



**Women in Logistics
and Transport**

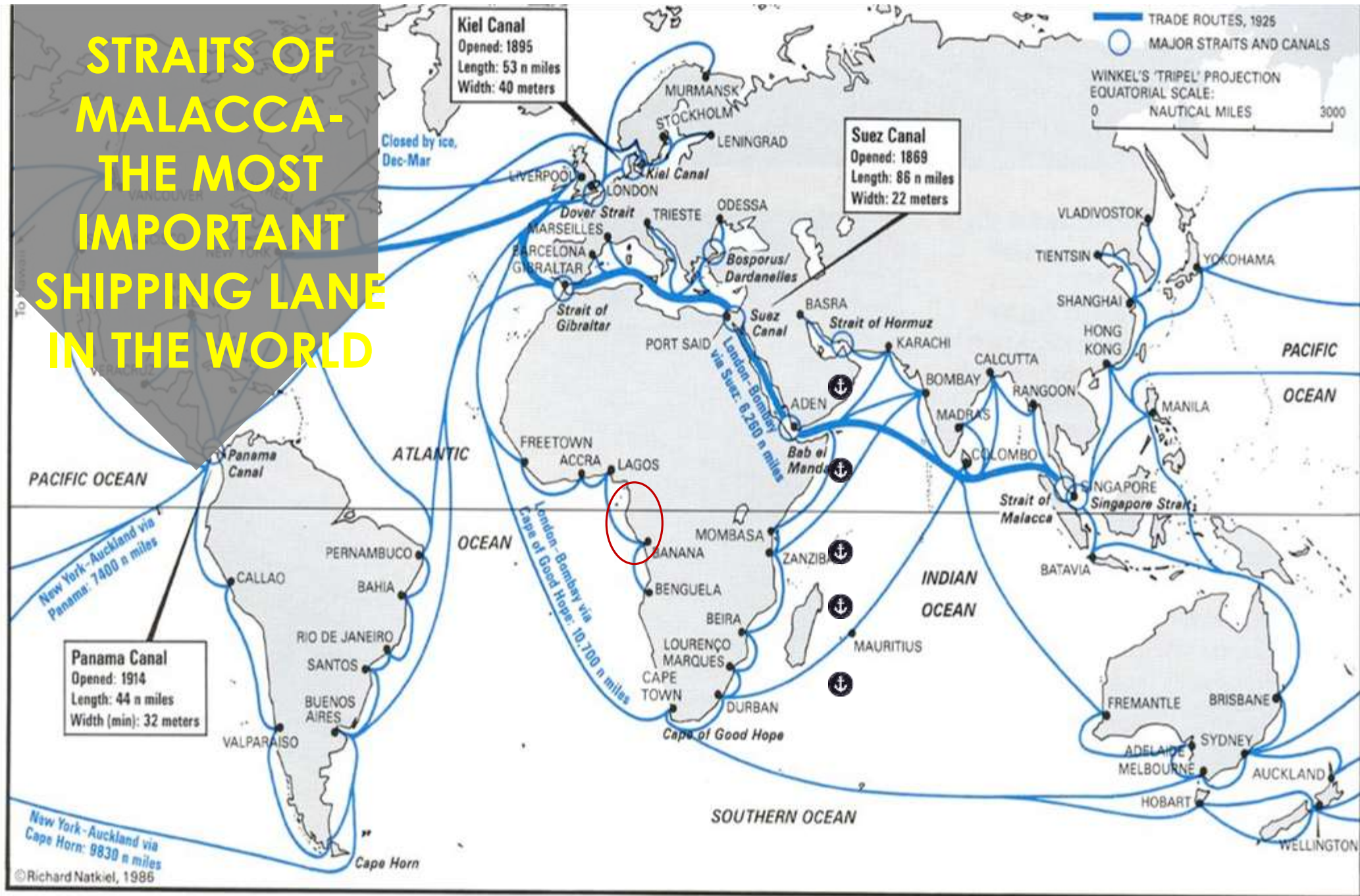
**The Maritime Sector:
Does Gender Diversity Exist at the Management Level –
Malaysia Port Case**

