

## CHAPTER 6

# EMPOWERING OUR PEOPLE AND COMMUNITIES

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## DELIVERING SOCIETAL VALUE

As we mark our 30-year journey, we continue our commitment to delivering societal value while we positively impact various communities across Malaysia. In 2023, we remain steadfast in contributing to developing key socio-economic outcomes to progress our communities, develop capacity and build a resilient nation.

These initiatives are carried out through our execution arms Yayasan Hasanah, Yayasan Khazanah, Khazanah Research Institute, Think City Sdn Bhd and Taman Tugu Project Development Sdn Bhd. Additionally, we engage directly in specific areas like Galeri Khazanah and the Khazanah Residency Programme.

To enhance our contributions to society under the Building Capacity and Vibrant Communities pillar, our Societal Value Monitoring and Alignment (SMA) unit is tasked with ensuring the robustness of our mission and its alignment with the implementation of our societal value initiatives, enabling us to achieve a long-term positive impact.



2023 marks a decade of Yayasan Hasanah (YH) as a leading foundation in Malaysia's philanthropic sector. Moving beyond traditional charity to focus on social justice for the rakyat, YH has impacted over 2.9 million people from all walks of life since its establishment in 2015.

► **475,624**  
**PEOPLE REACHED**  
via programmes we supported  
(Total since 2015: 2.9 million)

► **108**  
**NEW PROGRAMMES**  
across Malaysia  
(Total since 2015: 748)

► **RM245.2 million**  
**FUNDS MANAGED**  
through our partners  
(Total since 2015: RM1.6 billion)

► **232**  
**STRATEGIC PARTNERS**  
across Malaysia  
(Total since 2015: 527)



► Indigenous (*Orang Asli*) Bateq families from Kampung Cangkung, Pahang, supporting their children in the Kelas Literasi Rimba Bateq programme by Yayasan Food Bank Malaysia. This initiative motivates 34 enthusiastic children to attend school and is supported by YH in collaboration with the Ministry of Finance (MOF) through the Hasanah Special Grant (HSG).



## DELIVERING SOCIETAL VALUE

### Collaboration with the Ministry of Finance



► Meet Luciana Majana, Jameh Lonius, and Beatrice Jaimis from Tambunan, Sabah. As skilled farmers, they grow and sell crops like ginger, fruits and vegetables at the local market. After joining Good Shepherd Services' entrepreneur training, they now process and package products such as dried fruits and ginger tea, boosting their income and leadership skills. These farmers are supported by Yayasan Hasanah and the MOF through the HSG.

In 2023, YH launched the Hasanah Special Grant (HSG) 2023 in collaboration with the Ministry of Finance (MOF). This expanded grants programme supports more partners across societal and environmental causes in Malaysia. It enhances mental health support in schools, increases income potential for Persons with Disabilities, boosts socioeconomic opportunities for the Orang Asli communities and supports sustainable recycling initiatives among youths. The MOF's continued support through HSG 2023 has made a significant impact across all layers of society.

### Innovative solutions, addressing issues at the grassroots



► Puan Rahimah Muda, a participant in the "Blind Planters" programme executed by the Society of the Blind in Terengganu. To date, the participants harvested a collective total of 387 kg of the melons. YH supports this initiative in collaboration with the MOF through the HSG.

In one of the many nationwide livelihood programmes supported by YH and the MOF, the Blind Planters Programme in Terengganu trains visually impaired individuals to cultivate Terengganu Sweet Melons, generating income and successfully harvesting 387 kg of fruit to date. This initiative challenges the stigma surrounding blindness, broadens career options for the visually impaired and inspires new perspectives in empowering other vulnerable communities, especially the B40 in the country.



► Crafting legacy: The Hasanah Gold Threads Awards (HGTA), supported by the MOF, honours Malaysia's master craftspeople, like 93-year-old Sarawakian weaver Ibu Ngot, known for her intricate Bergerang mats.

In collaboration with various ecosystem partners, this innovative spirit extends to the foundation's other focus areas. In 2023, this approach is exemplified by the Hasanah Gold Threads Awards (HGTA), launched by YH in collaboration with the MOF. This philanthropy initiative honours local textile artisans and integrates them into mainstream industries, enhancing the commercial potential of their craft and preserving arts, heritage and culture. In its debut, HGTA 2023 received 168 submissions of various textile art forms nationwide.

## DELIVERING SOCIETAL VALUE



- Trained Pembimbing Rakan Sebaya (PRS) students at SMK Badak, Kelantan, through the HOPE programme by BTOP Wellness, supported by YH in collaboration with the MOF through the HSG. Through holistic training, including parent engagement, HOPE empowers PRS students to make a difference in their community.

Similarly, our efforts in school mental health have developed various intervention models, empowering students, educators and parents to address the hidden epidemic and challenge mental health stigmas. With our partners, we raised awareness and promoted psychological health and wellbeing in schools, providing access to services and interventions. In 2023, 4,718 students and 3,290 counsellors and teachers were trained in Mental Health and Psychosocial First-Aid support to help youths in schools.

### Safe play space for youths, 8<sup>th</sup> Cruyff Court built in Malaysia



- Local children on the newly built Cruyff Court, FELDA Trolak Selatan, Perak. Since 2012, the Cruyff Court series in Malaysia, funded and developed by YH, has expanded to include 8 courts nationwide, with 7 more active courts.

