



Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



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Usaha Tangga Kejayaan

SDG 8, which promotes sustained, inclusive, and sustainable economic growth and decent work for all, is aptly reflected in the classical Malay peribahasa “*Usaha tangga kejayaan*” (effort is the key to success). This proverb highlights the value of perseverance and diligence as the path toward meaningful progress and achievement. At UM, this spirit is embodied through employment practices that support continuous improvement, fair opportunities, and empowerment for all staff.

These include providing living wages, protecting union rights, upholding non-discrimination policies, enforcing safeguards against modern slavery, and ensuring pay scale equity and gender pay transparency. By cultivating a culture that values effort, integrity, and fairness, UM not only honours the essence of this proverb but also strengthens its commitment to creating decent and equitable work for all—advancing both individual growth and collective success.

Union Acknowledgement and Employee Entitlements: Enhancing Worker Representation

Recognising the essential function of unions in championing employee rights, Universiti Malaya (UM) has proactively collaborated with them to ensure that staff perspectives are duly acknowledged and valued. The institution officially recognises key unions, including the Management and Professional Staff Association (PEKERTI UM), the UM General Staff Union (KKAUM) and the Academic Staff Association of UM (PKAUM). These unions serve as formal platforms for employees to negotiate fair working conditions, equitable benefits and opportunities for professional advancement. In 2024, UM's commitment to union recognition was further reinforced through increased engagement between university management and union leaders, particularly in addressing issues of work-life balance, job security and career development.

This approach is consistent with the Public Service Circular No. 6 Year 2020, which reaffirms the government's policy on employer-employee relations through the National Joint Council (Majlis Bersama Kebangsaan, MBK). The circular preserves the three existing MBK structures: Management and Professional (MBK P&P), Science and Technology (MBK S&T), and General Workers (MBK Am) each providing an official avenue for dialogue between government officers and employee representatives. It outlines mechanisms for worker participation in discussions concerning remuneration, allowances, facilities and service conditions; grants official leave for union representatives attending meetings or conventions and provides financial support for union programmes and professional development workshops. By institutionalising these provisions, the policy underscores the principles of fairness, participation and mutual respect between employers and employees.

Aligned with SDG 8 (Target 8.8), which seeks to protect labour rights and promote safe and equitable working environments, UM's endorsement of union activities mirrors national policy priorities. Through active participation in recognised unions and open communication with management, UM ensures that all personnel particularly women and international staff are adequately represented, thereby reinforcing the university's dedication to diversity, equity, and inclusion.

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Right: Activities by the Management and Professional Staff Association, PEKERTI UM (top); and the Academic Staff Association of UM, PKAUM (bottom)

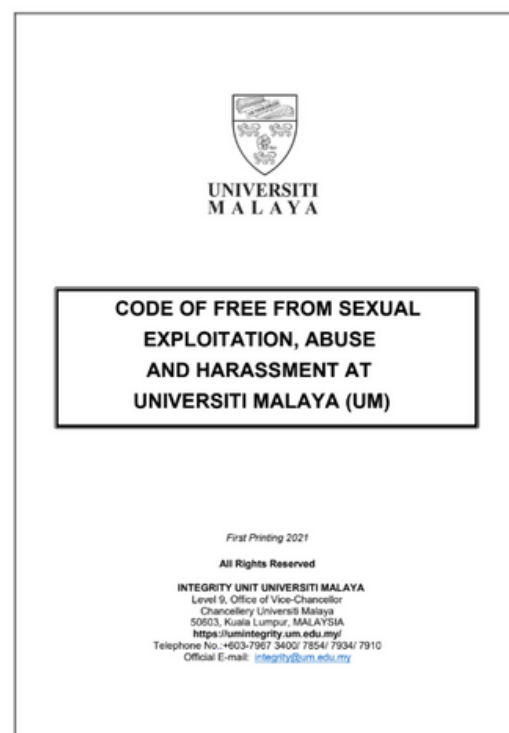
Anti-Discrimination and Modern Slavery Policies: Fostering Inclusivity and Ethical Standards