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STRAITS OF MALACCA- THE MOST IMPORTANT SHIPPING LANE IN THE WORLD





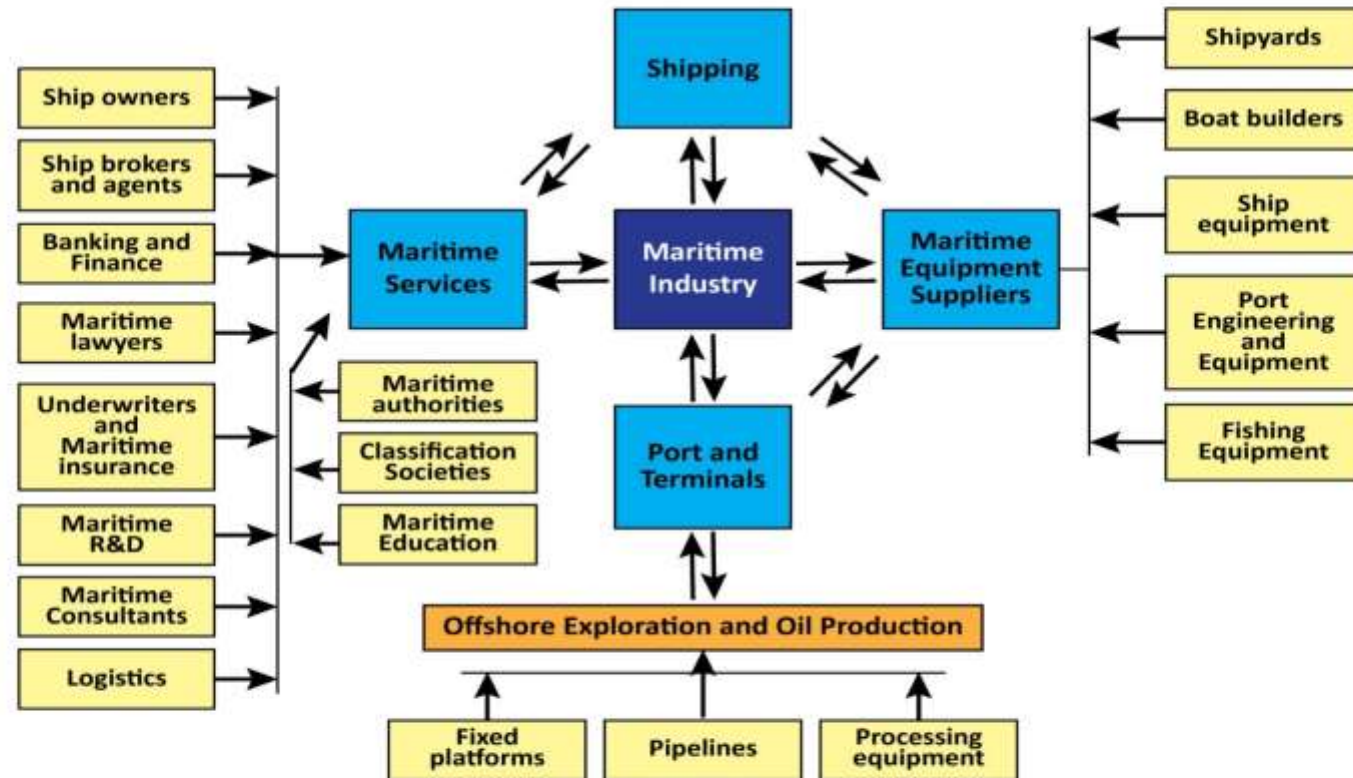
MALAYSIA - THE MARITIME NATION

| FACTORS | DESCRIPTIONS |
|--|---|
| Straits of Malacca – world’s second-busiest waterway | <ol style="list-style-type: none">1) Malaysia is located in the Straits of Malacca,2) The Straits of Malacca runs between Indonesia, Malaysia and Singapore, and has long been the major gateway to and from Asia and once again is rapidly rising in importance3) Its world second busiest waterway;4) Number of ships in the Straits of Malacca and Singapore grew from 71,330 vessels in 2009 to 83,740 vessels in 2016 (STRAITREP ¹ |
| Malaysia is a Maritime Nation | <ol style="list-style-type: none">1) Malaysia, the 17th largest trading nation in the world,2) Its total volume of trade increased from USD240,777 million since 2009 to USD362,000 million in 2016, an annual average growth of 6.1% ;3) 95% of the volume of exported and imported goods through the sea transportation;4) Impact on balance of payment is substantive;5) Growth in the industry with extensions of existing ports,6) Opportunities for job employment is great; |

Note: 1 STRAITREP is the mandatory ship reporting system used in the Straits of Malacca and Singapore (Maritime and Port Authority of Singapore, 2016)

MALAYSIA MARITIME NATION

The Malaysian Maritime Cluster





MALAYSIA GOVERNMENT 5 MAJOR INITIATIVES – CREATING JOB OPPORTUNITIES OF THE MARITIME SECTOR

1. Malaysia Economic Transformation Plan

- 1) Malaysia Economic Transformation Plan Cluster 6 (EPP), Malaysia to be developed as a shipbuilding & Ship Repair Hub;
- 2) EPP focus of providing competitive pricing, enhanced facilities and increased capabilities for the shipbuilding and maintenance, repair and overhaul (MRO) market to cater for the growing shipbuilding and repair industry;
- 3) 2011 - industry generate turnover of USD1.7 billion and 32,500 jobs and has attracted USD1.5 billion worth of investments;

2. Sabah Development Corridor

- 1) Sabah position as a logistics and transshipment hub for Brunei Darussalam-Indonesia-Malaysia-Phillippines East ASEAN growth area Growth in the industry with extensions of existing ports,
- 2) Promote industry, trade and tourism
- 3) Expansion from 500,000 to 1.25million TEUs per annum
- 4) Increase cargo handling, the expansion will Sabah Port to accommodated larger ships including Panamax-size vessels;
- 5) Expansion will increase the need for more manpower

MALAYSIA GOVERNMENT INITIATIVES CREATING JOB OPPORTUNITIES OF THE MARITIME SECTOR

| | |
|----------------------------------|--|
| 3. Malacca Gateway | USD10.5 billion harbour which contains a container and bulk terminal, shipbuilding & ship repair services and maritime industrial park On completion, expected job opportunities of 40,000 - 45,000 |
| 4. Port of Tanjung Pelepas (PTP) | USD 0.73 billion expansion project touted as the premier South East Asian transshipment hub of the future, involving construction of six berths with a maximum capacity of 600,000 TEUs per annum |
| 5. Carey Island | Massive port-industrial city Carey Island project of infrastructure investments of more than USD48 billion covering an areas of over 100sq. Km. |

MELAKA GATEWAY – A USD10B Development



TANJUNG PELEPAS – USD 500M EXPANSION PROGRAMME



CAREY ISLAND – USD 45B PORT DEVELOPMENT PROGRAMME



The Maritime Sector:
Does Gender Diversity Exist at the
Management Level – Malaysia Port Case

Women in Malaysia: Facts & Figures



14.88 million out of **31.1 million** (**43.6%**) of Malaysia population are **Women**

