to-face interview to prepare her for the actual meeting with Rohas Tecnic chairman Tan Sri</p> </div> <div data-bbox="1007 309 1190 327" data-label="Text"> <p>Wan Azmi Wan Hamzah.</p> </div> <div data-bbox="1007 327 1243 580" data-label="Text"> <p>Commenting on Jeyanthi's appointment, Wan Azmi says Rohas Tecnic has resolved to embrace diversity as a conviction and as an objective. "We believe it furnishes the enterprise with the broadest reach and strongest foundation in the pursuit of our business objectives," he reckons. "And while we seek to address what remains inadequate, we intend to maintain quality standards and not submit to demands of statistical optics."</p> </div> <div data-bbox="1007 580 1243 647" data-label="Text"> <p>Wan Azmi says Jeyanthi fits the bill given current efforts by the Rohas Tecnic board to enhance the participation by</p> </div> <div data-bbox="1267 309 1501 427" data-label="Text"> <p>directors in matters of business strategy and tactics as well as seeking female participation and increasing technical (as opposed to financial and business) competency in the boardroom.</p> </div> <div data-bbox="1267 427 1501 595" data-label="Text"> <p>"Finally, we found a candidate who has a doctorate in engineering, is Indian and a female," Wan Azmi points out. "Rather than viewing her relative youth and inexperience at board level negatively, we voted to see it as a rare opportunity to further the cause of age diversity."</p> </div> <div data-bbox="1267 595 1501 647" data-label="Text"> <p>Today, Rohas Tecnic's board comprises two female and six male members. ecoms</p> </div> <div data-bbox="536 712 823 730" data-label="Section-Header"> <h3>APPOINTMENT OF DR JEYANTHI</h3> </div> <div data-bbox="536 752 632 770" data-label="Section-Header"> <h4>DIVERSITY</h4> </div> <div data-bbox="536 792 1326 887" data-label="Text"> <p>Accidentally but unavoidably, our workforce is racially, religiously and regionally diverse. That merely reflects the cultural tapestry of Malaysia, rather than conscious design. Or perhaps the absence of conscious tinkering is reason why the happy circumstance has occurred. However, there are areas where gender, ethnic and age representation are not adequately reflected at all levels of job grades and skill-sets.</p> </div> <div data-bbox="536 909 1358 987" data-label="Text"> <p>We have resolved to embrace diversity as a conviction and as an objective. We believe it furnishes the enterprise with the broadest reach and strongest foundation in the pursuit of our business objectives. And while we seek to address what remains inadequate, we intend to maintain quality standards and not submit to demands of statistical optics.</p> </div> <div data-bbox="536 1010 1350 1140" data-label="Text"> <p>As a general observation of the Malaysian Boardroom, too often Independent and Non-executive directors inhibit themselves to matters of governance and leave business issues to Executive members. When the question of reshaping the Board was posed, the consensus was to enhance the participation by Independents in debates over matters of business strategy and tactics. With that over-riding objective in mind, the Nominations Committee also sought to address racial diversity, enhance female participation and increase technical (as opposed to financial and business) competency in the Boardroom.</p> </div> <div data-bbox="536 1162 1334 1240" data-label="Text"> <p>Thanks to the assistance of Tan Sri Zarina Anwar, former SC Chairman, and the 30% Club, we found a candidate who has a doctorate in Engineering, is Indian and a female. Rather than view her relative youth and inexperience at Board level negatively, we voted to see it as a rare opportunity to further the cause of age diversity!</p> </div> <div data-bbox="536 1263 679 1281" data-label="Text"> <p>Azmi W Hamzah.</p> </div>
2.	The Star	PLCs without women board members to be 'named and shamed'

AUG 2017

1.	The Star	Women account for 17.9% of directors on boards of top PLCs
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JUL 2017

1.	The Star	Get more women on board, public listed companies told
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MAY 2017

1.	The New Straits Times	Enhancing boardroom diversity, independence
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APR 2017

1.	The New Straits Times	SC releases Msian Code on Corporate Governance
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MAR 2017

1.	Astro Awani	Megat paves way for Maybank's first woman chairman
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JAN 2017

1.	Astro Awani	PNB appoints Zarinah, Awang Adek new members of board of directors
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2	The New Straits Times	Scholarship for an MBA, for Malaysian women only (Print)
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WEDNESDAY, JANUARY 25, 2017

NEW STRAITS TIMES HIGHER ED 9

PROGRAMMES

Scholarship for an MBA, for Malaysian women only

HEATHER MCGREGOR

It has historically been accepted that business is a man's world and that women have no business seeking the reins of a company. Top management positions have traditionally been held by men, while women have been grossly under-represented in the top management.