Meanwhile, YH continued developing the Cruyff Court series in Malaysia, providing safe and accessible play spaces for youth and individuals with disabilities. The new Cruyff Court FELDA Trolak Selatan in Perak is the 8<sup>th</sup> nationwide, joining courts in Johor, Pahang, Kelantan, and three in low-income urban areas of Kuala Lumpur.

### Khazanah scholarship nurturing leaders of tomorrow



- Dawn Scholastica Adrian, is one of the recipients of the Khazanah Lestari scholarship, which enables outstanding local talents to further their studies in sustainable development and hone leadership skills.

Through the prestigious Khazanah scholarship programme via our scholarship arm, Yayasan Khazanah, we continue to support exceptional young people, aiming to unleash their full potential and nurture empowered, future-ready talent. In 2023, we awarded 115 scholarships to outstanding individuals in Malaysia and provided 200 study grants to secondary school students.



## DELIVERING SOCIETAL VALUE



► Anshula Pooja Lactmanan @ Rajan, Yayasan Khazanah Global Scholars 2023 recipient.



► Syahmi Fadhil Wafi Shahrudin, Special Mention Award 2023 recipient.

### Empowering leaders within the community for sustainable impact



► The Temiar Orang Asli community in Kampung Sungai Tonggang transformed their village into an eco-tourism destination called 'Kayuh D' Tonggang. This programme by Global Environment Centre (GEC) is supported by Yayasan Hasanah in collaboration with the MOF through the HSG.

The foundation also acknowledged the significant growth of several community leaders this year, fostered by YH-supported programmes. For instance, the Temiar Orang Asli community in Perak, led by Tok Batin, successfully transformed their village into an ecotourism hotspot. This initiative has created sustainable income opportunities, generating nearly RM40,000 in revenue within seven months of its launch.

## DELIVERING SOCIETAL VALUE



- Budding conservationist and former Roots & Shoots volunteer Chin Wen envisions a future where environmental conservation becomes second nature for everyone.

YH advocates a comprehensive approach involving government, corporations and the public in driving sustainable solutions for nature and society. Since 2019, YH has actively supported Roots & Shoots Malaysia, fostering a movement that has empowered 317 young individuals. These volunteers collaborate with various NGOs, significantly enhancing their impact on environmental causes. Notably, alums like Max Han Kai Ding, a Khazanah scholar, received the prestigious Rhodes Scholarship from the University of Oxford in 2023.

### Spurring creative economy via Arts for All Seasons (ArtsFAS)



YH upheld our commitment to preserving arts, culture and heritage (AHC) while fostering platforms to boost the creative economy. In 2023, more than 250,000 people immersed themselves in Malaysia's rich arts, heritage and culture through events supported by ArtsFAS in collaboration with the MOF. As Malaysia's largest AHC grant, ArtsFAS in 2023 created over 3,000 jobs through its supported programmes, catalysing the nation's creative economy.



- 'Drum Up JB!' is one of the many projects supported by ArtsFAS, the country's largest grant for the arts, powered by YH in collaboration with the MOF.



- The launch of ArtsFAS 2023 featuring local artists from dance, theatre, oral tradition, music and craft. ArtsFAS partners, from left, Persatuan Cinta Seni Budaya (Persidaya), Drum Up JB, Arja Lee, Sutra Dance Theatre (M) Sdn Bhd and Pertubuhan Seni Kayangan Perak (PESKAP).



# DELIVERING SOCIETAL VALUE

## Catalysing action-oriented dialogue in the philanthropic sector



- ▶ THF 2023, held at the Kuala Lumpur Convention Centre from 20-23 June 2023. Themed "Fostering Justice-based Philanthropy: Shifting the Narrative to Action", the forum featured dialogues across three key levers: People and Institutions, People and Society and People and Leadership.

In 2023, The Hasanah Forum's (THF) second edition featured leaders and achievers from civil society organisations, social enterprises, corporations, policymakers and academia. Presented in collaboration with the AVPN Global Conference 2023, it urged attendees to redefine philanthropy as an act of social justice, moving beyond mere charity.



- ▶ The ILMU Hasanah session on Mental Health for Vulnerable Youths in May 2023 brought together experts and practitioners working in the field of mental health in Malaysia. It was attended by government agencies, associations, foundations, non-governmental organisations and academia.

Alongside this, our ILMU knowledge-sharing events led by sectoral experts and various research and discussion papers commissioned and contributed by YH delved deeper into current issues in the country. This furthers our commitment to advancing Malaysia's social sector through justice-driven thought leadership, evidence-based research and interventions.

## Partnerships beyond everyday grants

### Hasanah Social Enterprise Fund (HSEF)



- ▶ Ibupreneur, a HSEF recipient, empowers financially dependent and vulnerable mothers to rise with a purpose by equipping them with business opportunities to become micro-entrepreneurs from their home-grown talents.

YH, in collaboration with the MOF, established the Hasanah Social Enterprise Fund (HSEF) to empower and enhance the organisational growth of social enterprises (SEs) and social innovators. With 60% of the SEs supported that year being women-led, this signifies an inclusive and exciting space.

A total of RM7.44 million was granted to 30 SEs, with 90% of the submissions focusing on environmental and community development initiatives. The fund enables organisations to sustain their programmes, garner public support through campaigns and scale innovative solutions that positively impact Malaysians.

