



Contributing Towards Nation Building

Guidebook

5

PLC Transformation (PLCT) Programme

Towards a more responsible and high performing
Corporate Malaysia



A quick tour of Guidebook 5

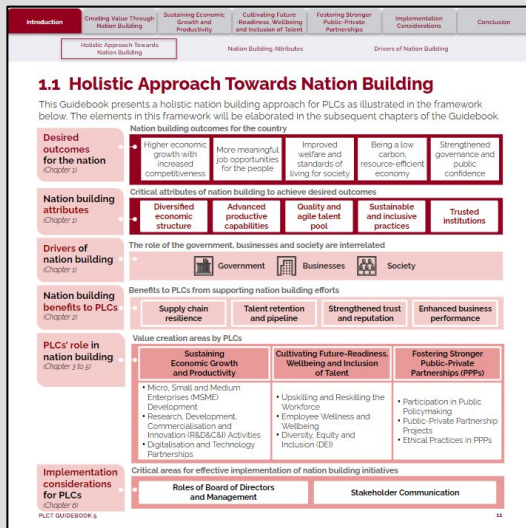
Contributing Towards Nation Building

Guidebook 5 looks into how PLCs can contribute to and harness the benefits of nation building. The Guidebook highlights nation building attributes and the roles of businesses, government and society in implementing the following value creation areas for PLCs:

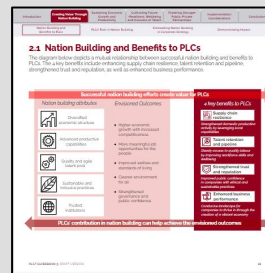
- Sustaining economic growth and productivity
- Cultivating future-readiness, wellbeing and inclusion of talent
- Fostering stronger public-private partnerships

Throughout the Guidebook, various real-life examples and case studies have been included to provide insights for a better appreciation of the value creation areas above. Indicative metrics and the associated nation building macro-indicators have also been included to enable PLCs to measure progress and impact of their nation building efforts.

The chart below and following pages provide an overview and quick tour of Guidebook 5.



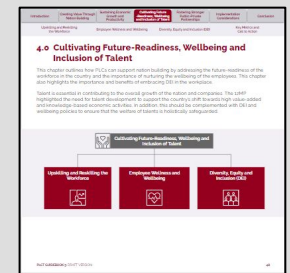
A holistic approach towards nation building



Creating value through nation building



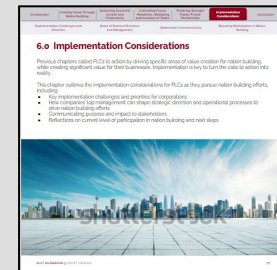
Sustaining economic growth and productivity



