

# WHILE BUILDING CAPACITY, VIBRANT COMMUNITIES & A WINNING TEAM



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## DELIVERING SOCIETAL VALUE



- Projek Ganda Dana (Tilapia fish farm) in Kampung Bambangan, Tambunan, Sabah – a beneficiary of Good Shepherd Services (one of Yayasan Hasanah's partners) which aims to enable women to be entrepreneurial by utilising available resources to improve their household income

We continue to deliver societal value through efforts which benefit various communities in Malaysia. These impactful initiatives are targeted towards priority socio-economic outcomes – advancing communities, building capacity and future-proofing the nation.

Our societal value creation initiatives are mainly executed by our key execution arms, namely Yayasan Hasanah, Yayasan Khazanah, Khazanah Research Institute, Think City Sdn Bhd and Taman Tugu Project Development Sdn Bhd. Additionally, we undertake direct efforts in selected areas such as Galeri Khazanah and the Khazanah Residency Programme.

With the aim of strengthening our future contributions to society under the pillar of Building Capacity and Vibrant Communities, we establish the Societal Value Monitoring & Alignment (SMA) unit in February 2023 to enable greater alignment between our purpose and the execution of our societal value initiatives, empowering us to make a bigger impact.



YAYASAN  
HASANAH  
A Foundation of Khazanah Nasional

YAYASAN HASANAH



► The launch of The Hasanah Report 2022, themed *Igniting Possibilities: Semarak Potensi Kita*

- **Yayasan Hasanah (Hasanah), a foundation of Khazanah Nasional Berhad, is catalysing social change in Malaysia through its grants in five core areas: Education, Community Development, Arts & Public Spaces, Environment and Knowledge.**

“

**In 2022, Hasanah supported 132 new social impact projects and worked with 111 social impact partners while managing RM222.3 million in funding.”**

These milestones meant that Hasanah has cumulatively impacted more than 2.4 million people in Malaysia since its inception in 2015, *Advancing Malaysia* one person at a time across every layer of society.

Reflecting our belief that empowered individuals are the heart of the progressive society, Hasanah's



Scan to explore  
The Hasanah Report 2022



Or visit [thr2022.online](https://thr2022.online)

achievements spotlight the power of human potential and how tapping into it can ultimately lead to greater innovation, creativity and progress for the nation.

### Collaboration with Ministry of Finance

In 2022, Hasanah together with the Ministry of Finance, launched the Hasanah Special Grant 2022 (HSG2022), an amplification of its existing grants programme that enables the support of more partners across societal and environmental causes. From addressing learning loss in schools to boosting income for micro-entrepreneurs under Program Perumahan Rakyat (PPR), safeguarding heritage textile motifs to protecting our Malayan tigers by empowering the Orang Asal indigenous community, HSG2022 aims to ignite new possibilities by tapping into Malaysia's rich well of human potential.

HSG2022



- RIMAU empowers indigenous communities to be forest patrollers and protect the Malayan Tiger population in the central forest spine (From left to right: forest patrollers Ardi Kembong, Sufian Raman, Fahmi Jali, Talib Mat Razi and Safian Latif)

## HSG2022



- Through the Pepper Labs – Dapur Digital programme, cloud kitchen micro-entrepreneurs like (back row, left to right) Juraiah Ahmad, Farida Yusoff, Farah Asmani, (front row left to right) Noriza Ahmad, Rohana Ismail (Chairwoman) and Intan Zarina saw a boost in their incomes

## HSG2022



- Umar Firas of SK Jelempek, Perlis, was part of a programme by UNIMAP – Wesser and the State Education Department of Perlis to address learning loss due to the pandemic – assisting 2,300 students across all 74 primary schools in the state

## ArtsFAS 2022



- Low Mee Li and Orange of OS/Beautiful Gate, two of the performers taking part in the ILHAM concert led by OKU Sentral, supported by ArtsFAS and Ministry of Finance

## Arts for All Seasons

Hasanah's Arts for All Seasons (ArtsFAS) has grown to be the largest grant programme for arts, heritage and culture in Malaysia.

2022 was a record-breaking year for the grant, with the awarding of a total of RM4.15 million in programme funding and economic opportunity. Jointly with the Ministry of Finance, ArtsFAS brought to life 107 shows and performances around Malaysia, supporting the livelihoods of 3,332 local artists and performers in the process.