Women in the Workforce - **54.3 %**

Women at Decision Making Level in the Public Sector - **32.5 %**

Women at University - **62 %**



WHY - GENDER DIVERSITY

| STUDIES | FINDINGS |
|---|---|
| Steve Mullinjer, Regional Leader for Asia Pacific at Hendrick & Struggles | 1) “Boards with a mix of nationalities, age groups, Gender and cultural backgrounds, as well as skills and experience , can lead to a better decision making and improve company’s bottom line” |
| Jasmin Joecks, Kerstin Pull, and Karin Vetter, 2012 Critical Mass of 30% or more | 1) Gender Diversity in the Boardroom and firm performance: What Exactly Constitute a “ Critical Mass ”? Social Sciences Research Network, 2) Study of 43 countries and 150 German firms over 5 years, researchers confirm that board need a critical mass of about 30 percent women to outperform (as measured by return on equity) all male boards. This translates into a “magic number” of about three women. Positive Return on Equity occurred when boards were made up of about 30% women – when critical mass was achieved” |
| Studies by: McKinsey, Women Matter & European Euro Fund | 1) Joint study, 89 European listed companies with market capitalisation of over Euro 150.million, companies outperformed their sector in terms of ROE (11.4% Vs average of 10.3%) and operating result (EBIT of 11% vs 5.8%, and stock price growth (64% vs 47% over th3e period of 2005-2007) 2) Thus study and others show that companies with higher proportion of women on their management committees are also the companies that have the best performance. 3) organisation will increasingly thrive when both men and women hold management and leadership roles |
| <i>MSCI World Index at www.Cnbc.com)</i> | 1) Study by MSCI on women representation on companies in the MSCI World Index, it was found that companies with strong female leadership generated a Return on Equity of |

WHY - GENDER DIVERSITY (FINANCIAL AND NON FINANCIAL BENEFITS)

| STUDIES | FINDINGS |
|---------------------------------------|--|
| Catalyst's 2004 studies: | 1) Research found that companies with highest representation of women in senior leadership had better financial performance; 35 percent higher ROE and 34% higher on total Return to shareholders |
| Organisations that focus on diversity | Experience improved talent retention and corporate image. Companies that have DIVERSITY agenda and manage it properly make better decisions, produce superior results and retain several key business advantages over the homogenous companies. |
| INSEAD study | Researchers at a leadership development of nearly 7,000 leaders found that women outperformed men on 12 of 16 measures of outstanding leadership competencies and score the same as men on the other four. from 149 countries, |
| Study by European Commission | 1) Several diversity programmes not only have a positive impact on employee motivation but also increase in customer satisfaction (57%) and an improvement in brand image (21%) |
| Other studies | 1) Gender diversity of boards to be one indicator of corporate trusts, which is turn, is an essential element of reputation and brand value 2) A study found that the number of women on a board affected corporate social |

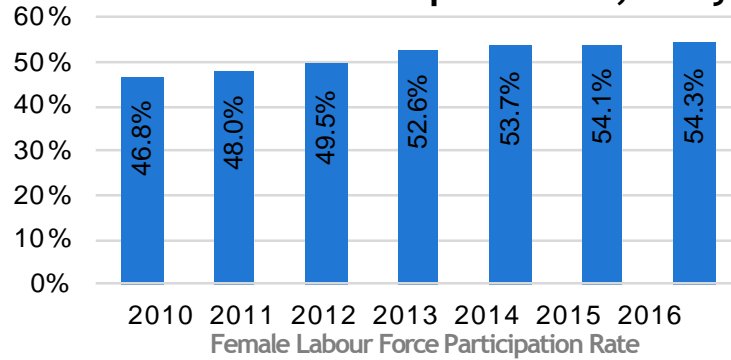
WHY - GENDER DIVERSITY

| FACTORS | DESCRIPTIONS |
|-------------------------------------|---|
| Women Composition in Population | <ol style="list-style-type: none">1) Women constitute 54.3% of labour force from a population of 31.7 million in 2016;2) Female labour force participation rate was more than 55% from the age of 25 to 54 years of age;3) By 2020, women are expected to represent 59% of the labour force |
| Government as a Catalyst for Change | THE ROADMAP OF MALAYSIA |

FLFPR and Gender Composition on BOD

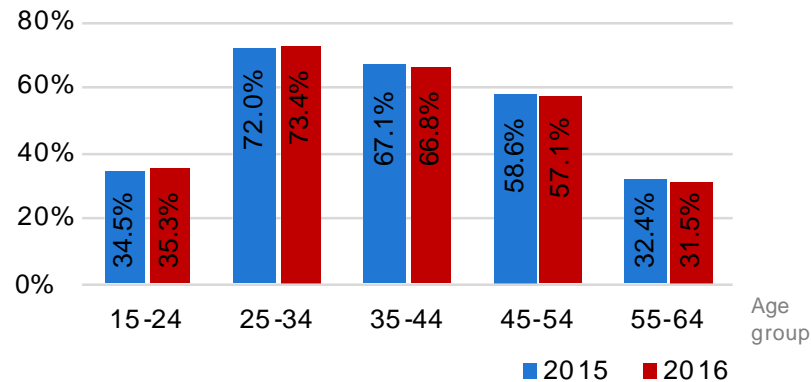
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Female Labour Force Participation Rate, Malaysia



1. Female Labour Force Participation Rate increased to 54.3% in 2016 from 54.1% in 2015
2. Female Labour Force Participation Rate was more than 55% from the age of 25 to 54 years old