Cultivating future-readiness, wellbeing and inclusion of talent



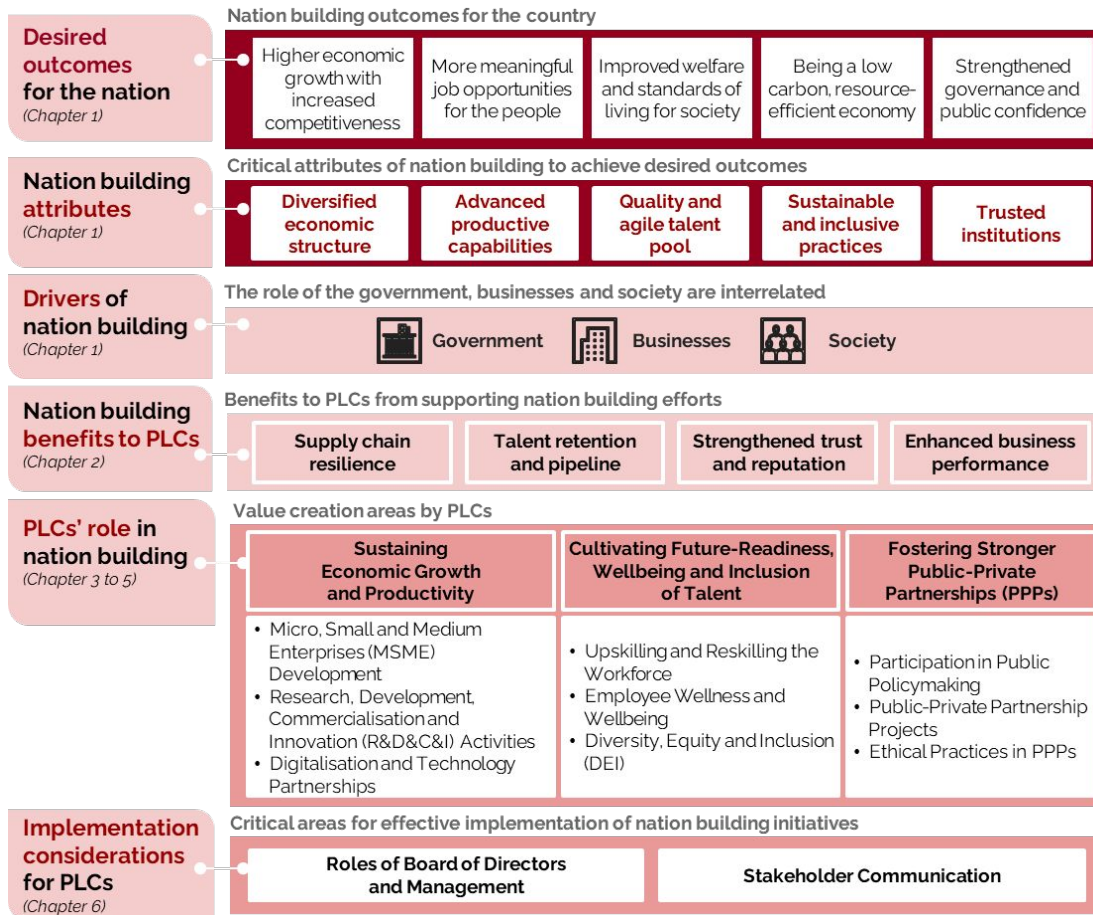
Fostering stronger public-private partnerships



Implementation considerations

Chapter 1: Introduction

This introductory chapter sets the framework on the nation building approach for PLCs and the nation building attributes. The chapter then elaborates on the drivers of nation building and their respective roles. Each of the subsequent chapters are then developed based on the following framework.



Core topics of Guidebook 5:

1 Nation Building Attributes

2 Drivers of Nation Building

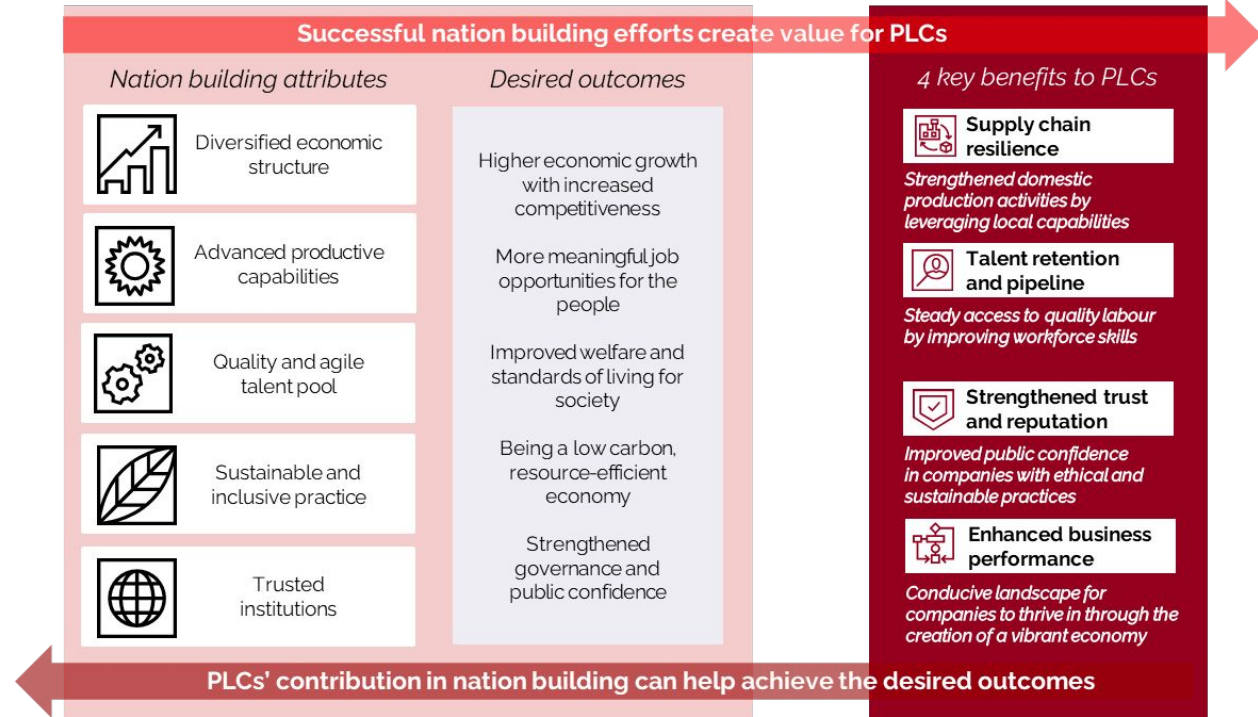
3 Nation Building Benefits to PLCs

4 PLCs' Role in Nation Building

5 Implementation Consideration for PLCs

Chapter 2: Creating Value Through Nation Building

This chapter highlights the benefits to PLCs in contributing towards nation building efforts and how the impact is linked to key nation building macro-indicators.



2.2. PLCs' role in nation building

To fully realise the benefits of nation building, PLCs can play a role in three specific areas of value creation. These are:

- Sustaining economic growth and productivity
- Cultivating talent future readiness, wellbeing and inclusion
- Fostering stronger public-private partnerships

These three areas are guided by key priority areas in Malaysia's national plans and companies' ability to directly influence and implement actionable measures.

1. Sustaining economic growth and productivity

Focus on building an economic base that needs required assets, as well as enabling for and stabilising resource support.

2. Cultivating talent future readiness, wellbeing and inclusion

Focus on developing advanced, collaborative and capacity-building approaches to strengthen business efficiency and agility.

3. Fostering stronger public-private partnerships

Focus on meaningful synergies and healthy official practices in relationships between the public and private sector.

Areas of value creation

2.2. PLCs' role in nation building (cont'd)

The following details out the specific imperatives that underpin the areas of value creation.

1. Sustaining economic growth and productivity	2. Cultivating talent future readiness, wellbeing and inclusion	3. Fostering stronger public-private partnerships
<p>1.1. PLCs development</p> <p>Build PLCs capabilities directly or indirectly to create and develop digital capabilities relevant to industry.</p> <p>1.2. Research, development, commercialisation and innovation (RDCI) activities</p> <p>Focus on RDCI activities to drive commercialisation of new products and services.</p> <p>1.3. Digitalisation and technological adoption</p> <p>Accelerate digital transformation and build digital capabilities with other related sectors including emerging technology adoption.</p>	<p>2.1. Upskilling and building the workforce</p> <p>Partner with government, industry and academia to support training for employees, as well as provide education for future talent to gain education and industry experience at PLCs.</p> <p>2.2. Employee wellbeing and wellness</p> <p>Provide and create for employees physical and mental wellness, and wellbeing of the workforce.</p> <p>2.3. Diversity, equity and inclusion (DEI)</p> <p>Embed DEI throughout the enterprise lifecycle, with meaningful inclusion, training and development as well as promotion.</p>	<p>3.1. Participation in public-private partnerships</p> <p>Engage in various public-private partnerships to address national issues, such as human capital, digitalisation, talent retention and industry development.</p> <p>3.2. Public-private partnership (PPP) projects</p> <p>Initiate and manage PPP projects with non-business entities, including government and academia.</p> <p>3.3. Ethical practices in PPP</p> <p>Embed and ensure ethical, transparent and accountable practices in the company's and its PPP engagements.</p>

2.3. Embedding nation building in corporate strategy

PLCs can proactively participate in the process of nation building by incorporating relevant areas of value creation and imperatives into their corporate strategy. The nature of PLCs contribution towards nation building may vary based on their respective purpose, strategic direction, business priorities and national or global affairs. There are 3 key principles that can guide PLCs toward effective participation in nation building efforts: alignment with purpose, commitment and agility.