UM has adopted a robust position against all manifestations of discrimination and contemporary slavery, guaranteeing that its workplace is both equitable and inclusive. In 2024, UM strengthened its Equality, Diversity and Inclusion (EDI) Policy, which forbids discrimination based on gender, age, religion, sexuality or refugee status. This policy is integral to UM's comprehensive Sustainability Policy 2021-2030, specifically under Pillar 5: "Social - Promoting a peaceful, inclusive and just society and institution through partnerships," and it has been pivotal in cultivating an environment conducive to the flourishing of all employees, irrespective of their backgrounds. In 2024, the institution intensified its initiatives to oversee supplier chains and guarantee that all its business associates adhere to ethical employment standards. Systematic audits and training initiatives were implemented to enhance awareness among personnel and stakeholders regarding the need for upholding ethical business practices.

Universiti Malaya (UM) is resolutely dedicated to eradicating modern slavery and human trafficking in all facets of its operations. This dedication corresponds with Article 6 of the Federal Constitution of Malaysia (Part II, Slavery and Forced work Prohibited, page 22), which unequivocally forbids slavery and all types of forced work within the nation. Under Pillar 5 of the UM Sustainability Policy 2021-2030, entitled "Social - Promoting a peaceful, inclusive and just society through partnerships," UM reiterates its opposition to modern slavery. The institution routinely evaluates and revises its workplace rules and procedures to ensure they effectively identify and mitigate risks associated with modern slavery. UM is dedicated to ethical behaviour and integrity in all business interactions. We have established robust procedures and controls to avert slavery and human trafficking within our organisation. This entails a definitive obligation to disclose procedures that ensure all facets of our business are devoid of forced labour.

Furthermore, Universiti Malaya (UM) has reinforced its dedication to human rights via its Code of Freedom from Sexual Exploitation, Abuse, and Harassment, aimed at guaranteeing a secure and respectful atmosphere for students and staff alike. This extensive policy encompasses explicit descriptions of forbidden conduct, organised reporting protocols, and specialised support systems for victims. All reports are subject to strict confidentiality, and the code advocates for preventive actions, including frequent training and awareness initiatives, to inform the campus community. In accordance with UM's overarching integrity objectives, the Code complies with national legislation and international conventions, affirming a zero-tolerance policy towards harassment, exploitation, and abuse.

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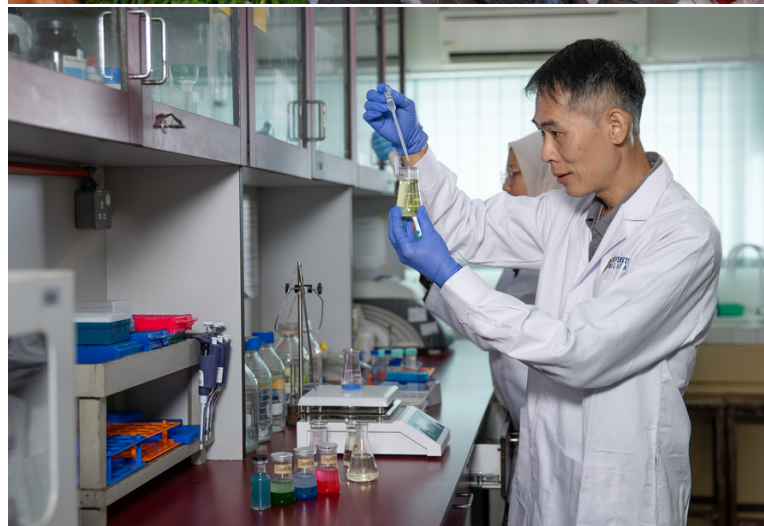
Above: The front cover of the Code of Freedom from Sexual Exploitation, Abuse and Harassment

Employment Practices and Living Wage: Promoting Fairness and Economic Stability

UM's dedication to offering a decent wage beyond compliance with national standards; it is a fundamental principle that informs its employment decisions. The institution has continually guaranteed that its compensation framework is both competitive and responsive to the requirements of its varied workforce.