# DELIVERING SOCIETAL VALUE

## Partnerships beyond everyday grants

### GLC Demi Rakyat & Negara (GDRN) Sumbangan Asas Rahmah (SARA)



► GDRN Committee at GDRN's Quarterly Meeting in 2023.

The GLIC/GLC Demi Rakyat dan Negara (GDRN) was formed by Malaysian Government-Linked Investment Companies (GLIC) and Government-Linked Companies (GLC) to provide substantial support to those in need. Yayasan Hasanah and Yayasan TM act as co-secretariats, facilitating collaboration across education, community wellbeing and disaster relief efforts. In 2023, thirteen GDRN partners collectively donated RM 226.31 million, benefiting 501,276 individuals in three focus areas: *Jalinan Ilmu* (Education), *Jalinan Sejahtera* (Wellbeing) and *Jalinan Kemanusiaan* (Humanitarian Aid). Today, GDRN exemplifies effective collaboration in serving Malaysia and its people.



► A recipient of the Sumbangan Asas Rahmah (SARA) programme.

The Sumbangan Asas Rahmah (SARA) initiative by the MOF, supported by YH, provided RM100 monthly cash aid to 200,000 individuals classified as “poor” in the government’s database.

This assistance, disbursed over six months directly into recipients’ identification cards, aimed to alleviate their financial strain in meeting daily needs. In total, RM71.13 million was distributed nationwide through this programme.

## The Hasanah Report (THR) 2023 (10<sup>th</sup> Edition)



### READ THE FULL REPORT AT THR2023.ONLINE

Themed “Reinvent Our Future: Harapan Tanpa Sempadan”, THR 2023 shines a spotlight on trailblazers, stereotype breakers and courageous dreamers. We take action and forge new possibilities together – for a progressive, hopeful Malaysia.

## Hasanah: A Decade of Impact

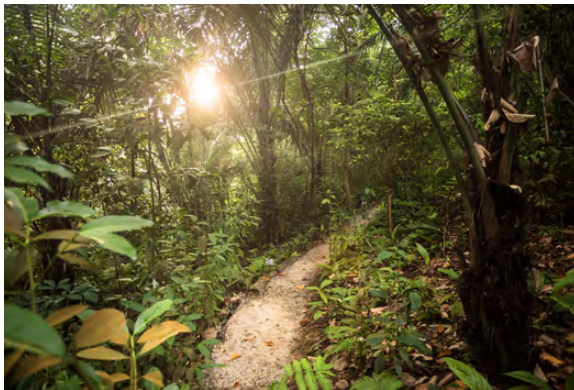


### READ THE FULL REPORT

As the foundation enters its tenth year, we reflect on milestones, transformative achievements and collaborative work with partners in Malaysia’s social and environmental sectors.



## DELIVERING SOCIETAL VALUE



- Sunlight shining through the trees, enhancing the serenity and beauty of the Taman Tugu trails. Taman Tugu is open daily from 7:00 am to 6:30 pm, with last entry being 5:45 pm.



- Taman Tugu park-goers enjoying their walk in the Taman Tugu trails. Taman Tugu offers up to 6km of forest trails which is suitable for beginners and families.

Taman Tugu, a not-for-profit corporate social responsibility initiative under Khazanah, was developed through collaboration among various public and private sector entities, including multiple ministries and civil society groups. This 66-acre green lung in the city, established under the national public trust Amanah Warisan Negara (AWAN), aims to own, manage and protect Taman Tugu and other heritage assets.

The park is steadfast in pursuing financial sustainability, successfully securing donations from the public, individuals, and corporations. Notably, CIMB Islamic renewed its adoption of park elements and the Taman Tugu-Free Tree Society Nature Education Programme. UNIQLO Malaysia also renewed its green initiative programmes, such as the Uniqlo-Taman Tugu Plant & Hunt and Uniqlo-Taman Tugu Plant Giveaway and Canon Marketing Malaysia renewed its tree adoption at Taman Tugu. Yayasan Astro Kasih came onboard last year by adopting trees and ITMAX adopted a plot at Taman Tugu. All these adoptions demonstrate confidence in the project's long-term viability.



- Zen and happy faces after their free yoga session as part of Taman Tugu's International Yoga Day community event.



- In 2023, community events at Taman Tugu included themes like International Yoga Day and Celebrate Malaysia. Yoga sessions were held at The Patio, a semi-private covered open-air space, with activations and F&B at The Lawn, attracting over 700 attendees.

## DELIVERING SOCIETAL VALUE



► The Celebrate Malaysia day was held in October 2023 at the Taman Tugu Nursery. This event encompassed performances, games and food featuring the various cultures and diversity of Malaysia, which saw more than 3,000 attendees.



► Public participating and enjoying Celebrate Malaysia's performances and sing-a-long at Taman Tugu.

Since its opening in September 2018, Taman Tugu has been a hub of community engagement, attracting over 1,000,000 visitors from Malaysia and abroad. In 2023, Taman Tugu hosted a series of community events and introduced new community events such as International Yoga Day and Celebrate Malaysia, fostering a stronger sense of connection and engagement.

For more information on Taman Tugu, visit [www.tamantugu.my](http://www.tamantugu.my) and follow @friendsoftamantugu on Instagram or Facebook.