Female Labour Force Participation Rate by Age Group

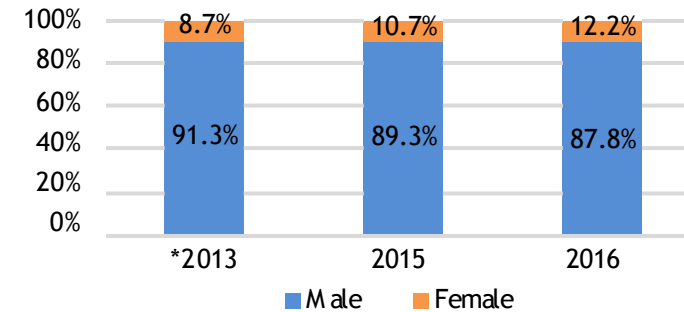


Source: Department of Statistics
Malaysia 2016

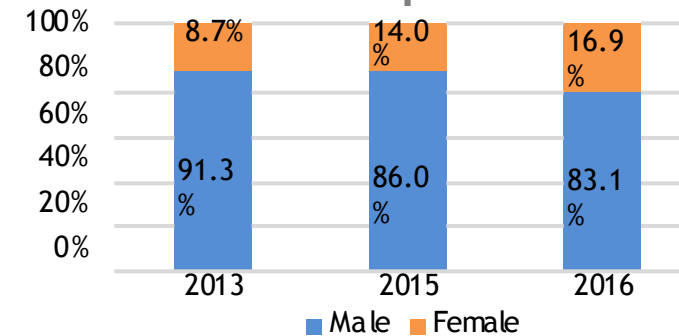
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Gender Composition in Listed Companies' Board of Directors
Percentage of women on board for all companies on Bursa and Bursa Top 100 companies rose to 12.2% and 16.9% respectively as of the end of 2016.

Overall



Bursa Top 100



Note: *2013 data is sourced from PwC Diversity survey, while 2015 and 2016 data is from Bursa Malaysia's Annual Return

Malaysia Milestones

**Global UN 2030 Agenda:
Sustainable Development Goal 5.5
(50%)**

In the journey to achieve 30% Women
Representation on boards of
Malaysian PLCs

**Malaysia's Goal
30% achievement by 2020**

2020

2016

Creating the Demand

- Engaging the Chairmen, CEOs and Directors to lobby for gender diversity on their boards
- Continuous coverage and reporting on the status
- Heighten the visibility of eligible qualified women

2015

Moving from a women's' issue to a business issue

- Launched the 30% Club Malaysia chapter
- Got the business leaders to lead

2014

Are the women ready for boards?

- Built the supply of women by delivering The Women Directors program to eligible women
 - Trained over 500 women

2012

Where are the women?

- Built a national repository to locate and identify the women
- National roadshows to communicate the targets
- Established governance policies

2011

Government as the catalyst for change

- Announcement of target : 30% by 2016
 - SC Announced need for diversity disclosures

The Securities Commission's Malaysian Code on Corporate Governance (MCCG) supports boardroom diversity

Launched April 26, 2017



**CRITICAL
Milestone**

PRACTICE

Large Companies

- Companies on the FTSE Bursa Malaysia top 100, or
- Companies with market capitalisation of RM2 billion and above
- 4.1 At least 50% board composition comprise Independent Directors
- 4.2 Tenure of Independent Director does not exceed 9 years
- 4.5 The Board discloses 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% women directors**

GUIDANCE boardroom diversity.

A diverse board can offer greater depth and breadth compared to non-diverse boards. Director candidates should be sourced from a diverse pool. In pursuing its gender diversity agenda, each company should take steps to ensure that women candidates are sought in its recruitment exercise for board and senior management positions

MALAYSIA – CASE OF PORT SECTOR

OBJECTIVES

1. To examine whether gender diversity does exist at the management level of the maritime sector.
2. To establish findings on perceptions of the stakeholders and management towards gender: women participation and involvement in ports management of the maritime industry
3. The perceptions and practices on policies and opportunities for women to become leaders in port management and operations

METHODOLOGY

| | OBJECTIVES | RESEARCH DESIGN |
|----|--|---|
| 1. | To examine whether gender diversity does exist at the management level of the maritime sector | Profiling of major ports in Malaysia, both state and federal owned vide the structured questionnaire |
| 2. | To establish findings on perceptions of the stakeholders and management towards gender: women participation and involvement in ports management of the maritime industry | Field survey through structured questionnaires to management staff of ports and authorities to obtain perceptions of stakeholders. Interviews with senior management |
| 3. | The perceptions and practices on policies and opportunities for women to become leaders in port management and operations | Field survey through structured questionnaires to management staff of ports and authorities to obtain perceptions of stakeholders. Interviews with senior management |

