

## COMPANY POLICY

### FLEXIBLE WORK ARRANGEMENT (FWA)

Purpose	This policy sets out the Company's approach to flexible work arrangement (FWA), which allows employees to manage their work commitments while at the same time giving them more control over their work life, helping increase retention rates, reduce stress levels and boost employee engagement.
Scope	Applicable to all permanent and contract employees employed by the Company in all types of work patterns except shift work and for work or tasks that require continued presence at the company's or customer's premises.
Revision date	XXXXX
Issued by	HR Department
Approved by	Managing Director

#### 1.0. Overview

- 1.1. Flexible work arrangement (FWA) provides options for the company and employees to vary the hours of work, days of work or place of work.
- 1.2. The Company is committed to helping employees face the demands of juggling work, family and personal obligations by offering a number of possible flexible work arrangements.
- 1.3. These arrangements provide employees with increased flexibility with their work schedule while allowing them to maintain a progressive and productive work environment.
- 1.4. All requests for FWA will be considered on a case-by-case basis and shall be given thorough consideration while taking into account both the employees' and business needs.
- 1.5. In principle, FWA is granted on a need basis and shall not be cited as a privilege or entitlement.
- 1.6. FWA arrangements such as Work From Home or Hybrid Work shall not be used as a substitute for annual leave.

#### 2.0. Applicability

- 2.1. The FWA policy shall be applicable to all employees except those in the scope of work that requires their continual presence at the company's or customer's premises such as security guards, production workers, front office employees and others that may be defined by the company from time to time.
- 2.2. The company may review criteria for FWA based on changing business circumstances and employees on FWA may be required to work full time on a normal schedule when needed to minimise disruption to the company's operations.
- 2.3. Employees may be granted FWA subject to the below conditions;
  - 2.3.1. Satisfactory attendance record in twelve (12) months prior to application.
  - 2.3.2. Meet all performance expectations in the current role and consistently demonstrate the ability to complete tasks and assignments on a timely basis.
  - 2.3.3. Free of disciplinary records in the twelve (12) months prior to application.

- 3.0. The company adopts the following FWA arrangements;
  - 3.1. Hybrid work (HW)
  - 3.2. Work from home (WFH)
  - 3.3. Flexible work hours (FWH)
  - 3.4. Compressed week (CW)
  - 3.5. Part-time work (PTW)
- 4.0. Hybrid Work (HW)
  - 4.1. Hybrid work is defined as combined in-office work and remote work.
  - 4.2. HW is available for all positions or roles that have been identified as having the potential to be a 'hybrid' worker identified by the Company.
  - 4.3. The Company reserves the right to decide positions or roles suitable for hybrid work. Roles not suitable for hybrid work that require onsite presence identified by the Company may not qualify.
  - 4.4. A hybrid work arrangement may take place on the following basis;
    - a. ad-hoc basis
    - b. continual basis for a period of time
    - c. permanent basis
- 5.0. Work From Home (WFH)
  - 5.1. Work from home is defined as work done at the employee's home (or other location of the employee) without the need to come to the office.
  - 5.2. WFH is available to all positions or roles that have been identified as having the potential to be on WFH mode identified by the Company.
  - 5.3. The Company reserves the right to decide positions or roles suitable for WFH.
  - 5.4. Roles not suitable for WFH that require onsite presence identified by the Company may not qualify.
  - 5.5. WFH arrangement may take place on the following basis;
    - a. ad-hoc basis
    - b. continual basis for a period of time
    - c. permanent basis
- 6.0. Flexible Work Hours (FWH)
  - 6.1. Flexible work hours give employees the ability to choose their working hours.
  - 6.2. It may be for a temporary period or a prolonged period in order to adjust for a planned or unplanned, short-notice, or sporadic event.
  - 6.3. The flexibility helps the employees to fulfil their contractual work hours obligation but vary the work hours.
  - 6.4. Employees may choose any of the below FWH hours which shall include one (1) hour lunch break.

Option	Flexi Work Hours	Core Hours
Option 1	7.30am – 4.30pm	9.30am – 4.30pm
Option 2	8.00am – 5.00pm	
Option 3	8.30am – 5.30pm	
Option 4	9.00am – 6.00pm	
Option 5	9.30am – 6.30pm	

- 6.5. Meetings or team discussions shall be arranged during core hours.
- 6.6. Any other FWH work hour arrangement is at the total discretion of management.