### thinkCITY

As a wholly owned subsidiary of Khazanah, Think City advocates for people-friendly, resilient and liveable cities through collaboration. Since its establishment in 2009, Think City has initiated numerous urban rejuvenation projects across Malaysia, beginning with the George Town Grants Programme (GTGP) in Penang.

In 2023, Think City continued its impactful work, aligning with our Advancing Malaysia strategy to deliver societal and economic value to Malaysian communities. Prime Minister YAB Dato' Seri Anwar Ibrahim launched the Kita-Untuk-Kita (K2K) programme to improve public housing liveability across Kuala Lumpur and Selangor. The K2K programme focuses on community empowerment, co-management, income generation and policy reform across 10 PPRs in Kuala Lumpur and Selangor. Additionally, Think City strengthened its partnership with Kuala Lumpur City Hall (DBKL) to rejuvenate Downtown

Kuala Lumpur as a creative and cultural district, supported by RM15 million from the MOF.

Further efforts included the Cultural Economy Catalytic Grants Programme, which supported 61 projects to enhance cultural heritage in the Northern Region, and the Penang Nature-Based Climate Adaptation Programme (PNBCAP), which, in collaboration with UN-Habitat, aimed to set a municipal framework for climate adaptation. Think City launched the George Town and Bayan Lepas Urban Greening Grants Programme under PNBCAP, providing grants of up to RM100,000 for green facades and rooftops.

Over the past 15 years, Think City has implemented at least 15 grant programmes nationwide, totalling RM64 million in funding. These programmes focus on community involvement and shared ownership for positive change, reinforcing Think City's role as a leader in city transformation, working hand in hand with leaders and government to catalyse positive changes and enhance the quality of life.



## DELIVERING SOCIETAL VALUE

### Visionary Leadership in Urban Regeneration: Think City Managing Director Receives UN-Habitat Special Citation



- Dato' Seri Paduka Maimunah Mohd Sharif, while serving as Under-Secretary-General of the United Nations and Executive Director of UN-Habitat, presented the Special Citation to Hamdan Abdul Majeed in the presence of Penang Chief Minister, YAB Tuan Chow Kon Yeow.

Hamdan Abdul Majeed, Managing Director of Think City, received a prestigious Special Citation from UN-Habitat for his visionary leadership in urban regeneration, marking a milestone for sustainable urban development in Malaysia.

### Coronation Avenue Project Wins Prestigious Awards



- Award-winning Avenue: The off-street parking along Coronation Avenue is reorganised and repurposed with a wider sidewalk for a more people-centric public space experience, incorporating nature-based solutions.

The Coronation Avenue project in Johor Bahru, a collaboration with the Johor Bahru City Council, won the Green Initiatives Award at the Malaysia Landscape Architecture Awards (MLAA) 2023. This project enhanced functionality and preserved the cultural heritage of one of the city's historically significant streets. Local community involvement was integral to the process, ensuring the Coronation Avenue project met the needs and values of the residents. This is made possible through collaboration with y.architect, Permata Green, Tropics Design, Total QS Services, PSB Associates and Perunding TLK.



- On 3 December 2023, a K2K Open Day was held in the playground area of Block 2, Projek Perumahan Rakyat Desa Tun Razak. The event was attended by 600 residents. Various activities, such as the Pameran K2K, K2K Idol, and Bengkel Seni, were organised to foster community participation and boost morale. The K2K Open Day serves as an initiative by K2K to unite public housing communities and celebrate solidarity as one community.



- Pentas Seni Merdeka, on Jalan Raja at Dataran Merdeka, is part of creative activations aiming to transform Downtown Kuala Lumpur into a global creative and cultural destination, in line with the Ekonomi MADANI aspirations.

## DELIVERING SOCIETAL VALUE

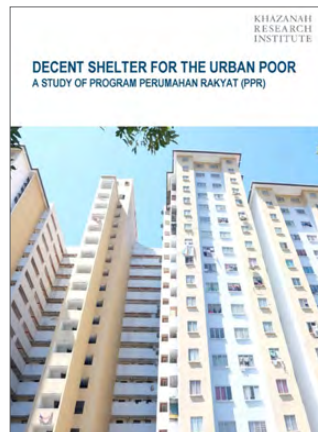
### Khazanah Research Institute

The Khazanah Research Institute (KRI) conducts in-depth research on critical national issues to provide insights and recommendations for public policies that enhance the socio-economic wellbeing of Malaysians.

KRI actively participates in shaping public policy by advocating for evidence-based policy recommendations to policymakers. In 2023, this involved directly engaging with relevant ministries and government agencies and co-hosting focus group discussions with the Ministry of Finance to obtain input for the 2024 Budget. Additionally, KRI carries out public advocacy to foster discourse and debate on pressing issues by organising knowledge events. Notable among these were the Malaysia Futures forum, co-organised with the LSE Saw Swee Hock Southeast Asia Centre (SEAC) and webinars on preventing urban slums and how neighbourhoods benefit from the agglomeration economy.

In 2023, KRI published two reports, six working papers and three discussion papers to address issues on digital access and inclusion, wage growth and inequality, labour supply and climate policy. KRI also published 25 articles on inequality and social protection, housing and cities, health and food and agriculture.

 For more information on KRI, visit [www.krinstitute.org](http://www.krinstitute.org)



► Decent Shelter for the Urban Poor: A Study of Program Perumahan Rakyat (PPR) - 15 March 2023.