But this is the 21st century. Today's women are smart and assertive enough to helm the ship too, so to speak. Which is why the newly launched 30% Club Malaysia and Edinburgh Business School (EBS), the Graduate School of Business of Heriot-Watt University, is offering a full scholarship scheme for a Malaysian woman to attend the part-time Edinburgh Business School MBA programme in Malaysia.

Professor Heather McGregor, CBE, the newly appointed executive dean at Edinburgh Business School, does not think the lack of women in managerial positions has anything to do with culture but focus is to level an uneven playing field. "More representation is what there should be. Many women in managerial positions," she explains.

"There may have been more women graduates in Malaysia but the number of applications for an MBA programme has not been encouraging. This year a trial is run to see how many women apply for the MBA programme. It is the reason why the school has decided to offer a scholarship to women only. Apart from wanting to address the imbalance in the gender equation, the Edinburgh Business School's MBA programme in Malaysia offers great flexibility for women wishing to pursue the course.

For one thing, the MBA programme is to be done part-time. Women can work and study at the same time, eliminating the danger of being left behind in the corporate ladder; should they take time off for studies.

Secondly, those who have signed up for the programme pay the fees by semester. That way, should they decide not to continue a semester they would not feel disadvantaged.

CHAMPION OF DIVERSITY AT THE WORKPLACE

McGregor is widely respected as an expert of diversity in the workplace and was awarded a Commander of the Most Excellent Order of the British Empire in June 2015 for her contribution to business, especially employment equity and diversity. She is also the founder of the 30% club, which campaigns to increase the number of women on company boards, as well as the award-winning Taylor & Francis Foundation programme that helps

Heriot-Watt University, Malaysia campus in Putrajaya.

to promote the employment of ethnic minority graduates at the workplace.

"The Malaysia chapter of the 30% Club was launched in May 2015 with the purpose of raising awareness of the benefits of gender diversity and to support initiatives to build a pipeline of women in executive and non-executive roles.

The 30% Club is not a call for quota. "We are not asking that there be equal numbers of women and men in the boardroom, but rather for the numbers to be increased from what is used to be."

THE SCHOLARSHIP

The MBA scholarship aims to provide an opportunity for women leaders to participate in a leading global MBA programme. Due to such good quality applications last year, EBS had decided to award one full scholarship and two half scholarships.

"I would be so pleased if we had some very strong Malaysian women apply this year," said McGregor. She added that if it receives many good applications again this year, it will think very carefully about awarding the scholarship to more than one participant.

The scholarship, valued at RM42,000 will cover the costs of the programme at the Malaysia campus, including study materials and examination fees for the one MBA course required to qualify for the MBA degree.

Full steam ahead with three campuses

HERIOT-WATT University, founded in 1821, is named after George Heriot, a financier to King James VI and James Watt, the great 18th century Scottish engineer and pioneer of steam power, inventor of the steam engine and developer of the unit of power for light bulbs.

Its Malaysia campus, a state-of-the-art green campus with a listing grade roof, was set up in February 2015 in Putrajaya.

Edinburgh Business School (EBS) is a Graduate School of Business of Heriot-Watt University offering a two-year

part-time MBA programme. It is one of the largest business schools in Europe with more than 11,800 students in 165 countries. The MBA is its flagship programme and can be studied at any of the three EBS campuses in Edinburgh, Dubai and Malaysia.

How to apply

To be eligible for the scholarship, applicants must:

- Be women of Malaysian nationality
- Have a first or second class honours degree or equivalent qualification recognised by the Malaysian government
- Have English language proficiency equivalent to IELTS 6.5
- Have at least five years work experience

To apply, applicants should:

- Write a short essay (500 words maximum) on the topic: Women of Leadership: How Shape the Future of Global Business?
- Record their views, thoughts and ideas, in answer to the following question: What Would the Future Look, and if There Was Gender Equality of Opportunity? Could Gender Equality Transform the World? The video can be shot on a smartphone and will be judged on content.

When submitting an application, applicants should express their interest in the scholarship by first writing to admissions@ebs.hw.ac.uk. Applicants will then be sent an application form and will be required to submit the following documents in order to apply:

- The completed scholarship application form and a current curriculum vitae
- A short essay (500 words) and a one-minute video
- Two references in support of their application, one of which should be from a current or most recent employer
- Certified copies of academic and/or professional qualifications, certificates and transcripts

Why create a woman can offer?

HEATHER MCGREGOR, Edinburgh Business School, views the world

Saying "NO" is an important life skill

Eighty-five per cent of communication is nonverbal, pumping up your financial literacy for the balance 15 per cent

Human capital makes up 80 per cent of what you know

45 and 3 — Two critical numbers when it comes to your curriculum vitae. Only three things about you will be remembered by the person reading your curriculum vitae in 45 seconds.

Third dimension

Something else outside your job that can help build human capital, as well as knowledge.

Networking

Maintain a list of who will return your call when it comes to business.

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