## Hasanah Social Enterprise Fund

In another breakthrough achievement, Hasanah and the Ministry of Finance jointly debuted the Hasanah Social Enterprise Fund 2022 (HSEF2022), in which RM4.64 million was approved to 32 Social Enterprises, scaling up their capability and capacity. HSEF2022 marks the first time that Hasanah is awarding 100% of its organisational development fund to social enterprises.

The inaugural fund has enabled partners to grow their organisations further and enhance their overall impact, with funding going towards hiring talent and investing into new machineries and tools for their businesses, thus driving their long-term sustainability.

By providing partners with training, mentoring, and access to resources, Hasanah empowers changemakers to be better equipped to deliver scalable, successful programs that result in greater social and environmental impact for the communities they serve across Malaysia. Moreover, by strengthening the structural capacity of their partners, Hasanah is building a more sustainable social enterprise ecosystem – a step forward in professionalising Malaysia's social impact scene and attracting more talent into the sector.



## Partnerships Beyond Everyday Grants



Reintroduced as GLIC/GLC Demi Rakyat dan Negara (GDRN) in March 2022, GDRN is a coalition of GLICs and GLCs that aims to deliver coordinated social impact on a large scale, and encompasses three impact areas: Jalinan Ilmu, Jalinan Sejahtera and Jalinan Kemanusiaan.

In 2022, the 13 GDRN members contributed RM38.7 million to humanitarian initiatives, benefitting 38,442 families, 56,630 individuals and 30 institutions. Yayasan Hasanah and Yayasan TM currently serve as the Co-Secretariat, coordinating these efforts and overseeing GDRN's growing role in supporting the nation and its people.



► Hasanah works with on-ground disaster relief partners to expedite aid in areas affected by flash floods

In 2022, Hasanah also allocated RM2.19 million for its humanitarian disaster relief efforts, providing aid such as food baskets, post-flood hygiene kits, maternity and childcare support packs, medication, school uniforms and repair works.





## YAYASAN KHAZANAH

- **Supporting our goal of enhancing Malaysia's global competitiveness, Yayasan Khazanah (YK) identifies, supports and nurtures top local talents with the potential to assume leadership positions in the corporate or government sectors.**

Through the full scholarships that YK provides, talents have been provided with the opportunity to study in leading universities across the United States, the United Kingdom, Australia, China and Malaysia. YK also provides talents with financial support to pursue other avenues of growth such as student exchange programmes, international conferences and self-development programmes, while facilitating guidance and mentorship through a network of learning coaches and corporate leaders.

Upon returning from their university studies, scholars are bonded to affiliated organisations across Malaysia — including GLCs, GLICs and government agencies — helping to drive the nation's development agenda in settings where they can make a telling impact. At this stage and throughout their career, they remain part of a virtual alumni network, through which they can expand their professional network and access insights that will support their continued development.

Under the Bestari Study Grant Programme, YK collaborates with the Ministry of Education (MOE) and Majlis Amanah Rakyat (MARA) in providing selected secondary school students with monthly stipends.

In 2022, YK sponsored:

- 1 Number of scholarships awarded in **2022: 115**

45 Global

65 Watan

5 Lestari

- 2 Number of Bestari Study Grants awarded in **2022: 200**



For more information on Yayasan Khazanah, visit [www.yayasankhazanah.com.my](http://www.yayasankhazanah.com.my)



- 2022 New Award Recipients: Khazanah Global, Khazanah Watan and Khazanah Global (Postgraduate Studies)



- 2022 Khazanah Watan Scholarship recipients (from right to left) Chyfica Binti Mohamed Zamri, Doctor of Business Administration, Universiti Teknologi Mara, and Yeo Jia Yee, Faith, Master of English Language and Literature Studies, Universiti Sains Malaysia



- 2022 Khazanah Watan Scholarship recipient Athikeshani a/p Harikrishnan, Bachelor of Law, Universiti Malaya (pictured with her mother)





## TAMAN TUGU



► The Taman Tugu forest trail is highly enjoyable for groups of all ages including for families and team-building activities

► **With the aim of creating a vital green lung for Kuala Lumpur, we collaborated with a range of private and public sector entities to develop Taman Tugu, a 66-acre park in the heart of the city that is free to access for all. Taman Tugu is one of our largest non-profit corporate social responsibility initiatives.**

The park was established in 2018 under Amanah Warisan Negara (AWAN), a national public trust to own, manage and protect Taman Tugu as well as other potential heritage assets across Malaysia.