In accordance with the government's Sistem Saraan Perkhidmatan Awam (SSPA), UM guarantees that all employees, both academic and non-academic, get remuneration that surpasses the national minimum wage. This policy embodies UM's overarching objective to mitigate economic disparities and foster economic stability for all employees. UM follows the public service circulars and policies endorsed by the Public Service Department (JPA). The revised salary and employment packages implemented at UM are in line with the latest. The university's employment policy exceeds legal requirements, guaranteeing equitable compensation for all employees' efforts. The Universiti Malaya extensive remuneration and benefits framework (Service Number 1 Year 2016, section 11.11) encompasses fixed allowances, performance-based incentives, medical insurance and pension fund contributions via the Employees Provident Fund, so ensuring financial stability and a strong social safety net for all personnel.

The Universiti Malaya's emphasis on living wage regulations is a crucial component of its plan to cultivate a stable and efficient workforce that enhances the institution's sustained performance. This promise not only bolsters the financial security of employees but also coincides with SDG 8's objective 8.5, which advocates for full and productive employment and decent work for all, including equitable remuneration for labour of comparable worth.



Wage Equity and Pay Scale Transparency: Guaranteeing Fairness Throughout the Workforce

UM's commitment to wage equity goes beyond compliance—it is an intentional practice to eliminate gender-based pay disparities and ensure fairness. In 2024, the university conducted pay scale audits to identify and address any compensation gaps, ensuring that factors such as gender or nationality do not influence salary decisions. Remuneration is determined solely by merit, qualifications and experience, in line with national principles of equity and transparency. This approach is reflected in UM's merit-based promotion system, which recognises outstanding performance impartially and supports an inclusive workplace.

The Universiti Malaya's continuous initiatives to assess and enhance pay equity directly align with Sustainable Development Goal 8, specifically objective 8.5, which emphasises the attainment of equitable remuneration for labour of comparable worth. Through the implementation of wage transparency and the execution of regular salary audits, UM guarantees that its compensation practices foster a more equitable workforce, thereby advancing gender equality and social justice inside the institution.

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Employment Practice: Living Wage

Universiti Malaya (UM) has implemented a structured payment system for both non-academic and academic staff, in line with Sistem Saraan Perkhidmatan Awam (SSPA). This system defines pay in three categories: individual pay, position pay and performance pay, as set forth in the Report of the Special Cabinet Committee on Salaries for the Public Sector 1991. The new remuneration structure comprises the following key components:

- **Basic Salary:** The basic salary represents a fixed amount allocated to public sector employees. This salary is determined according to the concept of a reasonable wage, ensuring that basic living costs are met.
- **Fixed Allowances:** Fixed allowances include civil service benefits such as housing rental subsidies, entertainment allowances and other monthly civil service allowances. These are provided in accordance with established criteria and principles to support employees' regular financial needs.

- **Variable Component:** This includes allowances that vary according to specific service requirements and are not permanent. As a result, the monthly takehome pay for both non-academic and academic staff exceeds the locally defined minimum wage (RM1,700.00). Other benefit components, such as medical coverage and the pension fund (KWSP), further enhance the financial support provided to staff.

In addition to these, position pay components include a professional incentive, honorary allowance and managerial allowance. Performance-based pay encompasses overtime incentives, incentives for international scientific publications, innovation incentives, and the Award and Performance (APC) incentives, all of which recognise and reward staff for exceptional achievements.

Employment Practices and Equivalent Rights in Outsourcing

Universiti Malaya (UM) is committed to fostering equitable employment practices, including for outsourced professionals, in accordance with national legislation and ethical standards.

Protocols for Engagement of Non-Academic Personnel

Universiti Malaya has instituted the “Guidelines for the Involvement of Non-Academic Staff,” highlighting equitable rights and ethical standards. These standards emphasise UM's dedication to combating modern slavery and human trafficking, especially in the acquisition of goods, services and works.

Integrity Agreement for Suppliers

All vendors must execute an integrity pact pledging to equitable employment practices and the protection of workers' rights. This agreement is consistent with UM's ethical principles, contributing to the protection of workers' rights in all outsourced services.