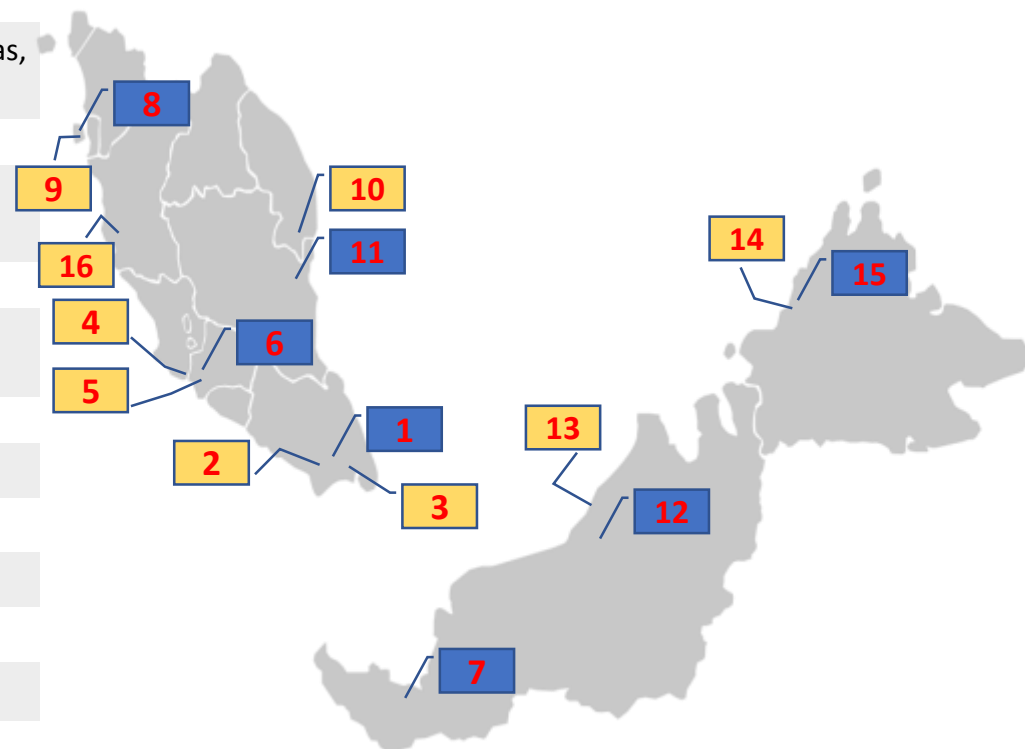
Field Surveys

| SECTION | DESCRIPTION |
|--|--|
| A. DEMOGRAPHIC OF RESPONDENTS | Gender; age; income; qualification; working years; department |
| B. MANAGEMENT & DECISION MAKING | <p>Management</p> <ul style="list-style-type: none"> - Perceptions towards management on gender diversity in ports. <p>Decision Making</p> <ul style="list-style-type: none"> - Perceptions whether women are good decision makers. |
| C. LEADERSHIP AND TRAITS | <p>Strategic Thinking</p> <ul style="list-style-type: none"> - Characteristics of Leader <p>Intrinsic Traits</p> <ul style="list-style-type: none"> - Behavior of Women Leader <p>Person Oriented</p> <ul style="list-style-type: none"> - Traits of Women Leader <p>Task Oriented</p> <ul style="list-style-type: none"> - Women Leader towards tasks |
| D. POLICIES & OPPORTUNITIES | <p>Policies</p> <ul style="list-style-type: none"> - Career growth & progression; and provision of trainings <p>Opportunities</p> <ul style="list-style-type: none"> - Career opportunities and women agenda |
| E. BARRIERS & CHALLENGES | Barriers and Challenges 23 |

Major Ports of Malaysia -

| No | Date | Port / Authority |
|--------------|-------------|---|
| 1 | 21 Jun 2016 | Johor Port Authority, Pasir Gudang, Johor |
| 2 | 21 Jun 2016 | Johor Port Berhad (JPB), Pasir Gudang, Johor |
| 3 | 21 Jun 2016 | Port of Tanjung Pelepas (PTP), Tanjung Pelepas, Johor |
| 4 | 24 Jun 2016 | Northport Malaysia Bhd (NPB), Selangor |
| 5 | 27 Jun 2016 | Westports Malaysia Sdn Bhd (WESTPORT), Selangor |
| 6 | 27 Jun 2016 | Port Klang Authority, Selangor |
| 7 | 28 Jun 2016 | Kuching Port Authority, Kuching Port Sdn Bhd Sarawak |
| 8 | 13 Jul 2016 | Penang Port Commission, Penang |
| 9 | 13 Jul 2016 | Penang Port Sdn Bhd; Penang |
| 10 | 18 Jul 2016 | Kemaman Port Consortium, Terengganu |
| 11 | 18 Jul 2016 | Kuantan Port Authority, Pahang |
| 12 | 25 Jul 2015 | Bintulu Port Authority, Sarawak |
| 13 | 26 Jul 2016 | Bintulu Port Sdn Bhd, Sarawak |
| 14 | 27 Jul 2016 | Sabah Ports Sdn Bhd, Sabah |
| 15 | 28 Jul 2016 | Sabah Ports Authority, Sabah |
| 16 | 3 Aug 2016 | Lumut Maritime Terminal Sdn Bhd |
| Total | | Port Authorities: 7 Port Operators: 10 |