► The Malaysia Futures forum, co-organised by KRI and the LSE Saw Swee Hock Southeast Asia Centre on 31 May and 1 June 2023, brought together over 300 leading scholars, policymakers, think tanks, thought leaders, and young researchers—both in person and virtually—to engage in riveting discourse on the possible ways in which “Malaysia futures” could be imagined.



► On 15 September 2023, KRI and the Ministry of Finance (MOF) jointly organised a focus group discussion addressing the issue of food security in Malaysia for Budget 2024. The session was well attended by government agencies, regulatory authorities, think tanks, private enterprises, educational institutions and farmers' associations.



## OUR PEOPLE

As we enter our third decade of operations, we continue to place our employees as the cornerstone of our value creation. In 2023, we further enhanced high-performance standards across our workforce, enabling us to deliver greater value for the nation. We aim to achieve this by fostering collaboration and openness and offering meaningful learning and development opportunities.

To maximise our employees' potential, we continued to cultivate our culture based on three Core Values:



### We hold ourselves

#### **ACCOUNTABLE**

Delivering results in an ethical manner



### We **RESPECT** different viewpoints

Deriving value from diverse ideas and opinions



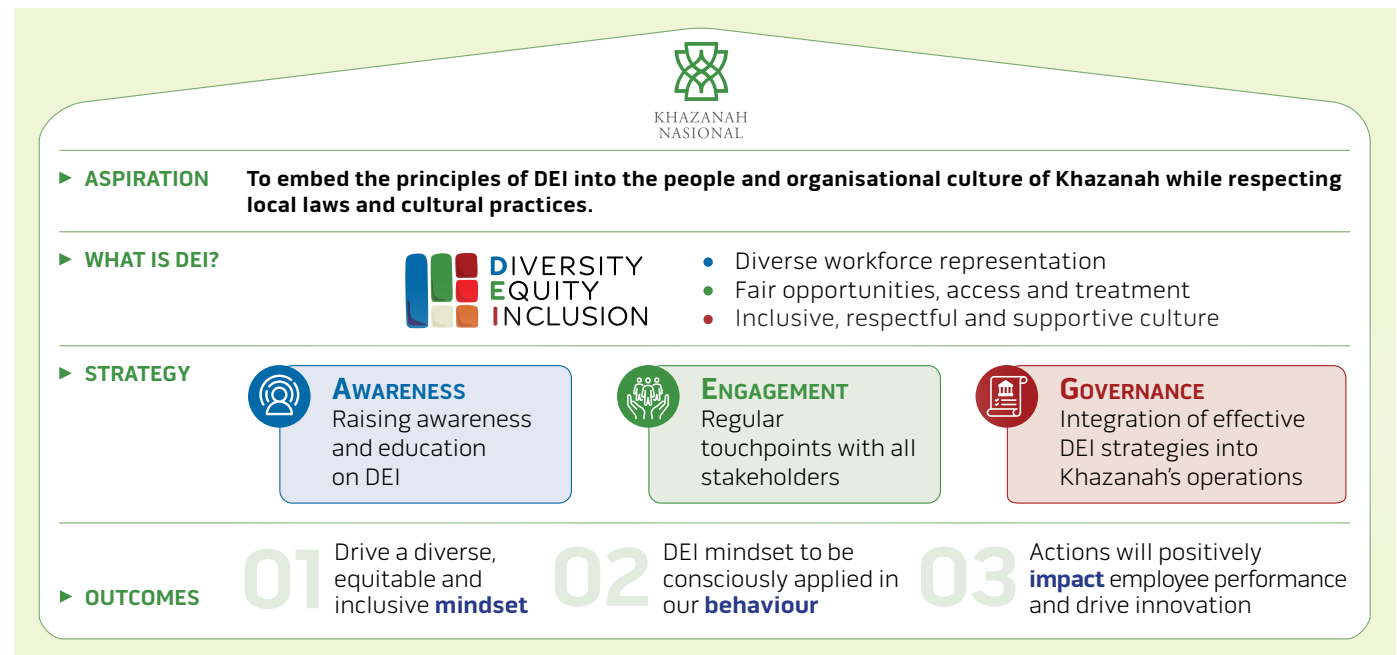
### We **SUPPORT** one another

Being mindful of the priorities and circumstances of others

## Our Continuous Commitment to Diversity, Equity and Inclusion (DEI)

In 2023, we continued implementing initiatives aligned with the three strategies of Khazanah's DEI Framework: Awareness, Engagement and Governance. We conducted in-house DEI workshops for all employees to bridge the knowledge gap and establish a shared understanding of DEI. This workshop is also mandatory for all new employees to equip them with the fundamental understanding of DEI and its relevance to Khazanah.

We consistently review internal processes to ensure alignment with DEI values and adopt best practices where appropriate. Additionally, we ensure that internal engagement initiatives address DEI-related topics.



## OUR PEOPLE

### Khazanah Volunteer Network (KVN)

KVN unites our employees, their families, related companies and non-governmental organisations, providing a platform to give back to society. In 2023, volunteers participated in various initiatives such as a blood donation drive with Pusat Darah Negara, Celebrate Malaysia @ Taman Tugu, a river clean-up at Sungai Keroh and the Berbudi Bersama Buka Puasa event at Taman Tugu, which hosted 35 children from Rumah Kebajikan dan Bimbingan At-Taqwa, Puchong.