Alignment with purpose	Commitment	Agility
<p>Definition: Define and determine PLCs business purpose that complements the nation building attributes to improve impact to the country and the industry.</p>	<p>Definition: Demonstrate willingness and intent to invest in specific areas over the long term.</p>	<p>Definition: Adapt and evolve strategic direction based on latest needs and trends.</p>

Spotlight **Aviata Group Berhad**

In its nation building efforts, Aviata has implemented initiatives that are aligned to the 3 key principles as highlighted above. Below are the examples on how the principles are put into practice in their initiatives:

- Alignment with purpose:** The company's purpose is to power structural, connectivity and digital transformation that contribute to a sustainable digital economy in the region, are aligned with their purpose. **Definition:** The 3 key principles based on Malaysia's National vision to create jobs and provide an active labour market through the decade the company has made a pledge to continue contributing to it.
- Commitment:** Aviata Group Berhad (AGB) is committed to the national digitalisation and sustainable development plan on the country's and its PPP engagements.
- Agility:** Through the "Aviata for Anywhere" initiative, Aviata offers data packs and bundles that support handsets and enables working conditions to their business customers to adapt to the new normal.

Source: Aviata Group Berhad Annual Report 2021, Aviatix Initiative

2.4. Demonstrating Impact

In line with national development plans such as the 12th MAMPU various macro-indicators can be used to measure the success of nation building across the economic, social and sustainability dimensions. These measures will provide PLCs to ascertain and demonstrate the wider impact from their nation building efforts on various stakeholders, while also highlighting areas that may require further focus and investment.

Nation building outcomes	Macro-indicator
Higher economic growth with increased competitiveness globally and regionally	<ul style="list-style-type: none"> Gross Domestic Product (GDP) growth Gross national income (GNI) per capita Foreign Direct Investment (FDI) and Domestic Direct Investment (DDI) Global Competitiveness Index (GCI) Labour productivity growth
More meaningful job opportunities for the people	<ul style="list-style-type: none"> Labour force participation rate (LFPR) increase in high skilled workers Malaysia Wellbeing Index (growth) Average monthly household income Share of compensation of employees Median wage rate Active labour mobility
Improved welfare and standards of living for the society	<ul style="list-style-type: none"> Malaysia Wellbeing Index (growth) Average monthly household income Share of compensation of employees Median wage rate Active labour mobility
Being a low carbon, resource-efficient economy	<ul style="list-style-type: none"> Malaysia Governance Indicators Ease of Doing Business Ranking
Strengthened governance and public confidence	<ul style="list-style-type: none"> Malaysia Governance Indicators Ease of Doing Business Ranking

Note: L&L is non-exhaustive. L&L is not a target. *Including "Positive" L&L. These macro-indicators can be tied to the Key Metrics - Quality, Quantity, and Cost/Quality.

Source: 1. Malaysia's National Development Policy Document 2021-2025; 2. Ministry of Economic Development, Malaysia; 3. World Economic Forum

The roles of PLCs in nation building

Elaboration on the specific imperatives under the areas of value creation

The key principles towards effective participation in nation building efforts

Nation building outcomes and macro-indicators

Chapter 3: Sustaining Economic Growth and Productivity

This chapter outlines how PLCs can support nation building and harness the benefits from sustaining economic growth and productivity. It covers MSME development along PLCs' supply chain, investment in R&D&C&I activities as well as digitalisation and technological adoption.

Sustaining Economic Growth and Productivity

MSME Development



R&D&C&I Activities



Digitalisation and Technology Partnerships



3.1 MSME Development

MSME have a crucial presence in the Malaysian economy. They contribute more than one-third to Malaysia's GDP and close to half of total employment in 2021. The number of MSME have increased to 17 million with an average growth rate of 5.1 per annum since 2007. Efforts to advance the capabilities of MSME can significantly contribute towards the nation development.

Local MSME continue to face certain challenges, such as moving up the value chain and penetrating the global market. These are due to limited access to financing and resultant know-how.

MSMEs account for a significant percentage of GDP and they are the backbone of most economies and supply chains. Policy and programmes that foster the growth of MSMEs are vital to regional trade and regional trade growth. MSMEs are also vital to increasing participation of MSME in their business operations. As MSME strengthen their network with larger companies, they can improve productivity with better access to markets, technologies and knowledge.

By supporting the development of MSME, PLCs can harness the following benefits:

- Improved local capabilities can enhance supply chain resilience by providing large companies more control over their production inputs while offering shorter lead times.
- Greater MSME participation in the supply chain of PLCs may spur higher demand for goods and services, as downstream purchasing behaviour is influenced by where companies source their inputs from.

70% of MSMEs are expected to be digitalised by 2025.

Efforts to support MSME complement the 20PMF targets to increase the average annual growth of labour productivity of MSME to 3.5% and MSME contribution to GDP to 45%.