## 7.0. Compressed Work (CW)

- 7.1. A compressed workweek gives employees the option of completing their contractual work hours in fewer working days instead of a full work week.
- 7.2. Example of CW are as follows and shall fulfil forty (40) hours excluding including one (1) hour lunch

	Option 1	Option 2	Option 3	Option 4
Monday	10 hours		5 hours	10 hours
Tuesday	10 hours	10 hours	5 hours	10 hours
Wednesday	10 hours	10 hours	10 hours	10 hours
Thursday	10 hours	10 hours	10 hours	5 hours
Friday		10 hours	10 hours	5 hours
<b>Total Hours</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

- 7.3. Employee may apply for variation and shall be decided by the Company at its sole discretion.

## 8.0. Part-Time Time Work (PTW)

- 8.1. Part-time work is defined as work arrangement between 30% to 70% of a full-time role of 40 hours which ranges from twelve (12) hours to twenty-eight (28) hours.
- 8.2. Employees may apply for a part-time work arrangement if their roles can be substituted from a full-time role to a part-time role.
- 8.3. It shall also be subject to employee's work and responsibilities without causing significant disruption to performance and/or service delivery.
- 8.4. The approval for PTW is strictly subject to the above criteria as well as the prevailing business needs.
- 8.5. Employees who opt for PTW will have their wages and selected benefits proportionated in line with their PTW contractual hours.
- 8.6. Employee shall agree to the revised terms and conditions before their application is approved.
- 8.7. Example of PTW are as follows and the total PTW hours shall be agreed by the employee and the company.

	Option 1	Option 2	Option 3	Option 4
Monday	HD		FD	
Tuesday	HD		FD	
Wednesday	HD		HD	FD
Thursday	HD			FD
Friday	HD			HD

Note : FD (Full Day), HF (Half Day)

- 8.8. Employee may apply for any PTW work pattern or variation and shall be decided by the Company at its sole discretion.

9.0. Making an application

- 9.1. Applications for FWA shall be made at least thirty (30) days in advance and shall commence at the beginning of the following week after it has been approved.
- 9.2. FWA shall only commence once the approval has been notified by the company.
- 9.3. Employees will be notified of the outcome of their application within even (7) working days and for cases where it is rejected, the company shall state the reason for rejection.
- 9.4. All applications are considered on a case-by-case basis by the immediate superior for subsequent consideration and approval by the Company. The immediate superior and employee are responsible for ensuring that the requirements under these guidelines have been satisfied prior to an application being approved. If all requirements cannot be satisfied, it is upon the immediate superior to ensure adequate alternative measures are taken. Among the requirements that shall be fulfilled are;
  - 9.4.1. The ability of the employee to meet the requirements of their job if the request was approved
  - 9.4.2. The practicality of the arrangements that may need to be put in place to accommodate FWA
  - 9.4.3. The nature of the work being done and whether that work can be done from home
  - 9.4.4. The ability of the requesting employee to self-manage their work and performance during FWA
  - 9.4.5. The ability of the manager to remotely manage the employee working from home
  - 9.4.6. Other matters based on individual circumstances and Company's operational requirements

10.0. Other conditions for approval

- 10.1. Each approved FWA application may vary from others and the company may impose additional or other conditions at its sole discretion.
- 10.2. For long-term FWA applications, the employee may be required to undergo a trial period of one (1) to four (4) weeks to ensure the arrangements meet the business requirements and the employee is able to fulfil the conditions of FWA. If the trial is successful, a longer FWA period will be granted.
- 10.3. The Company reserves the right to cancel or shorten the FWA arrangement anytime during the FWA period without assigning any reason whatsoever. The Company may also modify or impose additional conditions. Employees who are unable to accede to such conditions shall have the FWA arrangement revoked immediately and shall report to work on the next working day.

11.0. Managing work performance

- 11.1. Performance of an Employee on FWA arrangement will be measured on the same metrics that apply to work done in the office.
- 11.2. The Company shall make available specific tools to employees for managing time and tasks, communicating with co-workers, logging and tracking projects, accessing resources and to capture the total hours spent online (where applicable).