Management of Supplier Risk

UM does systematic evaluations of its suppliers to evaluate and mitigate risks associated with workers' equal rights, modern slavery, human trafficking, and adherence to ethical labour standards. These evaluations guarantee elevated standards of integrity in all outsourcing endeavours, reaffirming UM's dedication to fair and equitable treatment of all workers.

Monitoring Compensation Structure for Gender Parity

Universiti Malaya (UM) is dedicated to providing just and equal compensation for all employees, irrespective of gender or sexual orientation. Our salary evaluation and review procedures are executed transparently and in accordance with national directives. UM adheres to Skim Saraan Perkhidmatan Awam (SSPA), which delineates rules for the rationalisation of the service scheme for federal public services within the Malaysian Salary System.

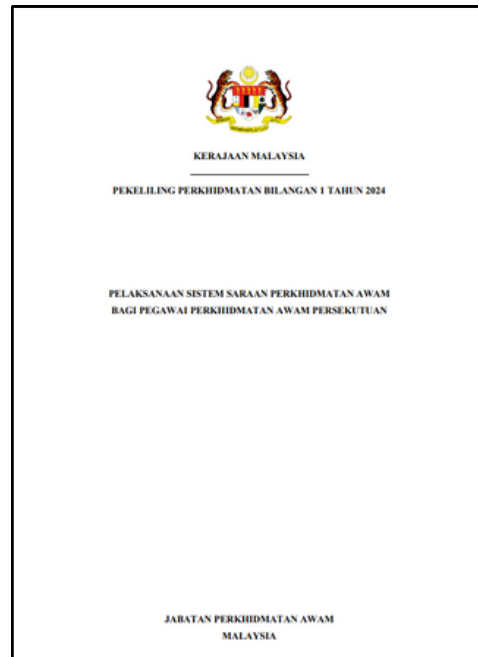
The UM Sustainability Policy 2021-2030, within the Economic pillar of Sustainable Economic Growth and Working Environment, reaffirms our dedication to prohibiting any differential treatment based on gender or sexual orientation. These principles guarantee equitable implementation of salary evaluations, bonuses and other compensation modifications at all levels.

Besides equitable compensation, UM provides merit-based promotions according to explicit criteria. Specialised expertise is acknowledged through policies like Circular Letter Number 8 of 2010, which offers incentive payments for medical instructors in public higher education institutions, recognising their distinctive contributions.

Through these comprehensive rules and practices, UM ensures that compensation decisions align with government salary frameworks and the university's sustainability objectives. Sustainability objectives through these comprehensive rules and practices. Frequent evaluations of compensation policies promote an inclusive and supportive workplace, demonstrating UM's commitment to fairness in employment.

Adherence to Government Regulations

UM complies with the directives outlined in Service Circular Number 1 of 2024, which delineates the initial salary framework subsequent to enhancements in the service scheme in 2024 and the implementation of improved minimum and maximum salary schedules under the Malaysian Retirement System of Public Service for Federal Public Service Employees. Furthermore, UM adheres to the Policy and Procedure for Temporary, Exchange and Permanent Appointments, guaranteeing uniform treatment for all categories of employees, including temporary, exchange and permanent personnel. These policies acknowledge labour rights, encompassing freedom of association and collective bargaining, for all personnel, including women and international workers.



Above: The front cover of the Malaysian Retirement System of Public Service for Federal Public Service

Below: The front cover of the Policy and Procedure for Temporary, Exchange, and Permanent Appointments



**Other related UM Acts/
Constitution/ Statutes/ Rules/
Regulation/ Guidelines:**

<https://hr.um.edu.my/acts-constitution-statutes-rules-regulation-guidelines>

Appeal Process for Employment Practices

Universiti Malaya (UM) upholds equitable employment practices through the establishment of clear appeal procedures and relevant regulations governing faculty, staff, contract employees and students. These mechanisms reflect UM's steadfast commitment to transparency, fairness and adherence to international standards, particularly the Sustainable Development Goals (SDGs). In alignment with SDG 8, which advocates for decent work and economic growth, UM's governance framework ensures that institutional processes promote equality, accountability and integrity. The following sections outline UM's systematic approach in managing appeals, performance evaluations, student conduct, and grievance protocols.