The brand is similar among Malaysians ~60% of Malaysians are buying more from local entrepreneurs.

Elaboration on each of the imperatives supported by data

Spotlight: Farm Fresh

Empowering local communities with knowledge, flexible employment opportunities and MSME development programmes

Farm Fresh has been successful in establishing a value chain model oriented towards rural areas that involves micro-entrepreneurs in rural areas.

The home-based programme provides a platform opportunity for micro-entrepreneurs to earn from home and enhance accessibility to local food and other products.

45% of sales from home-based agents

900+ home-based agents

1.7k agents

RM 134 mil. of sales

80% are women

Farm Fresh has a "local first" policy that guides its invent and supply sourcing approach across the operational footprint by prioritising local resources. For example, the Farm Fresh Sourcing Programme leads the educational empowerment of indigenous farmers and being selected as one of the contributors for MSME employment. The company forms partnerships with local farmers to assist them through:

- Providing technical support throughout all stages of production
- Assessing for knowledge transfer
- Promoting and paying the market price to the farmers

By 2025, the local farmer network reach MSME 23 related to income generation for farmers and enabled the company to meet its dairy demand. This initiative is also in-line with Malaysia's aspiration for food self-sufficiency and SDG 12 (responsible consumption and production).

Case studies to show how companies have harnessed benefits from each of the imperatives

3.2 Research, Development, Commercialisation and Innovation (R&D&C&I) Activities (cont'd)

PLCs can allocate resources for R&D&C&I activities and complement the nation's efforts to move up the value chain, while expanding the potential of new revenue streams. The following steps can be taken by PLCs to accelerate R&D&C&I through collaboration and investments:

- Assess gaps and set priorities to guide R&D&C&I strategies**
 - Companies should invest in new R&D&C&I strategies that are needed to achieve business objectives (i.e. whether for new revenue sources, operational efficiency or respond to market developments and national imperatives).
 - Companies are able to create value and positive impact for specific economic sectors by:
 - Aligning with the Ministry of Science, Technology and Innovation's (MOSTI) MySTEP Framework¹
 - Using STPI as a guide to identify R&D&C&I activities that contribute to sustainable economic growth (i.e. Chapter 8 and Chapter 10 of the 20PMF)
- Identify innovation approach that is anchored on company's goals**
 - Companies can identify the right approach that fits their innovation goals and capabilities, as well as the impact that the company aims to create in the market. The types of innovation include:
 - Incremental innovation: Gradual, continuous improvements on existing products and services, typically utilizing existing technology
 - Disruptive innovation: Development of new business models or technologies that disrupt the existing market
 - The approach that is selected should help the company align its innovation and financial goals to achieve optimal returns. It can also guide the company's metrics-setting process to track the impact of its R&D&C&I activities.

Steps to be considered by PLCs in MSME development, R&D&C&I investment as well as technological and digitalisation adoption

3.4 Key Metrics and Call to Action

Below are some examples of metrics related to PLCs contribution towards MSME development, R&D&C&I activities and Digital Initiatives. These metrics are linked to global business objectives and can be used internally to track progress or externally for reporting (i.e. in annual reports).

MSME Development	Digitalisation and Technology Partnerships	R&D&C&I Activities	Global Competitiveness Index
<ul style="list-style-type: none"> Local MSMEs MSME Development MSMEs MSMEs 	<ul style="list-style-type: none"> Digitalisation and Technology Partnerships Digitalisation and Technology Partnerships Digitalisation and Technology Partnerships Digitalisation and Technology Partnerships 	<ul style="list-style-type: none"> R&D&C&I Activities R&D&C&I Activities R&D&C&I Activities R&D&C&I Activities 	<ul style="list-style-type: none"> Global Competitiveness Index Global Innovation Index Global Innovation Index Global Innovation Index

Key metrics and call to action in sustaining economic growth and productivity

Chapter 4: Cultivating Future-Readiness, Wellbeing and Inclusion of Talent

This chapter outlines how PLCs can support nation building by addressing the future-readiness, wellbeing and inclusion of talent. The imperatives include:

- Upskilling and reskilling the workforce
- Wellness and wellbeing of employees
- Embracing diversity, equity and inclusion (DEI) policies throughout the organisation

Cultivating Future-Readiness, Wellbeing and Inclusion of Talent

Upskilling and Reskilling the Workforce



Employee Wellness and Wellbeing



Diversity, Equity and Inclusion (DEI)



4.1 Upskilling and Reskilling the Workforce

The future of work is shaped by continuous expansion in new technologies, markets and sectors, spurring demand for more agile and higher skilled workers¹⁶ to nurture a future-ready workforce. Upskilling and reskilling efforts must be accelerated. These efforts can boost productivity, create income opportunities and reduce unemployment. Skills environments are estimated to lift global productivity by 2.0% on average and contribute to net creation of 5.1 million new jobs by 2025¹⁷.