In 2022, Taman Tugu held a Merdeka sing-along session at its newly-launched open air green space, Taman Tugu Lawn, which contains various visitor facilities and has a covered open air space called The Patio. An additional 1km of forest trail was also added and opened during the Merdeka season, bringing the park's total trail length to 6km.

In the past year, Taman Tugu was successful in securing sponsorships from a range of corporate entities including CIMB Islamic, CTC Global, Standard Chartered Global Business Services, Canon, Diamond Technique and CGC. Taman Tugu also added Taman Tugu Adoption Plots as an additional element to the Adopt Taman Tugu Park Elements Programme, under which Uniqlo Malaysia adopted two plots and Deutsche Bank adopted one plot. Extending its partnership with Uniqlo Malaysia, the Uniqlo – Taman Tugu Plant Giveaway and the Uniqlo – Taman Tugu Plant & Hunt are additional engagement programmes made available to public and kids to learn and increase their awareness of sustainability.

“

**As of 31 March 2023, more than 700,000 people have visited the park. With an additional 1km of trails completed and various educational programmes and engagement activities launched during the past year, we anticipate that Taman Tugu will continue to expand its reach amongst Malaysians and tourists to the country in the future.”**



For more information on Taman Tugu, visit [www.tamantugu.my](http://www.tamantugu.my)



@friendsoftamantugu



thinkCITY

THINK CITY



► George Town Conservation and Development Corporation (GTCDC), Think City and the Aga Khan Trust for Culture celebrate the completion of the new seawall and public promenade along the historic Esplanade. The Esplanade is the seaside promenade at the heart of George Town's UNESCO World Heritage Site.

► **A fully-owned subsidiary of Khazanah, Think City develops and implements innovative solutions that make cities more people-friendly, liveable, resilient and sustainable. Formed in 2009 to contribute to the urban regeneration of George Town, Penang, Think City is now present in cities across Malaysia, delivering impactful projects that create more dynamic urban spaces with a focus on four main areas of impact: Placemaking, Resilience, Strategy & Analytics and Culture-based Economic Development.**

Under the auspices of the Ministry of Finance, Think City rolled out the Northern Region Archaeotourism Network in 2022 across Perak, Kedah, Penang and Perlis. The programme aims to leverage the region's unique natural, cultural and archaeological attractions to stimulate culture-based tourism, create employment opportunities and drive greater economic resilience. RM10 million was allocated for the first phase of the multi-

year effort, with 56 projects, partnerships and management initiatives since approved, creating RM6.7 million worth of co-investment.

In partnership with UN-Habitat and various local and international partners, Think City secured USD 10 million from the Adaptation Fund to implement the Penang Nature-Based Climate Adaptation Programme (PNBCAP), a comprehensive approach to address the environmental and social impact of climate change in Penang. The programme was subsequently featured at the C40 Cities Summit, where BBC StoryWorks produced an episode of '*Cooling Down Penang*' for Think City.

Also in Penang, Think City collaborated with the Penang Island City Council (MBPP) and EIT Climate-KIC to develop the Atlas of Climate Resilient Trees (ACResT), an online and open-collaborative platform that facilitates the discovery and documentation of climate resilient tree species, assisting city planners and landscapers in placing trees within Penang's urban environment. Meanwhile, Think City also completed the seawall and public promenade along the Esplanade of George Town, an initiative led in tandem with the Penang State Government and MBPP to rejuvenate this area of historical value.

In other highlights of a busy year, Think City partnered with the Johor Bahru City Council to enhance the functionality and cultural heritage conservation of Coronation Avenue, one of the city's most historically and culturally-rich streets, while commencing a partnership with PNB Merdeka Ventures to undertake various projects in the up-and-coming Merdeka 118 district in Kuala Lumpur.



For more information on Think City, visit [www.thinkcity.com.my](http://www.thinkcity.com.my)

KHAZANAH  
RESEARCH  
INSTITUTE

## KHAZANAH RESEARCH INSTITUTE



- Dato' Feisal with the Chairman of KRI, Tan Sri Nor Mohamed Yakcop, at the launch of *The Paddy and Rice Industry of Sabah and Sarawak: Status and Potential* publication on 31 January 2023

- **Khazanah Research Institute (KRI) carries out research on pressing issues facing the nation with the objective of recommending public policies that sustain and improve the socio-economic well-being of Malaysians.**

In 2022, KRI published 24 articles, working and discussion papers and reports, focusing on national priorities including food security, agriculture, housing and cities, jobs and unemployment, climate change, social protection and digital transformation, among others.