1. Performance Evaluation – Duties and Obligations

UM recognises that a fair and precise performance appraisal system is essential to sustaining employee development, motivation, and organisational excellence. To ensure procedural fairness, staff are permitted to contest their performance assessment ratings within a designated appeal period. Each January, employees are accorded a 30-day window to submit appeals should they believe their evaluation results do not accurately reflect their performance. This provision reinforces UM's dedication to maintaining a transparent and equitable appraisal framework.

Consistent with the *Pekeliling Perkhidmatan Sumber Manusia: Sistem Pengurusan Prestasi Pegawai Perkhidmatan Awam Malaysia Versi 1.0 (2024)* issued by the Public Service Department (Jabatan Perkhidmatan Awam, JPA), the performance management system integrates an official review mechanism under the *Panel Pembangunan Sumber Manusia (PPSM)*. Each department is mandated to establish a formal procedure (*tatacara pengurusan semakan semula hasil penilaian prestasi*) enabling officers (*Pegawai Yang Dinilai, PYD*) to request a review within a prescribed period.

The PPSM is responsible for investigating such appeals, convening deliberations and communicating outcomes to the appellants. All processes must be concluded within six (6) months from the initial decision and applications submitted beyond this timeframe or in breach of established procedures will not be entertained.

Anchored upon five core principles: *adil* (fair), *telus* (transparent), *objektif* (objective), *kompeten* (competent) and *akauntabiliti* (accountable) this national framework embodies the Government's commitment to ensuring transparent and equitable evaluation practices. Correspondingly, UM's implementation of a defined appeal period exemplifies its alignment with these principles, guaranteeing that performance assessments remain constructive, impartial, and consistent with employee expectations within a clearly governed and time-bound process.

2. Request for Advancement

UM has instituted an equitable and open mechanism for professors and staff to appeal promotion decisions, guaranteeing that all qualified personnel possess a definitive avenue to challenge such determinations. Employees may submit an appeal within six months of receiving the official promotion notification. This appeals process is based on UM's dedication to meritocracy, offering employees a fair opportunity for professional advancement. By permitting appeals, UM reaffirms its dedication to acknowledging the contributions and qualifications of its personnel in an impartial manner that complies with internal norms of equity.

3. Appeals Regarding Student Discipline

UM is similarly dedicated to protecting the rights of students, especially in disciplinary issues. In accordance with Section 16C of the Universiti dan Kolej Universiti Act 1971 [Act 30], UM guarantees that all student disciplinary proceedings are executed equitably and transparently. This act ensures students possess the ability to contest disciplinary rulings, so safeguarding their rights and upholding due process. The university's compliance with this statute highlights its commitment to student welfare and its function in cultivating a supportive academic atmosphere. This method adheres to legal criteria and embodies UM's ethical position on student rights and duties.

4. Universiti Malaya's Disciplinary Committee

To guarantee equitable treatment of all personnel, UM has instituted a Disciplinary Committee responsible for overseeing the execution of equal rights and impartiality in employee disciplinary measures. This committee is responsible for overseeing disciplinary procedures to guarantee compliance with UM's ethical and legal norms. Through the establishment of this committee, UM fosters a work environment in which all employees receive their due protections, and disciplinary measures are administered with integrity and uniformity. The committee's existence underscores UM's dedication to transparency and accountability in all employment issues.

5. Procedure for Addressing Grievances

UM offers a systematic grievance resolution process that enables staff to express any outstanding issues or grievances. This strategy functions as a crucial avenue for resolving issues that remain inadequately addressed by conventional methods. It allows personnel to elevate complaints concerning workplace matters, promoting a culture of transparent communication and receptiveness. Through the implementation of a structured grievance process, UM emphasises its commitment to fostering a just and supportive workplace in which employee complaints are recognised and resolved expeditiously. This method is consistent with UM's overarching dedication to employee welfare and ethical labour practices.