12.0. Employees' obligations

Employees granted FWA approval are required to observe and adhere to the following;

- 12.1. Adhere to all the Company's policies and procedures
- 12.2. Observe Company's working hours. In some cases limited flexibility is allowed, and employees must agree to work as close to the normal workings hours
- 12.3. Check-in with the immediate superior at least once a day
- 12.4. Promptly respond to email/calls/communications from superior/colleagues/clients or any parties necessary to your tasks anytime during the normal hours of work
- 12.5. Accept and attend to all Company's video conference/meetings meeting that involves your function if on HW or WFH.
- 12.6. Maintain accurate and up-to-date records of hours worked at home within normal hours of work
- 12.7. Meet deadlines, uphold high-quality standards and submit reports as required
- 12.8. Ensure the space or location you will use during HW of WFH is safe and complies with health and safety requirements at all times. Employees are advised to report any health, safety and wellbeing hazards, near misses and incidents
- 12.9. Take reasonable precautions necessary to secure any equipment or assets provided by the Company
- 12.10. Immediately contact the immediate superior if the employee faces an emergency and needs to be away or attend to any private matters during FWA.
- 12.11. Provide access to Company or other approved parties with access, where necessary, for matters such as health and safety inspections, and retrieval of any equipment or assets provided by the Company.
- 12.12. Failure to observe and discharge duties accordingly during FWA or abuse of FWA arrangement shall result in cancellation of HW arrangement and further disciplinary actions can be taken.

13.0. Superior's responsibilities

The immediate superior's responsibilities during FWA are as follows;

- 13.1. Ensure the employee is working in accordance with the conditions of FWA policy and adhere to all the Company's policies and procedures
- 13.2. Review and sign off on records of hours worked where applicable
- 13.3. Monitor and review the FWA agreement/conditions on a regular basis
- 13.4. Schedule communication meetings including methods of disseminating information to employees who are on hybrid work more
- 13.5. Where practicable, provide equipment and tools required to perform the tasks (does not include workstation furniture, additional services or costs)
- 13.6. Accurately document the ownership and usage arrangements of the equipment and assets provided to the employee

14.0. Facilities

- 14.1. Employees shall take note that not all Company's services or facilities are available or supportable when used from home (for those on HW and WFH).
- 14.2. The employee accepts this and agrees not to impose any overheads on the Company for additional services or facilities caused by this limitation including the cost of broadband/telephone charges.

- 15.0. Business Travel
  - 15.1. Employees who are required to undertake business travel during HW or WFH, the usual business travel arrangement and criteria shall apply. Other applicable guidelines and policies pertaining to business travel shall apply accordingly.
- 16.0. Social Security coverage & illness during HW or WFH
  - 16.1. Employees who are unwell or require hospitalisation shall be subject to the terms and conditions prescribed in the Company's medical policy. Employees are advised to promptly notify their immediate superior should they be unable to carry out their duties.
  - 16.2. Employees shall continue to enjoy company benefits including Company insurance. SOCSO coverage shall be subject to conditions imposed by them.
  - 16.3. It is vital that you furnish the Company with your current personal details including emergency contact for the purpose of medical, insurance and SOCSO coverage. Should there be any change to any personal information, the employee shall notify the company immediately. The Company shall not be held liable if any contractual obligations of the Company cannot be fulfilled due to employee's failure to keep the Company updated on any changes to their personal details promptly.
- 17.0. Recall back to the office
  - 17.1. The Company may require an Employee to report to the office at any time and it is mandatory for the employee to present himself/herself at the Company's premises at the earliest possible. Any Employee who happens to be working at a different location and is unable to return to Company at the earliest possible are required to immediately inform their Immediate Superior and provide justification and details of their earliest arrival at the Company. Failure to respond promptly may warrant disciplinary action or cancellation of HW or WFH arrangement.
  - 17.2. Employees who are recalled to Company cannot claim for travel or any other expenses. In the company's records, employees' place of work during HW or WFH shall be their registered residence with the Company or the address provided during the application process. The Company may reject an application for HW or WFH if the location of work is not feasible in the company's opinion, particularly in cases where the employee's presence at the company may be required on an urgent basis or with short notice. The immediate superior shall evaluate this criterion in accordance with the employee's job function thoroughly.
- 18.0. Other conditions
  - 18.1. Employees intending to tender resignation during WFH or HW may have their FWA arrangement canceled and may be required to work at Company's premises during the notice period.
  - 18.2. All other employment terms and conditions shall apply during WFH or HW arrangement.
- 19.0. The Company reserves the right to amend this policy from time to time and shall notify all employees when such amendment has been made and has been approved by the Management.
- 20.0. Should there be a translation of this policy into other languages, the English version of this policy shall be authoritative in the event of any dispute or confusion.



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