Based on these research focus areas, KRI continues to actively engage with relevant ministries across the Government to provide strong policy support across these issues and more.

MYSTEP

MALAYSIA SHORT TERM  
EMPLOYMENT PROGRAMME  
(MySTEP)

- One of the focus areas of Khazanah-MySTEP in 2022 was on childcare services, to which we appointed a Programme Partner who specialises in professional childcare training and certification

- **We support the Malaysia Short Term Employment Programme (MySTEP) by the Government of Malaysia, which provides training and on-the-job placement to Malaysians aged 18 and above through a wide range of industry partners. With cognisance of the shifting demands of the job market, the programme focuses on instilling relevant knowledge, future-ready skills and the right mindset for Malaysians to achieve long-term career growth, placing particular emphasis on addressing the issue of unemployment amongst university graduates.**

In 2022, Khazanah through our Programme Partners and related companies provided training and placement to a total of 11,566 programme participants, assisting them in their transition to employment.



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



For more information on MySTEP, visit  
[mystep.mof.gov.my](http://mystep.mof.gov.my)





## GALERI KHAZANAH



- HRH Sultan Nazrin Muizzuddin Shah, The Sultan of Perak Darul Ridzuan, officiated the opening of our virtual art gallery, Galeri Khazanah and its accompanying mini exhibition

### ► As part of our mission to preserve Malaysia's rich social and cultural heritage, we launched Galeri Khazanah in August 2022.

A fully virtual art gallery, Galeri Khazanah showcases perspectives on the nation through the lens of noteworthy local and international artists, striving to conserve artworks of historical value that have been acquired by Khazanah since our inception and inculcate enduring appreciation of Malaysia's rich cultural heritage.

Graced by his Royal Highness, Sultan Nazrin Muizzuddin Shah, The Sultan of Perak Darul Ridzuan, the launch of Galeri Khazanah provided a platform to create awareness of its inaugural exhibition – *Time Together: Exploring Art Through Khazanah Nasional Berhad's Collection*.

Featuring over 50 artworks by senior, established and young Malaysian artists including Latiff Mohidin, M. Zain Idris, Ahmad Khalid Yusof, Dato' Chuah Thean Teng and Kok Yew Puah,

the exhibition was curated by Sarah Abu Bakar. It contains meaningful cultural pieces such as drawings, paintings, photographs, sculptures and crafts, as well as historical objects that narrate the arc of Malaysia's unique history.

Moving forward, we hope to not only celebrate our nation's cultural treasures but to ensure that future generations inherit the artistic skillsets that have so enriched Malaysia's history.



- Mandala paper quilling art, one of the many art activities for children and arts & crafts enthusiasts at Galeri Khazanah's mini exhibition



- Galeri Khazanah's second virtual exhibition, *The Colour of Life*, highlights 65 artworks by 40 modern and contemporary artists, celebrating the splendours of the universe conveyed through the power of colour.



For more information on Galeri Khazanah, visit [galeri.khazanah.com.my](http://galeri.khazanah.com.my)

