

OUR PEOPLE

Our people are the foundation upon which we create value. By encouraging collaboration and openness while providing avenues for meaningful learning and development, we drive high performance standards across our workforce, positioning us to deliver greater value for the nation.



To bring out the best in our people, we have forged a culture that is founded 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

In 2022, we made strong progress on our ongoing Khazanah Culture Transformation (KTX), refreshing our Core Values while also focusing our transformation efforts within two core areas – Communication and Assessment & Application.

Through various informal platforms – including staff dialogues, Relax & Refresh (R&R) sessions and our KITAgather breakfast sessions – our leaders

promoted and reinforced our refreshed culture while also cultivating a 'Safe to Speak' environment that encourages their team members to voice any concerns they have. Further to these initiatives, our employees were provided with coaching culture programmes and learning programmes covering Digital and Technology, both of which are crucial to our transformation. These efforts were underpinned by the formalisation of our Core Values narratives and Zero Tolerance Conduct, providing a strong basis for the transformation to be accelerated.

To assess our employees' feedback on our transformation journey, we conducted an organisation-wide employee engagement survey, KITAvoice, which showed that they find their work to be purposeful and meaningful. Against the backdrop of our digital transformation, the survey also indicated that our employees believe they have strong support in coping with the new ways of working required of them.

In 2022, we also started applying our refreshed Core Values within our existing processes, using the values as a basis to enhance leadership competencies and to improve our new hire assessment framework.

Our Commitment to Diversity, Equity and Inclusion (DEI)

Our DEI framework was developed by considering multiple factors, with a primary focus on incorporating input from internal stakeholders gathered through various engagement initiatives conducted over a period of time. The framework aspires to embed DEI principles into Khazanah’s culture and employees, while taking into consideration local laws and cultural practices.

Three strategies will be deployed to drive DEI initiatives in Khazanah:

- 1 Awareness** encourages every employee to understand and comprehend DEI concepts.
- 2 Engagement** focuses on DEI-focused activities involving stakeholders internally and beyond the organisation.
- 3 Governance** entails establishing and implementing DEI considerations into our daily operations.

Our ultimate objective is for every Khazanah employee to embrace a DEI mindset and consciously apply it to their behaviors. As an organisation, we hope that this will lead to positive impacts on employee performance and overall business outcomes.

The DEI framework



* All strategies will be supplemented by relevant initiatives

In 2023, our primary focus is on cultivating internal awareness and understanding through an interactive DEI workshop. Recognising that our employees have varying levels of familiarity with DEI, the workshop aims to bridge the knowledge gap and establish a shared understanding of DEI, enabling the organisation to progress together. As an organisation, we are dedicated to carrying out continuous internal engagements and conducting a comprehensive review of internal processes to ensure fairness and inclusivity for all.

Looking at the past year as a whole, we were encouraged to note that our employees participated more frequently in engagement and learning activities in spite of the flexible working arrangements we provided. Moving forward, this high participation rate will enable us to strengthen their leadership skills and performance towards living our Core Values and, ultimately, *Advancing Malaysia* together.

Khazanah Careline

In line with our Core Values, we strive to support our employees during trying times. To this end, the Khazanah Careline offers support that they and their families can access 24 hours a day and seven days a week. The hotline is complemented by KITAsihat, an online app that provides wide-ranging support across physical and mental health and well-being topics.

Berbudi Bersama



Inspired by the simple power of doing good, Berbudu Bersama is an internal initiative that encourages our employees to reach out to their local communities, support meaningful causes and help those in need.



► KVN volunteers at a Berbudu Bersama initiative during *Ramadhan*

The Khazanah Volunteer Network (KVN)



Supporting Berbudu Bersama and taking its mission further, the KVN provides an avenue for employees and their families to make a greater commitment by volunteering for a social or environmental cause. The network is open to our employees as well as the employees of our related companies.

In 2022, our volunteers contributed to various causes across community development, arts & culture and festive celebrations. As a highlight, 62 volunteers contributed during the mini physical exhibition of Galeri Khazanah, where they worked together to curate an insightful programme that included artist talks, activities for students and guided tours. Volunteers also supported the *buka puasa* event held by Khazanah at Farm Fresh, UPM for children from Asrama Anak-Anak Yatim Darul Taqwa as well as activities hosted by Taman Tugu for World Environment Day, among others.



► *Buka puasa* event at Farm Fresh, Serdang



► Celebrating Raya with the underprivileged at Taman Tugu



► World Environment Day at Taman Tugu