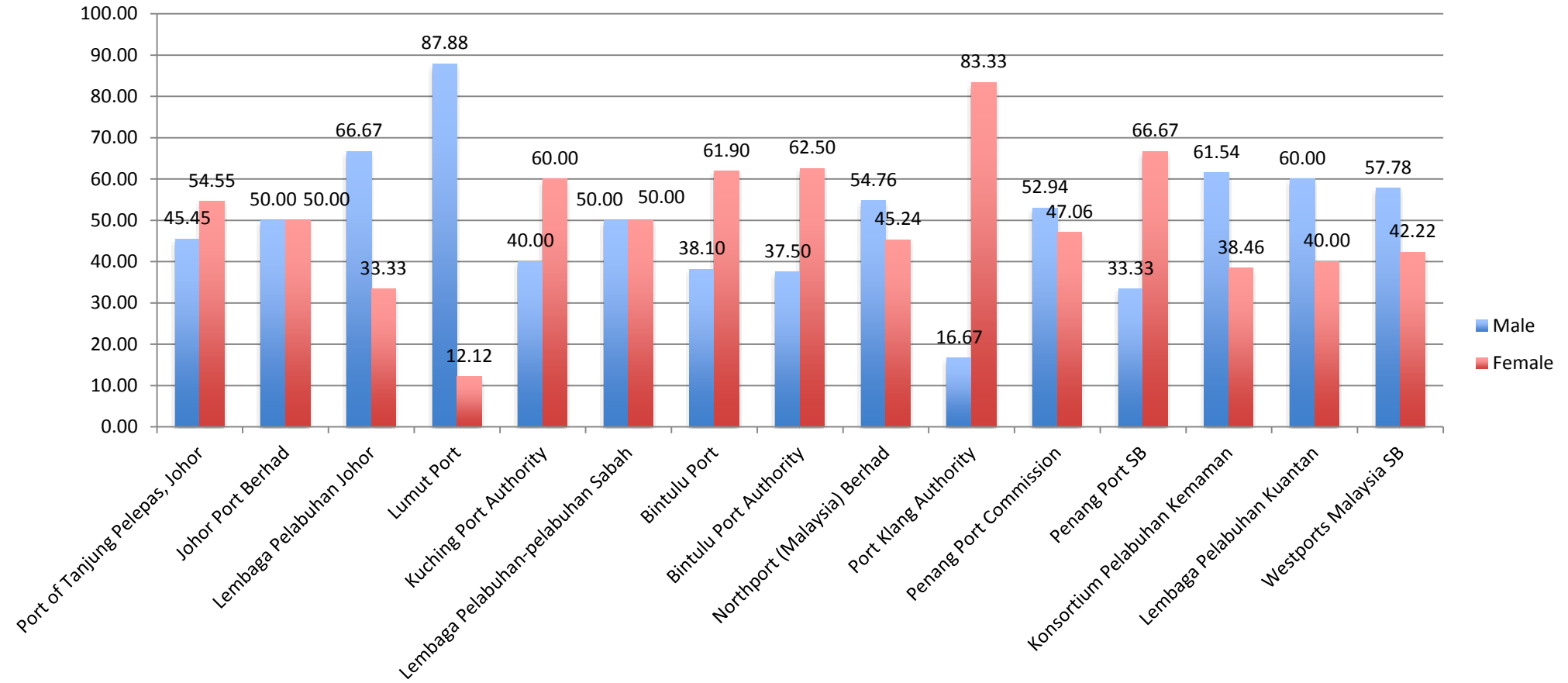
■ Port Authority
■ Port Operator



OUTCOME OF SURVEYS

| | | |
|----|--|--|
| 1 | <p>Instruments used:</p> <ul style="list-style-type: none"> - survey questionnaires were distributed to the management team during the kick off meeting - Rating of respondents using the likert scale of 7, to provide greater variability - Number of Respondents were determined by the Company | <p>Total survey forms distributed was 377 and 266 were returned ie (70%)</p> |
| 1. | <p>Distributions of questionnaires was to the Heads of Departments (Senior Managers/Managers/Senior Executives and executives of the organisation)</p> | <p>The profile include age, gender, marital status, qualifications, length of services in the company and their positions Questionnaires include rating of perceptions</p> |
| 2. | <p>Questionnaires ANALYSED USING SPSS SYSTEMS</p> | |

Overall Male and Female Cross Tabulation with by Port (Percentage)



COMPARISON OF POSITIONS HELD BY GENDER – SECTION A

| GENDER | OFFICER | EXECUTIVE | SENIOR EXCECUTIVE | ASSISTANT ENGINEER | ASSISTANT MANAGER | MANAGER | SENIOR MANAGER | ASSISTANT GENERAL MANAGER | GENERAL MANAGER | OTHERS | TOTAL |
|--------|---------|-----------|-------------------|--------------------|-------------------|---------|----------------|---------------------------|-----------------|--------|--------|
| MALE | | 23.0% | 2.5% | 0.5% | 4.0% | 14.0% | 9.5% | 0.5% | 1.0% | 2.5% | 57.5% |
| FEMALE | 0.5% | 16.5% | 3.5% | 1.0% | 4.0% | 10.5% | 3.0% | 1.0% | 0.5% | 2.0% | 42.5% |
| TOTAL | 0.5% | 39.5% | 6.0% | 1.5% | 8.0% | 24.5% | 12.5% | 1.5% | 1.5% | 4.5% | 100.0% |
| MALE | | | | | | 27.5% | | | | | |
| FEMALE | | | | | | 17.0% | | | | | |
| TOTAL | | | | | | 44.5% | | | | | |

Women Leaders Representation at Ports in Malaysia (2016)

| Sector | Board of Directors | Senior Management (C-1) Suite | Management (C-2) Suite |
|--|--------------------|-------------------------------|------------------------|
| Port Authorities (#7) | 7.5% | 15.1% | 29.6% |
| Port Operators (#10) | 6.03% | 18.0% | 19.0% |
| Organisation Levels (89 PLC) Study by PWC & Talent Corp Malaysia (2015) | 12.0% | 22.0% | 40.0% |
| All companies on Bursa Bursa Top 100 companies * | 12.6% 16.9% | | |

* Bursa Annual Return Report 2016

Comparison – Women Participation 2016

| | NATIONAL AVERAGE (2016) | PILOT STUDY – PORT AUTHORITIES/ PORT OPERATORS |
|--|--------------------------------|--|
| BOARD OF DIRECTOR (PLC) OVERALL Top 100 | 12% | |
| Trading/Service Sector 2016 2015 | *29% *32% | 7.3% |
| TOP/SENIOR MANAGEMENT (CEO & C-1) 2016 2015 Port Sector | *27.0% *28.0% | 17% |
| MANAGEMENT (DEPARTMENT HEADS (C-2) Port Sector (C2/3) | 40.0% | 19% |
| NATIONAL TARGET 2020 AT DECISION MAKING LEVEL | 30.0% | |