## 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)

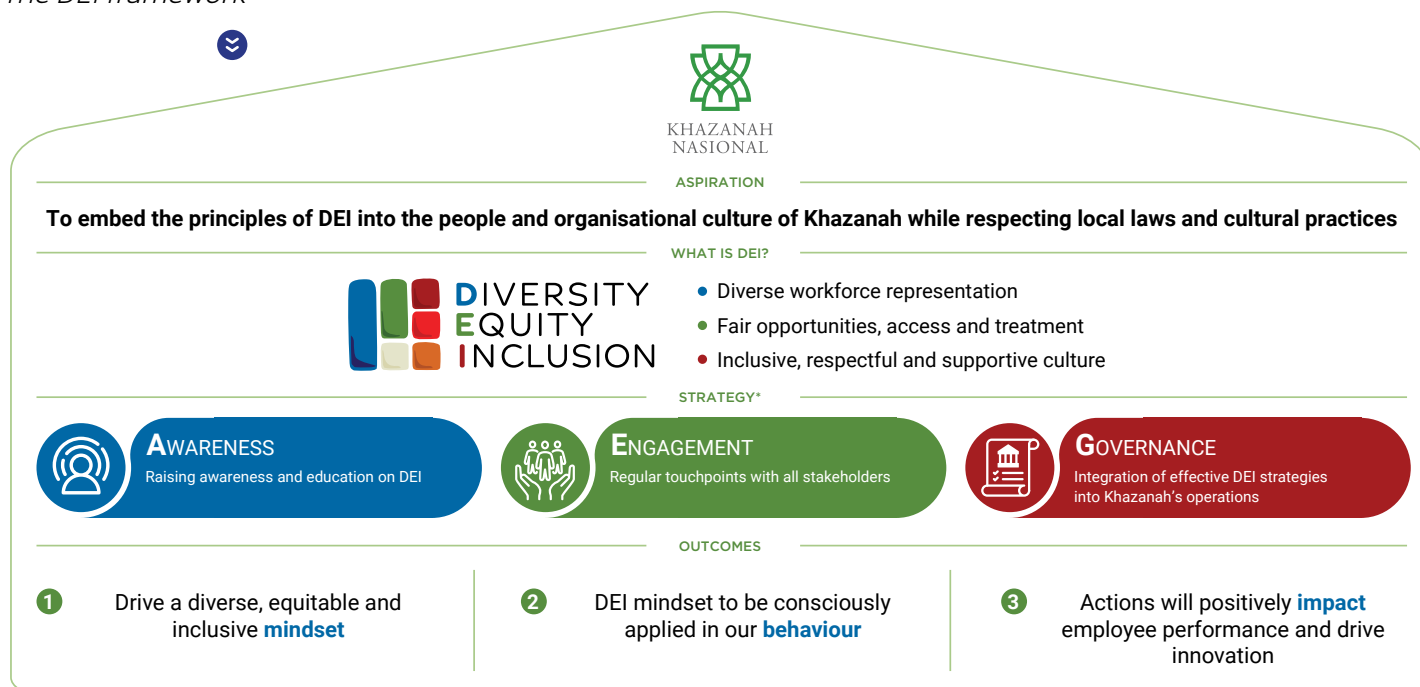
Our DEI framework was developed by considering multiple factors, with a primary focus on incorporating input from internal stakeholders gathered through various engagement initiatives conducted over a period of time. The framework aspires to embed DEI principles into Khazanah's culture and employees, 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, Berbudhi 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 Berbudhi Bersama initiative during *Ramadhan*

### The Khazanah Volunteer Network (KVN)



Supporting Berbudhi 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



# KHAZANAH AS A LEARNING ORGANISATION



## KHAZANAH MEGATRENDS FORUM (KMF)

Reflecting our drive to remain at the leading-edge of innovative thought, KMF brings together prominent leaders from business, government, academia and society to discuss trends and issues that will shape our collective future.

Held annually since 2007, KMF evolves on a yearly basis to reflect issues pertinent to the world at large. Themed *Development and its Complexities: Steering Our Way Through a Perfect Storm*, KMF2022 explored the complexities of driving economic development in a world that has been completely rocked across a variety of dimensions while looking at the unique opportunities for growth and advancement that this 'perfect storm' presents.

As the first hybrid edition of this flagship event, KMF2022 welcomed over 1,000 physical and 700 virtual invited guests from both local and international organisations, academic and socio-political communities. Attendees uncovered perspectives on our changing world across four key dimensions: Macro and Markets, Firms and Transformation, Growth and Development, and People and Leadership.

In the process, they heard from influential thought leaders including economist Professor Ha-Joon Chang; technopreneur Patrick Cao; NASA technologist Florence Tan; physician and parasitologist Professor Sanjeev Krishna; community activist Bill Walczak; Tan Sri Shamsiah Mohd Yunus, the Governor of Bank Negara Malaysia; and Dato' Abdul Rahman Ahmad, the Group CEO of CIMB Group Holdings Berhad.