► Khazanah volunteers with children from Rumah Kebajikan dan Bimbingan At-Taqwa Puchong during a Berbudi Bersama activity.

### External Outreach

We launched the University Outreach Programme and 'Super Tuesday' to engage with public universities in Malaysia to promote a more equitable and inclusive society, aligning with nation-building objectives.

The University Outreach Programme aims to better prepare students for the working world. Tapping into the KVN, our employees share insights on internships, practical experiences, industry expectations and strategies for a successful transition from university to the professional world.

In 2023, the programme successfully reached out to students of Universiti Kebangsaan Malaysia (UKM), Universiti Islam Antarabangsa Malaysia (UIAM), and Universiti Malaysia Sabah (UMS). Additionally, we conducted a Mock Interview Day at Universiti Malaya (UM) as a continuation of the 2022 University Outreach Programme.

Our 'Super Tuesday' programme facilitated dialogues between university educators and Khazanah's alumni, who are industry leaders, to bridge the gap between academic education and corporate expectations. In 2023, this programme was successfully conducted at UM, Universiti Teknologi Malaysia (UTM) and UMS.



► The University Outreach Programme at UKM.



► The Super Tuesday that was organised at UTM.



## OUR PEOPLE

### Khazanah Graduate Trainee Programme (KGTP)

The KGTP is a rigorous 12-month programme that exposes top graduates to diverse sectors and fields. This immersive experience fosters accelerated growth within a dynamic, fast-paced environment. Exceptional graduates are offered the opportunity to advance their careers as Associates at Khazanah, which provides a unique platform to contribute their talents and progress the nation.



For more information on KGTP, visit <https://www.khazanah.com.my/careers/khazanah-graduate-trainee-programmes-kgtp/>



- Meet the graduates who joined Khazanah's Graduate Trainee Programmes. From left to right: Kelvin Wong Chern Wei (Investments), Wan Afriena Rasydan (Investments), Roshan Sivabalan (Investments), Adlan Hidayat (Investments), and Edryna Syfinaz Zarif Ahmed Zaharani (Research).

#### 2023 KGTP Cohort

► **22**  
TRAINED UNDER  
GTP-INVESTMENTS

► **16**  
TRAINED UNDER  
GTP-KHAZANAH

#### GTP trained from 2011 to 2023

► **241**  
GTP-INVESTMENTS

► **57**  
GTP-KHAZANAH

► **82**  
TRAINED UNDER GT-CA\*  
since 2010

\* GT-CA: Graduate Trainee - Certified Accountant Programme

### Khazanah Leadership Development Programme (KLDP)

The KLDP seeks to nurture effective, influential and visible mid-level leaders who embody Khazanah's values, demonstrate self-awareness, effectively lead teams, possess strong business acumen and contribute strategically to organisational growth. The programme is driven by workshops, simulations, case studies, immersion sessions and group coaching, working towards enhancing their strategic and leadership capabilities in a structured and intensive programme. It equips them with the skills to excel amidst anticipated challenges and opportunities, preparing them for larger roles in the future. To date, 87 mid-level managers have completed KLDP.



- KLDP Cohort 4 participants with Dato' Amirul Feisal Wan Zahir and Datuk Hisham Hamdan.

### Staff Development Benefit (SDB)

The SDB promotes the continuous growth of our workforce by providing financial support to employees, aiming to enhance their knowledge, skills, and competencies beyond our formal training programmes. SDB specifically facilitates part-time study for undergraduate or postgraduate courses and professional certification programmes such as Chartered Financial Analyst (CFA), Chartered Institute of Management Accountants (CIMA), and Association of Chartered Certified Accountants (ACCA), with an emphasis on job-related fields. To date, 178 employees have benefited from this initiative.

# KHAZANAH AS A LEARNING ORGANISATION

## Khazanah Megatrends Forum 2023 (KMF2023)



The KMF continues to be the premier forum for in-depth discussions of global megatrends and current issues in Malaysia. As Khazanah's flagship thought leadership event, now in its 17<sup>th</sup> edition, KMF2023 attracted over 1,000 influential members from Malaysia's academia, business and social-political communities.

With the theme, "Our Next Episode: Orchestrating a New Development Bargain for Sustainable Growth", KMF2023 explored the concept of development bargain, which is the commitment by members of a country's elite to promote a nation's sustainable growth and development. The discussion centred around what Malaysia could do to build a new development bargain, especially amid the renewed growth prospects through an all-of-society approach and public-private partnerships.

Some of the notable speakers at the event included economist Professor Stephan Dercon; venture capitalist and political scientist Dr Eric Li; the Group CEO of Yinson Holdings Berhad, Lim Chern Yuan; Managing Director of 42, Sophie Viger; Minister of Investment, Trade and Industry, YB Senator Tengku Datuk Seri Utama Zafrul Tengku Abdul Aziz; President and Pro-Vice Chancellor of Monash University Malaysia, Professor Dato' Dr Adeeba Kamarulzaman and Group CTO of Grab, Suthen Thomas.



- Keynote Address by Prof. Stefan Dercon, Author and Professor of Economic Policy at the Blavatnik School of Government, University of Oxford.



- Feature Address by Dr. Eric Li, Chengwei Capital and Guancha.cn.