SURVEY FINDINGS – SECTION A

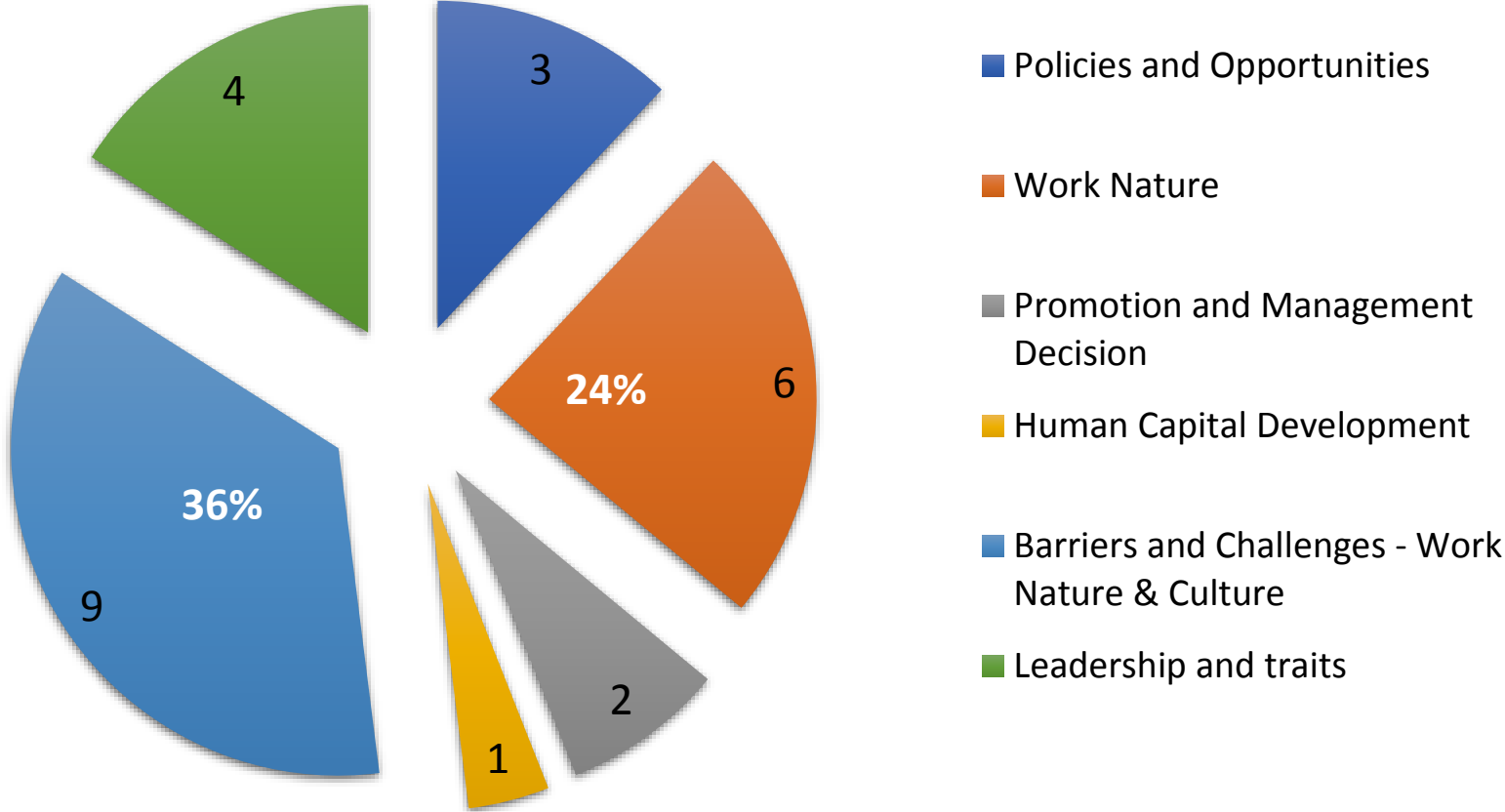
| | MEN (%) | WOMEN (%) |
|--|---|---|
| QUALIFICATIONS – Bachelor - Master - Professional Degree OVERALL | 31.3 6.5 2.5 40.3% | 31.3 5.0 1.5 37.8% |
| LENGTH OF SERVICE Less than 16 years More than 16 years OVERALL | 42.3 15.5 57.8% | 33.9 8.5 42.4% |

If women are equally qualified and willing to stay relevant to the organization, why are they not represented equally at the management level.

SURVEY FINDINGS – PERCEPTIONS –

| DESCRIPTION | |
|--|--|
| Perceptions of stakeholders and management towards gender diversity. | <p>It was established that 75% of the respondents agree that management treats women staff equally to man,</p> <p>The positive responses by the respondents is due to the perceptions that given the opportunities 45.5% agree that management has preference for man for port management BUT 56.5% not sure agree that management is selective when hiring women as managers</p> |
| Gender Diversity Agenda needed | There is a strong agreement ie 73% of the respondent agree that there is a need to have gender diversity as the company's strategic agenda |
| Leadership skills and knowledge | They perceived that women have the job knowledge, they are good planners, they are able to execute decision, able to lead team, would support their ability to create diversity in the management. "GET MOVING FROM THE STICKY FLOORS" |
| Organisation policies is needed | In respect to whether there are practices on policies and opportunities for women to be become leaders in the port, there is a high percentage of the respondents perceived that they are not sure of such policies exist in the organisation "GLASS CEILING" AND THE OLD BOYS' NETWORK |

Field Surveys Findings - Barriers and Challenges (Open Ended)



SUMMARY

- Malaysia's economic growth for the year 2020 has its Diversity Agenda;
- The agenda has opened windows of opportunities for Malaysia to develop and move closer towards its aspirations of becoming a high income nation;
- In this connected world, particularly in the maritime world, workplace diversity particularly of gender has become necessary. Study by McKinsey Women Matter, Catalyst, KPMG and Bain support the benefits of diversity both in terms of tangible and in-tangibles
- By promoting an environment that respect DIVERSITY particularly Gender, employers do not only position themselves to stay ahead of the curve, but also create a platform to nurture and retain talent that are driven, productive, creative and most importantly happy.