In Malaysia, skills mismatch remains a key concern among employers, affecting employability of workers to meet industry demand. At the same time, the workers feel the pressure from potential displacements due to automation.

Less than 5% of MNCs and large companies in Malaysia feel that the existing labour market fully meets their digital needs¹⁸.

33% of Malaysian employees fear that their jobs may be at risk due to automation¹⁹.

To address this concern, the NSRF aims to increase the share of skilled workforce to 32% by 2025 (year 2020: 27%). PLCs will directly contribute towards this target by intensifying efforts to upskill and reskill their workforce. Workforce upskilling can enhance employee experience, bringing net benefits to companies. Studies have shown that companies in the top quartile of employee experience were twice as innovative as those in the bottom quartile, based on the revenue generated from new products and services²⁰.

Digital Talent Survey

Most sought after digital skills: Data analysis, digital marketing, AI, data science, cybersecurity and cloud computing.

Soft skills in demand: Critical thinking and analysis, analytical thinking and innovation, collaboration, English proficiency and communication.

Significance of each imperatives to the nation and PLCs

Spotlight

Diversity, Equity & Inclusion (DEI) for innovation, competitiveness and sustainability

The 3PLs CMA Malacca is part of a global brand campaign launched in the United Kingdom to create career paths in leadership and senior management with 50% diversity. While the primary focus has been on gender diversity, CMA also emphasises that initiatives are broadening to include DEI in the rest of the employees and other diversity dimensions like age, ability and religion that reflect the evolving needs of society and the business environment.

As an employer we've had to be open to cultural differences, highly innovative and sustainable programs. Leadership must strive to reflect the values of the business environment or be left behind²¹.

Head of Human Resources, CMA Malacca, Malaysia: Nur Hafizah Binti Yusoff

A collaboration between Shell and H&M (UK) 2020, Shell (UK), H&M (UK), Peter Dinklage, Birmingham, Football Club 2020, Shell, UK, Owen Hall, Shell Malaysia, Services Ltd. ESGC Employee on the basis of DEI.

From 2019 to October 2023, the number of board seats held by women have doubled amongst the top 100 PLCs in Malaysia and all PLCs in the region.

The Club's strategy is anchored on three pillars:

- Activate PLCs in Malaysia to become 50% Club Corporate Advancers and engage in DEI Conversations and commitments to establish the 50% agenda as part of their 2024-2026 action plan.
- Enhance the collaboration such as the Malaya of Finance (M&F) Business Malaysia and the Malaya of Finance Council. PLCs to engage DEI in national guidelines.
- Enable the development of a shared digital through digital health initiatives, such as the Shared Malaysia Scheme in collaboration with Perkesa has been created by senior women in leadership across area.

Case studies and videos to demonstrate the efforts taken by companies in talent development

4.2 Employee Wellness and Wellbeing (cont'd)

Beyond standard requirements of about time, PLCs should seek to provide a strong foundation for employees to perform at work through wellness and wellbeing initiatives.

The following steps are essential in safeguarding employee wellness and wellbeing, which could lead to growth in the Malaysia Wellbeing Index²²:

1. Assess critical needs of employees and overall workforce
2. Co-develop policies and programmes to promote workforce wellness
3. Promote a shift towards a culture of health

Identify the needs of employees and the workplace to ensure that wellness and wellbeing programmes are relevant, effective and meaningful, beyond the standard requirements. Evaluate workplace health and safety risks, including for people with disabilities to ensure that employee wellbeing and safeguarded. This should include both physical and mental health.

In the Ministry of Health's White Paper, it is stated that there is a need to transform Malaysia's healthcare, by moving from 'sick care' to 'healthcare'. Wellness programmes should be in place to improve employee wellbeing and subsequently benefit society as a whole. Companies can conduct timely reviews on the company's health plan, wellness benefits and insurance allocation rates to provide insight into employee overall health status. Insight gained would enable the development of customised plans which suit the employees' needs.