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**KMF2022 welcomed over 1,000 physical and 700 virtual invited guests from both local and international organisations, academic and socio-political communities.”**



- A panel discussion under the People and Leadership section of KMF2022 featuring Dato' Abdul Rahman Ahmad, the Group CEO of CIMB Holdings Berhad and moderated by Nurazeyan Khalis, Director, Investments at Khazanah



- The keynote address of KMF2022, delivered by Professor Ha-Joon Chang, Professor of Economics at SOAS, University of London and moderated by Datuk Hisham Hamdan, Executive Director and Head, Public Markets at Khazanah

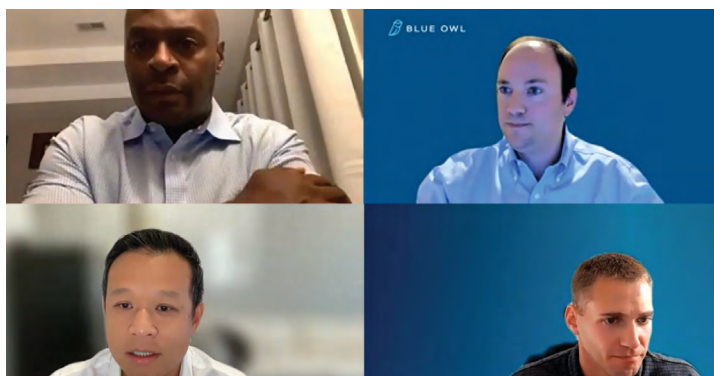


For more information KMF, visit  
[www.kmf.com.my](http://www.kmf.com.my)

## KHAZANAH KNOWLEDGE EXCHANGE (KKE) & TEA TALK SERIES

Connecting our employees to game-changing insights throughout the year, KKE and our Exchange (KKE) and Tea Talk Series feature a diverse range of speakers – including internal teams and leaders where they discuss important questions and issues.

In 2022, we held a total of 38 KKE and Tea Talk sessions, each delivered in an informal and collegiate setting that encourages a two-way dialogue. Highlights included:



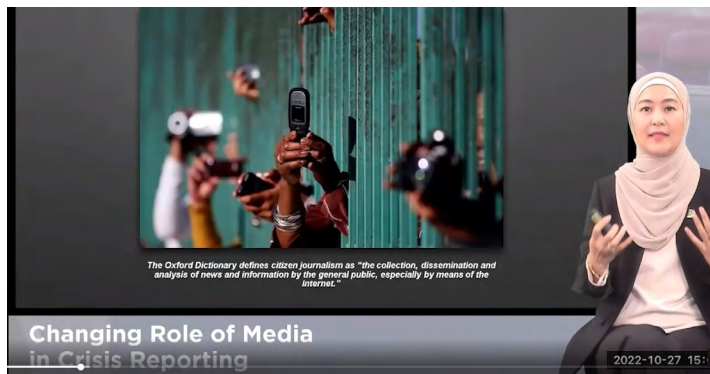
- KKE on *Data Analytics Series Learning from the Experts on Private Market*, moderated by Bryan Lim, Khazanah's Executive Director, Head, Dana Impak and Head, Healthcare



- KKE on *Data Analytics Series Learning from the Experts* discussion, moderated by Tengku Azmil Zahrudin, then Chief Investment Officer at Khazanah



- *The Impact Series Tea Talk* on Koko Loko: Do Good Eat Chocolate by social entrepreneur Armand Idrizam



- *The K-Residency Series Tea Talk* on The Changing Role of Media in Crisis Reporting by Khazanah Residency Programme media fellow 2022, Khairunnisak Dzun Nurin from Malaysia Airlines



## KHAZANAH GRADUATE TRAINEE PROGRAMME (KGTP)

With the aim of developing the nation's next generation of leaders, KGTP is a challenging 12-month programme that exposes top graduates to a wide range of sectors and areas, empowering accelerated growth in a fast-paced, dynamic environment.

Top performing graduates are offered the chance to continue their careers as an Associate with Khazanah, giving them a unique opportunity to apply their talents towards driving the nation's continued advancement.



► KGTP 2022 cohort Induction Day



For more information on KGTP, visit

[www.khazanah.com.my/careers/khazanah-graduate-trainee-programmes-kgtp/](http://www.khazanah.com.my/careers/khazanah-graduate-trainee-programmes-kgtp/)

### Recruits absorbed as permanent in 2021

**16**

absorbed from the **GTP - Investments 2021** programme as an Associate

**6**

absorbed from the **GTP - Khazanah 2021** programme as an Associate

### 2022 KGTP Cohort

**21**

recruited for **GTP - Investments**

**11**

recruited for **GTP - Khazanah**

### TOTAL RECRUITED UP TO YEAR 2022

**GTP - Investments: 219**

**GTP - Khazanah: 40**

## KHAZANAH RESOURCE CENTRE

Comprising an up-to-date business library and online information services, the Khazanah Resource Centre connects our employees to databases, information sources and news updates that enable them to deliver value across our core and non-core business functions.