CONCLUSION – MALAYSIA PORT OPERATION

1. Gender Diversity does exist, however require greater attention as Diversity it gives a lot of benefits to the organisation
2. Perceptions of preference for men is still strong,
3. There is a need for Diversity agenda to be embedded by introducing initiatives at the sector level to improve the level of inclusion, not the numbers but the business case
4. Talent pipeline is necessary to support the growth of the economy as diversity becomes agenda of the nation
5. 2018 is the **Women Empowerment Year** declared by the Prime Minister of Malaysia, hence greater conscious efforts will be made by organisations at the port sector and other sectors.

CONCLUSION – MALAYSIA PORT OPERATION INITIATIVES

6. Establish Port Project –

- 1) Empowering Potential Women Leaders Identified By The Port Management To Go Through Structured Mentoring Programme
- 2) Nominated Mentee Went Through On-line Character/Traits Test Vide Gallup Sterenght Finders – 5 Top Strengths Of Individual Were Established
- 3) Mentors Selected From Diversity Advocates (Talent Corporation Malaysia – Government owned establishment dedicated to achieve the Government’s aspiration of becoming a top 20 global talent destination by 2020) Talent Pipeline) And Industry Mentors.
- 4) Through Mentoring Programmes The Selected Women Heads Of Department And Division Undergo One Year Mentoring Programme, They Will Be Assessed And Gaps Established And Recommended For Future Leadership Management Training
- 5) To ensure greater awareness and buy in of this initiatives, the Leadership through Mentoring Programme was launched by Secretarty General of the Ministry Of Transport Malaysia in May 2017
- 6) Project plan completion in June 2018

PROCESSES INVOLVED IN THE MENTORING PROGRAM

5

Workshop STRENGTHS Finder – Outcome

- Articulate participants unique top 5 talents and how this relates to their leadership behaviour and attitude
- Studies indicate that people who do FOCUS on their strengths are 6 times as likely to be engaged in their jobs

6

Matching of Mentor and Mentee

- Strengths Theme of the Mentee are shared with the Mentors to give better understanding of whom the Mentor is paired with

7

Mentoring Session – Kick off meeting

- Setting the Scene
 - Management
 - External Mentor and Industry Mentor
 - Guideline provided in the Handbook

CLIFTON STRENGTHS FINDER THEMES eg.

Achiever

- Work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.

Communication

- Generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

Discipline

- Enjoy routine and structure. Their world is best described by the order they create.

Restorative

- Adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

Strategic

- Create alternative ways to proceed. Faced with any given scenarios, they can quickly spot the relevant patterns and issues.

Truth #1
“You *cannot* be anything you want to be –
but you *can* be a lot more of who you
already are”



Regular self or others-study?

Truth #2

“You grow most in your areas
of greatest strength”



WOMEN ESTABLISHMENTS IN MARITIME

- Women In maritime Association Asia(**WIMA ASIA**)
- Women in Maritime Philippines (**WIMAPHIL**)
- International Women's Maritime Forum for MENA and Africa
- Association for Women in Maritime East Southern Africa (**WOMESA**)
- Association of Malaysia Women in Maritime (**MYWIMA**)



WISTA

WISTA our purpose is to help promote networking, provide educational activities and events and the exchange of experience among women who are working the sectors of shipping, maritime and international trade.

With this in mind, we organize activities including site visits, seminars, workshops and industry related events where our members have the opportunity of meeting and forming relationships with other professionals working within the shipping industry.



IAPH

IAPH was established in 1955 with the aim to promote the interest of ports worldwide through strong member relationships, collaboration and information-sharing that help resolve common issues, advance sustainable practices and continually improve how ports serve the maritime industries.

IAPH has 200 member ports and port related companies from 90 countries around the world.

Held meeting annually and conferences once in two years.

www.iaphworldports.org



IAPH

International Association
of Ports and Harbors



IAPH WOMEN'S FORUM 3RD Meeting in Bali 9th May 2017



“ No country can
ever truly *flourish*
if it stifles the
potential of its
women and
deprives itself of
the contributions
of *half* of its
citizens.”

—Michelle Obama



a path
appears



"I've always believed that one woman's success can only help another woman's success." - Gloria Vanderbilt

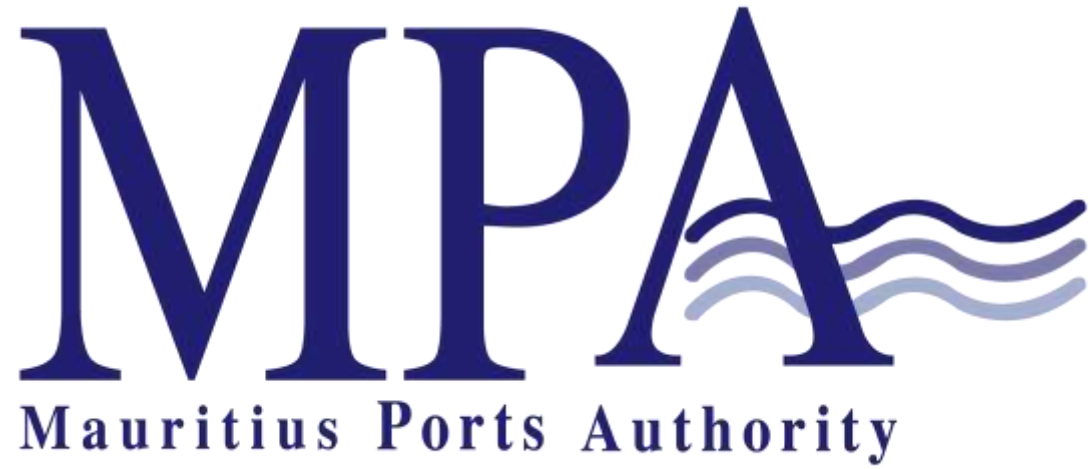


fitnessglo[®]

There is a growing strength in

Women but it's in the forehead

not the forearm.



THANK YOU FROM



Women in Logistics
and Transport