A healthy workplace culture is key to successful and sustained health outcomes. PLCs should provide supportive physical and social environments for employees to engage in health programmes and incorporate healthy activities into their lifestyles. PLCs should then determine the impact of these programmes through evaluation and report to the stakeholders.

Steps to upskill and reskill workforce as well as to enhance employee wellness and wellbeing and embrace DEI policies

4.4 Key Metrics and Call to Action

Below are some examples of metrics that PLCs can use to measure their impact on initiatives related to upskilling and reskilling the workforce, employee wellness and DEI agendas²³. These metrics are linked to global leading indicators, and can be used internally to track progress or externally for reporting (e.g. in annual reports).

Upskilling and Reskilling the Workforce	Employee Wellness and Wellbeing	Diversity, Equity and Inclusion (DEI)	Global Competitiveness Index
<ul style="list-style-type: none"> Number of employees upskilled and reskilled Skills to job application Change in employee productivity based on the company's upskilling and reskilling program 	<ul style="list-style-type: none"> Employee wellbeing survey Workplace wellbeing survey Employee wellbeing index Rate of employee engagement and participation in wellness programs Rate of employee absence due to health issues 	<ul style="list-style-type: none"> Leadership diversity Employee diversity DEI metrics, etc. 	<ul style="list-style-type: none"> Global Competitiveness Index Labour Force Participation Rate Global Innovation Index Labour Force Participation Rate (including female LFPR)

Key metrics and call to action in cultivating future-readiness, wellbeing and inclusion of talent

Chapter 6: Implementation Considerations

This chapter outlines the implementation challenges and priorities, roles of the company's Board of Directors and Management, and the importance of managing wider stakeholders (i.e. public and institutional investors) in realising the actions that have been illustrated in the previous chapters.



#1 Understanding of nation building in a corporate context

Association of nation building with corporate social responsibility or philanthropic gestures, rather than an integral element in strategic corporate planning to create value for businesses themselves



#2 Balancing diverse stakeholder needs and expectations

Resistance to change when the purpose of embedding nation building efforts into corporate strategy, and its impact on business and organisational performance are not clearly conveyed to internal and external stakeholders (e.g. employees, shareholders, the public)



#3 Availability of dedicated resources

Uncertainties regarding adequacy of talent with suitable competencies, funds and data to support nation building efforts and demonstrate impact

Implementation Challenges	Implementation Priorities	Why does this matter to PLCs?
Aligning company purpose and strategy with national aspirations	Define corporate goals, objectives and targets that are in line with Malaysia key development policies, business plans	Enables PLCs to meet their commercial objectives, while recognising their impact on the economic, environment and society
Embed nation building mindset across the organisation	Lead thinking from being solely corporate focused towards nation building and contribute towards national management and effective communication	Imparts a clear message to stakeholders about PLCs role in nation building and their non-financial impact and how stakeholders themselves can support this agenda
Allocate sufficient funds for nation building efforts	Prepare budget and cost estimates to ensure funds are available for nation building efforts and other specific areas of nation building that are critical to the organisation	Demonstrates PLCs commitment towards nation building efforts and enhances ability to respond to urgent needs
Enhance organisational capabilities to manage change	Strengthen employees' knowledge and competencies and build required database for response representation	Enables effective monitoring and evaluation of implementation process and outcomes to inform decisions by business leaders on their strategic landscape

The implementation challenges and priorities to be considered by PLCs

Implementation Challenges	Implementation Priorities	Why does this matter to PLCs?
Clarifying the Board's role in nation building	Define the Board's role in nation building	Ensures PLCs are clear on their role in nation building and how they can contribute towards national management and effective communication
Establishing a clear mandate for the Board of Directors	Define the Board's role in nation building	Ensures PLCs are clear on their role in nation building and how they can contribute towards national management and effective communication
Ensuring the Board of Directors is equipped with the necessary skills and resources to manage change	Strengthen employees' knowledge and competencies and build required database for response representation	Enables effective monitoring and evaluation of implementation process and outcomes to inform decisions by business leaders on their strategic landscape