## KHAZANAH LEADERSHIP DEVELOPMENT PROGRAMME (KLDP)

We developed KLDP to provide mid-level managers with the insights, inspiration and impetus to take their careers further.

Driven through lectures, coaching, simulation and action-learning components, KLDP develops the strategic and leadership skills of participating employees within a structured and intensive programme structure, preparing them to thrive amidst the challenges and opportunities that lie ahead.

## KHAZANAH SCHOLARSHIP PROGRAMME

With the aim of empowering the development of our employees and maintaining a pipeline of talent for future leadership positions, the Khazanah Scholarship Programme (previously known as YK4U) provides high-potential employees with financial support to pursue their postgraduate studies.



► Muhammad Najib, who is currently pursuing his Sloan Fellows MBA at MIT Sloan School of Management in Massachusetts, USA



► Immersion visit and sharing by Sekolah Buku Jalanan Chow Kit, with a KLDP cohort

The programme is divided into two tracks:

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**Track 1 (Emerging Talent)** – a two-year scholarship for exceptional junior staff

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**Track 2 (Mid-Career)** – a one-year scholarship for mid-level to senior staff with identified leadership potential

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In 2022, one employee was sponsored under the Emerging Talent track, and two employees under the Mid-Career track, completing Masters degrees at MIT Sloan School of Management, King's College London and University of Chicago Harris School of Public Policy. This brings the total number of employees supported under the programme since its inception in 2014, to 58.



## STAFF DEVELOPMENT BENEFIT (SDB)

Supporting the continuous development of our workforce, the SDB provides financial assistance to employees who wish to enhance their knowledge, skills and competencies in fields that fall outside the formal training we provide.

Specifically, SDB supports part-time study of undergraduate or post-graduate courses and professional certification courses, for example, Chartered Financial Analyst (CFA), Chartered Institute of Management Accountants (CIMA) and Association of Chartered Certified Accountants (ACCA), with an emphasis on courses in job-related fields. To date, 138 employees have benefitted from the programme.

## KHAZANAH RESIDENCY PROGRAMME (KRP)



In line with our strategy of *Advancing Malaysia*, KRP provides high-performing professionals with an avenue to elevate their learning and development in globally respected institutions, empowering them to make a greater contribution to the nation's development.

KRP consists of three separate programmes – the Khazanah Public Service Residency, the Khazanah Media Fellowship and the Khazanah National Associate Artist Residency Programme – facilitating opportunities for professionals in public service, journalism and the arts respectively.



Follow our KRP programmes via

<https://www.khazanah.com.my/our-community/khazanah-residency-programme/>



@khazanahresidency

### The Khazanah Public Service Residency

The Khazanah Public Service Residency was held in 2018 and 2019, hosting a total of four participants from the Ministry of Transport and the Ministry of Energy, Science, Technology, Environment & Climate Change across the two years. Participants benefitted from a pre-programme engagement and applied learning through the Australia and New Zealand School of Government's Executive Fellows, as well as an action learning project assisted by the Razak School of Government (RSOG) and assigned mentor-coaches.

This culminated in each participant delivering a presentation to a set of panellists from Khazanah, identified ministries and agencies, and interested stakeholders.

Beyond deepening their knowledge in the evolving field of governance, the residency offered participants the opportunity to improve their leadership skills and expand their professional network, thereby strengthening their credentials to become impactful contributors to Malaysia's governance.

## Khazanah Wolfson Press Fellowship

Through the Khazanah Wolfson Press Fellowship, two Malaysian journalists and corporate communication professionals from Khazanah or Khazanah-linked companies are provided with a 10-week media fellowship in Wolfson College, the University of Cambridge, every year.

Through the fellowship, participants gain an invaluable opportunity to take a step back from the day-to-day demands of their job and immerse themselves in a specific area of interest within the fields of media and communication, with potential modules of study including climate change, media ecology, media ombudsmen, media and the internet, and global reporting.