- Sophie Viger, Managing Director, 42 presented in the Innovation Without Borders session.



- Special Address & Fireside Chat on 'Ekonomi Madani' by YB Senator Tengku Datuk Seri Utama Zafrul Tengku Abdul Aziz, Minister of Investment, Trade and Industry Malaysia; Dr Nungsari Ahmad Radhi, Committee Member, Advisory Committee to Finance Minister of Malaysia; Nurul Izzah Anwar, Co-Head, Secretariat for the Advisory Committee to Finance Minister of Malaysia, moderated by Dato' Mohamed Nasri Sallehuddin Executive Director, General Counsel, Company Secretary and Head, Corporate & Support Services, Khazanah Nasional Berhad.

## Khazanah Knowledge Exchange (KKE) and Tea Talk Series

The KKE and Tea Talk Series remains an essential component of our learning initiatives, serving as an important employee engagement event. In 2023, we held 35 KKE and Tea Talk sessions on a diverse range of topics that involved knowledge-sharing sessions by employees and external individuals. Some of these topics included Sustainability, ESG, Climate Change, Geopolitics, Consumer, AI and Social Entrepreneurship.



- The Impact Series Tea Talk by social entrepreneur and OiLilin founder, Redza Shahid.



- KKE on Davos 2023 by Dato' Amirul Feisal Wan Zahir, Nick Khaw and Amirul Akmal Azlin.



# KHAZANAH RESIDENCY PROGRAMME

## Khazanah Residency Programme (KRP)

The KRP develops Malaysian talents through three fully sponsored programmes at world-renowned institutions. In line with Khazanah's strategy of Advancing Malaysia, the KRP offers high-performing professionals the opportunity to enhance their learning and development at globally respected institutions, enabling them to contribute more significantly to the nation's progress. The KRP comprises three distinct programmes: the Khazanah Wolfson Press Fellowship, Khazanah Nasional Associate Artist Residency Programme and KRP Sustainability Programme, which was introduced in 2023.

Find out more about our Khazanah Residency Programmes on instagram via <https://www.instagram.com/khazanahresidency/> and website via <https://www.khazanah.com.my/our-community/khazanah-residency-programme/>

### Khazanah Wolfson Press Fellowship

Through the Khazanah Wolfson Press Fellowship, two Malaysian journalists and corporate communication professionals from Khazanah or Khazanah-linked companies are annually awarded a 10-week media fellowship at Wolfson College, University of Cambridge. This fellowship provides participants with a valuable opportunity to step back from their daily responsibilities and immerse themselves in a specific area of interest within media and communication. Potential study modules include climate change, social issues, media ecology, media ombudsmen, media and the internet and global reporting.



► Welcoming the new Wolfson Press Fellows (from left): Reena Raj (Vice President, Corporate Communications, Khazanah), Joan Lau (Executive Editor, Malay Mail), Ida Lim Lee Ting (Malay Mail), Dato' Amirul Feisal, Luqman Hariz Ahamad Shaker (Astro AWANI), Ashwad Ismail (Head and Editor-in-Chief, Astro AWANI), Jenifer Laeng (Borneo Post), Raynore Mering (Chief Content Officer, Borneo Post), and Sherliza Zaharudin (Head, Corporate Communications, Khazanah).

Participants also benefit from the rich culture of academic debate, engaging with students and academicians from around the world in a vibrant environment that challenges assumptions and deepens knowledge. This experience empowers them to become more effective professionals and contribute more significantly to the national discourse in Malaysia upon their return. Since 2013, we have sponsored 18 Malaysian journalists and nine communications professionals for this fellowship.

# KHAZANAH RESIDENCY PROGRAMME

## Khazanah Nasional Associate Artist Residency Programme (KAAR)

The KAAR, launched in 2017, selects two Malaysian artists annually for a transformative experience that immerses them in the dynamic international art scene, elevating their craft to new heights.

Over a 12-week programme, participants are provided with studio accommodation, comprehensive artist support and professional development, with modules offered by Acme Studios in London. In this inspiring international environment, they gain fresh perspectives, the freedom to take creative risks without commercial pressures and the opportunity to showcase their work in reputable exhibitions.

These experiences empower them to grow in confidence and become thought leaders in their field. Upon their return, participants are entrusted to impart the practical knowledge they have gained to the next generation of artists, enriching the local art scene and encouraging their fellow artists to create compelling narratives of the nation's rich social and cultural heritage.



► KAAR 2023 Artist, Joshua Kane Gomes pictured in the studio, Acme Fire Station. Photo Credit: Joshua Kane Gomes.



► KAAR 2023 Artist, Mark Tan pictured on site at East London Printmakers workshop. Photo Credit: Evi, East London Printmakers.



# KHAZANAH RESIDENCY PROGRAMME

## KRP Sustainability Programme

Introduced in 2023, the KRP Sustainability Programme replaced the KRP Design Programme. In the pilot programme, four candidates from Khazanah and its investee companies were selected to attend the fully sponsored Prince of Wales Business and Sustainability Programme - Asia, offered by the Institute For Sustainability Leadership, University of Cambridge.

The candidates, each with 15 years of experience and holding executive positions within their organisations—typically C-suite or direct reports such as CFO, Director, or Chief Advisor—were chosen for their institutional influence to directly affect strategic decisions. Notably, the recipients were not from a mainstream sustainability background, meaning they had not previously been sustainability practitioners. Upon their return, they are entrusted with imparting the practical knowledge they have gained to the organisation.