The roles undertaken by the Board of Directors and Management

Implementation Challenges	Implementation Priorities	Why does this matter to PLCs?
Communicating the impact of nation building efforts	Communicate the impact of nation building efforts	Ensures PLCs are clear on their role in nation building and how they can contribute towards national management and effective communication
Engaging stakeholders in nation building efforts	Engage stakeholders in nation building efforts	Ensures PLCs are clear on their role in nation building and how they can contribute towards national management and effective communication
Ensuring the Board of Directors is equipped with the necessary skills and resources to manage change	Strengthen employees' knowledge and competencies and build required database for response representation	Enables effective monitoring and evaluation of implementation process and outcomes to inform decisions by business leaders on their strategic landscape

How PLCs should seek to communicate the impact of their efforts to demonstrate their commitment to support nation building

Implementation Challenges	Implementation Priorities	Why does this matter to PLCs?
Elevating participation in nation building	Elevate participation in nation building	Ensures PLCs are clear on their role in nation building and how they can contribute towards national management and effective communication
Ensuring the Board of Directors is equipped with the necessary skills and resources to manage change	Strengthen employees' knowledge and competencies and build required database for response representation	Enables effective monitoring and evaluation of implementation process and outcomes to inform decisions by business leaders on their strategic landscape

Key questions and checklist to elevate PLCs participation in nation building

Bringing the Guidebook to life

Throughout the Guidebook, supplemental content and resources have also been included to support and enable the implementation of initiatives.

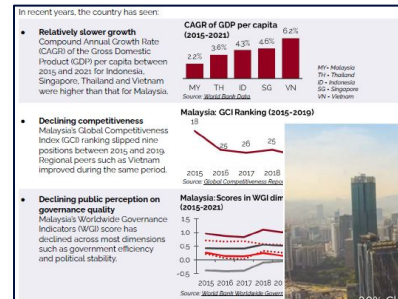
The image shows two pages from the guidebook. The left page, titled '3.3 Digitalisation and Technology Part', discusses digital initiatives and includes a checklist for identifying digital building opportunities. The right page, titled '6.4 Elevating Participation in Nation Building', provides a set of questions and a checklist for PLCs to reflect on their participation in nation building efforts.



- Implementation considerations and practice aids that provide guidance areas for PLCs.

- Video interviews with prominent leaders on their points of view on nation building

This section features two 'Spotlight' boxes. The first, for UMW Holdings Berhad, highlights cost optimization and local sourcing. The second, for Dutch Lady Milk Industries Berhad, focuses on partnerships to uplift local capabilities and drive economic growth, mentioning 536 farmers and 44 million litres of milk purchased.



- Anchor case studies and references showcasing lessons learnt from local and global companies.

- Research, statistics, examples and videos that provide further illustrations and insights.

Call to Action

This Guidebook has provided pertinent areas to be considered by PLCs in contributing towards nation building. The examples, case studies and call to action, as well as the various links and enabling practice aids in this Guidebook have been provided with the intent of guiding PLCs to optimise their efforts in realising the nation's aspirations. This has made a case for the following:

1

Assess and understand the areas that the PLCs can contribute towards nation building and **align to companies' purpose and objectives**

2

Take steps to enhance PLCs' contribution towards nation building

- Enhance the business ecosystem by supporting local MSME development and building supply chain resilience, adopt digitalisation and technology advancement and invest in R&D&C&I to uplift productivity levels
- Ensure a future-proof talent pool by upskilling and reskilling the workforce to meet industries' needs while embedding DEI policies as well as ensuring employees' wellness and wellbeing
- Optimise the impact from PPP projects by maximising synergies with the public sector and promote practices that are ethical, sustainable and socially responsible

3

Set the **tone from the top** and ensure the **right resources** are provided to implement successful nation building efforts. Measure and **communicate** the company's nation building efforts to demonstrate **impact** to wider stakeholders and **build trust with high level of transparency**.

With the series of Guidebooks that have been launched, PLCs can take action to improve its performance as well as elevate its growth and market competitiveness.



Guidebook 1

Creating Purpose & Performance Driven PLCs



Guidebook 2

Sustainable, Socially Responsible & Ethical PLCs



Guidebook 3

Strengthening Stakeholder Management & Investor Relations



Guidebook 4

Being Digitally Enabled



Guidebook 5

Contributing Towards Nation Building



Bursa Malaysia Berhad

Exchange Square, Bukit Kewangan,
50200 Kuala Lumpur, Malaysia.

Tel: +603 2034 7000

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