Equally of value is the rich culture of academic debate that participants find themselves in, with students and academicians from around the world creating a vibrant environment that encourages assumptions to be challenged and knowledge deepened. This empowers them to become more

effective professionals in their field and make a greater contribution to the national discourse in Malaysia upon their return.

In total, we have sponsored 16 journalists and 8 corporate communications professionals since the fellowship's launch in 2013.



► The recipients of the Wolfson Press Fellowship 2023. From left: Shaiful Amrin Abdul Karim (Tenaga Nasional Berhad), Zhai Yun (Nat) Tan (The Edge Malaysia) and Ganeshwaran Kana, (Star Media Group Berhad)



Scan to view Khazanah Wolfson Press Fellowship 2023 video

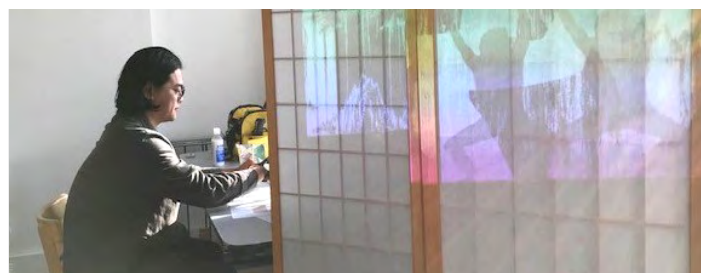
## Khazanah National Associate Artist Residency Programme (KAAR)

Launched in 2017, KAAR connects up to two Malaysian artists per year with a life-changing experience, exposing them to the dynamic international art scene and elevating their craft to new levels.

Across a 12-week programme, participants are provided with studio accommodation, comprehensive artist support and professional development, with modules offered by Acme Studio in London. Within an inspiring international environment, they benefit from fresh and inspiring perspectives, the freedom to take creative risks without the pressure of commercial demands, and the chance to showcase their works 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, thereby enriching the local art scene and encouraging their fellow artists to weave ever more compelling narratives of the nation's rich social and cultural heritage.

In 2022, we sponsored two artists under KAAR: Izat Arif and Yeoh Choo Kuan.



► Yeoh Choo Kuan at ACME studio, London, working on an experimental technique using a shoji screen divider



## KHAZANAH'S DIGITAL TRANSFORMATION

We are undergoing an organisation-wide digital transformation – called NexGen – that will enable us to fully unleash our capabilities in *Advancing Malaysia*.

NexGen is geared towards nurturing a culture of innovation and agility, enhancing our data and digital applications, and upskilling our workforce, with the overarching goal of digitising our processes to enable better business outcomes.



► A Digital Lunch 'N' Learn session held to upskill Khazanah employees



► Chief Technology Officer Circle held on 18 August 2022 with 12 Government-Linked Companies

The NexGen strategy comprises various programmes across three core pillars, which are detailed below:

## Pillar 1

**Architecture**

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

## Pillar 2

**Culture**

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

## Pillar 3

**Enablement**

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

We made strong progress on the rollout of NexGen in 2022, implementing a wide range of initiatives to digitise key functions and activities across our operations. Key achievements during the past year include:

- 1 Implementing a cloud-based corporate relationship management platform to centrally manage our external stakeholders, uncover insights into our relationships and improve collaboration across teams
- 2 Implementing robust data analytics solutions to drive data-driven decision makings such as an advanced search capability web application for research documents and a centralised data analytics solution for the nominee director candidates
- 3 Leveraging digital tools for our social impact initiatives by deploying a virtual gallery for a more immersive experience at Galeri Khazanah
- 4 Launching our Digital Academy – featuring modules such as Agile Ways of Working, Data Analytics, Cybersecurity, and Global Digital Trends – to better prepare us for the future of work
- 5 Conducting several digital knowledge-sharing initiatives to drive experience-sharing, networking and the application of digital knowledge within daily work processes
- 6 Undertaking university outreach programmes, with speakers sharing their digital transformation experiences with students from various public universities
- 7 Ensuring our digital assets are protected and safe against cyber threats
- 8 Leveraging a low code platform to build digital applications for rapid development and deployment of business needs
- 9 Setting up a centralised ticketing and service capabilities system to streamline technical support by efficiently managing and resolving issues, improving service delivery and satisfaction to the business



► University Outreach at Universiti Teknologi Mara (UiTM) Puncak Alam Campus