Assistance for Secure Employment and Work Opportunities: Empowering Personnel and Students

Universiti Malaya (UM) acknowledges that stable employment is essential for cultivating a motivated and high-performing workforce. In 2024, the university continued prioritising long-term employment contracts, providing staff with stability and security in a competitive job market. This commitment to job security enables employees to plan confidently for their future while contributing to a positive and supportive work culture.

In parallel, UM has continued to invest in student work placement programmes, which provide students with meaningful real-world experience. These placements, typically lasting more than one month, allow students to apply their academic knowledge in professional settings and strengthen their career readiness. In 2024, UM expanded collaborations with industry partners, creating more opportunities for students to gain hands-on experience in fields aligned with their studies.

Job on Campus (JoC) Initiative at UM

The Graduate Employability and Career Centre (GECC) is dedicated to improving the employability of undergraduate students by providing diverse part-time employment options on campus via the Job on Campus (JoC) programme. This project offers students the chance to engage with the university's responsibility centres (PTj) at competitive remuneration rates: RM8.00 per hour for Research Assistance roles and RM6.00 per hour for administrative and clerical posts.

Students may work a maximum of 15 hours per week throughout the semester and up to 30 hours per week during semester breaks. The programme is available to all students enrolled in bachelor's, master's, or PhD programs, excluding first-year undergraduate students in their inaugural semester. Applications may be submitted through the HEP website at <https://hep.um.edu.my/career-amp> advertising by completing the appropriate forms and obtaining approval from the PTj or Project Leader. Universiti Malaya seeks to provide students with real job experience through this programme, facilitating the equilibrium of academic and professional growth while fostering a constructive work culture within the school community.



UNIVERSITI MALAYA

JOB ON CAMPUS (JOC)

JoC is a program that offers part-time job opportunities on campus at the responsibility centers (PTj) of the Universiti Malaya

JOIN OUR BEST TEAM

HOW TO APPLY

- Get the application form at hep.um.edu.my under service@HEP> Graduate Employability and Career Centre> Job on Campus (JoC) Application Form
- Submit the completed form to the PTj/Project Leader for approval

PAYMENT RATE

Position	Rate
RESEARCH ASSISTANCE	RM 8.00 / HOUR
ADMINISTRATION & CLERICAL WORK	RM 6.00 / HOUR

WORKING HOURS

	15 HOURS A WEEK	DURING SEMESTER
PART TIME		
FULL TIME	30 HOURS A WEEK	SEMESTER BREAK

FOR MORE INFORMATION

+603-7967 3505/7793/7794/7057

gecc@um.edu.my

Graduate Employability and Career Centre (GECC), Student Affairs Department, Universiti Malaya

Open to all students

- Bachelor's degree (except for first-year students in the first session)
- Master's degree
- PhD

Above: Poster explaining the Job on Campus (JoC) initiative at UM, open to all UM students

Staff Welfare Open Day 2024: Fostering a Culture of Compassion at Work

On 28–29 August 2024, Universiti Malaysia (UM) organised the Staff Welfare Open Day 2024, themed “Minda Pemudahcara Sebagai Asas Kebajikan dalam Pekerjaan” (“The Facilitator Mindset as the Foundation of Workplace Well-being”). The event, held at the Auditorium KPS, Dewan Perdana 1 & 3, Ruang Legar Garden KPS, and Gazebo, was coordinated by the Counselling and Disability Empowerment Centre, under the Registrar’s Portfolio.

The programme aimed to promote a compassionate and inclusive workplace culture by highlighting the importance of empathy, emotional intelligence, and facilitative leadership among UM staff. Throughout the two-day event, participants engaged in interactive sessions, exhibitions, and wellness activities designed to strengthen mental well-being and foster mutual support among colleagues.

Exhibitions showcased various staff welfare initiatives, counselling services, and support mechanisms available within the university. Staff members also had the opportunity to consult with professional counsellors and explore self-care resources that encourage work-life balance and psychological resilience. Through initiatives such as this, UM reaffirms its commitment to staff welfare as a cornerstone of sustainable institutional growth.



Above: Event poster for the Staff Welfare Open Day 2024

Below: Opening ceremony of the Staff Welfare Open Day 2024 (left) and group photo of UM staff (right)