► Karina Ridzuan, Director, Group Business Services, Destination Resorts and Hotels (DRH) Sdn Bhd.



► Melinda Omar, Former Senior Vice President, Strategic Human Capital Management, Khazanah Nasional Berhad.



► Nurul Iman Mohd Zaman, Director, Investments, Khazanah Nasional Berhad.



► Harman Faiz Habib Muhamad, Director, Commercial & Corporate Support Services, UEM Group Berhad.

## GALERI KHAZANAH



- Galeri Khazanah's third virtual exhibition, Embracing the Beauty Within: Unleashing Imagination, highlighted the theme of humanity that celebrates society, culture, landscape, flora and fauna.

**In August 2022, Khazanah embarked on a significant cultural initiative with the launch of Galeri Khazanah, a virtual art gallery designed to provide a profound insight into Malaysia's cultural heritage. This gallery serves as a conduit between local and global audiences, presenting a curated selection of works by both local and international artists.**

Galeri Khazanah's collection is a culmination of artistic acquisitions made since Khazanah began operations in 1994. This initiative aligns with our strategic vision of Advancing Malaysia. By integrating art into the nation's social fabric, Khazanah not only preserves but also enriches Malaysia's cultural landscape, thus contributing significantly to nation-building. The gallery aims to highlight Malaysia's cultural contributions on a global platform, fostering a deep appreciation of the nation's artistic talents and cultivating vibrant communities.

The gallery's third virtual exhibition September 2023 - February 2024, "Embracing the Beauty Within: Unleashing Imagination" focuses on the theme of humanity, celebrating various facets such as society, culture, landscapes, and the natural environment. This exhibition presents a diverse range of themes through the artists' perspectives, offering a positive outlook on life and human experiences.

The exhibition showcased over 30 artworks from distinguished Malaysian artists, including Ismail Zain, Long Thien Shih, Mad Anuar Ismail, Mustapa Ibrahim and Nadiah Bamadhaj. Their works provide insightful interpretations of topics such as identity, societal issues, environmental values and philosophical musings.

In addition to established artists, the exhibition also features innovative and conceptually driven pieces by recipients of the Khazanah Nasional Associate Artist Residency Programme. This includes the works of Izat Arif, Joshua Kane Gomes, Mark Tan, Tomi Heri and Winnie Cheng.



Find out more about our Galeri Khazanah on Instagram via <https://www.instagram.com/galerikhazanahofficial/> and website via <https://galeri.khazanah.com.my/>



## KHAZANAH'S DIGITAL TRANSFORMATION

Khazanah's organisation-wide digital transformation, NexGen, continues to make good progress in 2023 as we strive to enhance our capacity and capabilities in Advancing Malaysia.

The NexGen strategy comprises various programmes across three pillars:

### PILLAR 01 Architecture

Modernise technology architecture by implementing new digital platforms and building capabilities to improve the quality of our decisions towards generating better business outcomes with accurate data.

### PILLAR 02 Culture

Accelerate awareness to adopt digital tools to be equipped with future skills and aim to be agile in improving teamwork through collaboration.

### PILLAR 03 Enablement

Increase governance efficiency and monitoring structure with the shift to empower each of us to take control of our work through technology.

In 2023, we achieved significant milestones and implemented several key initiatives across the three pillars. We focused on strengthening our foundations for future operational efficiency and improved decision-making, enabling increased usage of data analytics and AI applications to enhance productivity and better business outcomes in the future.

#### Pillar 1: Architecture

- 1 Implemented cloud-based Investment & Treasury and Finance & Accounting systems to streamline processes, improve accuracy and uncover insights for better decision-making.
- 2 Set up a Khazanah Data Programme by establishing future-ready, secure and efficient infrastructure that will enable the optimisation of data for analytics and potentially AI applications.
- 3 Implemented an intermediate Digital Online Curriculum that includes topics like Data Analytics, Cybersecurity and Artificial Intelligence to prepare us for the future of work.

## KHAZANAH'S DIGITAL TRANSFORMATION

## Pillar 2: Culture

4

Conducted Agile Mindset workshops to help teams become more fluid and improve collaboration across teams.

5

Rolled out an AI awareness session to the Board and Senior Management Team which covered business use cases and challenges to adopting AI.

6

Conducted a phishing simulation in cybersecurity to cultivate a stronger culture of cyber awareness and vigilance.

7

Conducted digital sharing sessions with Khazanah portfolio companies to establish a network and experience-sharing.

## Pillar 3: Enablement

8

Set up Information Technology (IT) infrastructure for our North America office.

9

Established a 24-hour operations centre to monitor and mitigate cyber threats and keep us secure.

10

Took a pre-emptive approach to identify and fix security weaknesses via the White Hat Hacker Programme.

11

Monitored and ensured all support services/systems were available and accessible to businesses within the agreed Service Level Agreement (SLA).



► Khazanah-wide Agile Mindset workshops.



► Board and Senior Management Team Awareness Session on Exploring AI.



► Design workshop for our implementation of cloud-based Investment & Treasury and Finance & Accounting systems.



► Chief Technology Officer Circle held on 21 August 2023 with 16 participants from GLCs/GLICs.