



SUSTAINABILITY REPORT 2025

**DRIVING PRODUCTIVITY.
INSPIRING SUSTAINABLE FUTURES.**

Advancing sustainable productivity
for a competitive, inclusive
and resilient Malaysia.



PRODUCTIVITY



INNOVATION



COLLABORATION



SUSTAINABILITY



INCLUSIVITY



PEOPLE

Empowering
Talents,
Enhancing
Wellbeing



PLANET

Managing
Resources,
Protecting
Environment



GOVERNANCE

Upholding Integrity,
Strengthening
Accountability



BUILDING A
PRODUCTIVE
MALAYSIA
SUSTAINABLY
TOGETHER



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MESSAGE FROM CHAIRMAN

As Chairman of Malaysia Productivity Corporation (MPC), I am pleased to present the MPC Sustainability Report 2025. This report reflects MPC's continued commitment to advancing sustainable productivity, responsible governance and inclusive economic growth.

Sustainability is increasingly important to national competitiveness and long-term resilience. In this context, MPC plays an important role in supporting Malaysia's productivity agenda through regulatory reform, industry transformation, talent development and stronger institutional efficiency. Malaysia's labour productivity increased from RM100,570 in 2024 to RM104,556 in 2025, while Malaysia's competitiveness ranking improved from 23rd position in 2025 to 15th position in 2026. These developments reinforce the importance of sustaining productivity improvement while ensuring that growth remains inclusive, resilient and responsible.

Throughout 2025, MPC continued to strengthen its contribution to sustainable productivity by supporting initiatives that reduce regulatory burdens, improve workforce readiness, encourage digitalisation and enhance good governance. At the same time, MPC continued to improve its internal sustainability practices, including selected efforts in energy management, emissions monitoring and governance controls.

This report marks an important step in strengthening MPC's sustainability reporting journey. By improving how sustainability-related information is captured and communicated, MPC can provide clearer insights into how productivity supports economic resilience, responsible resource use, capable talent and stronger institutions.

On behalf of the Board, I would like to express my appreciation to MPC's management, employees, partners and stakeholders for their commitment and support. Together, we will continue to strengthen Malaysia's productivity ecosystem while ensuring that growth remains inclusive, resilient and sustainable.

Thank you.



[Datuk Kamaruzzaman bin Johari]
Chairman
Malaysia Productivity Corporation

MESSAGE FROM DIRECTOR GENERAL

I am pleased to present the MPC Sustainability Report 2025, which outlines MPC's sustainability-related progress and its contribution to national productivity development.

In 2025, MPC continued to deliver initiatives that support productivity improvement, regulatory efficiency, digital adoption, workforce development and shared prosperity. Key efforts include Reformasi Kerenah Birokrasi (RKB), technology adoption and digitalisation initiatives, the AI Productivity Programme, Akademi Dalam Industri (ADI), and shared prosperity initiatives. These efforts demonstrate how productivity can support competitiveness, employability, business efficiency and inclusive growth.

Internally, MPC continued to strengthen environmental, social and governance practices. This includes monitoring electricity use and emissions, promoting renewable energy and energy efficiency measures, supporting employee capability and wellbeing, and strengthening governance through integrity, procurement compliance, digital governance and risk management mechanisms.

The outcomes presented in this report provide a practical basis for strengthening ESG-related practices within MPC. They also help identify areas where data collection, reporting consistency and outcome measurement can be improved in future reporting cycles.

As sustainability reporting matures, MPC will continue to improve data quality, reporting consistency and outcome measurement. I would like to thank all MPC employees, management, stakeholders and partners for their contributions to MPC's sustainability journey. Together, we will continue working towards a more productive, innovative and sustainable future for Malaysia.

Thank you.



[Datuk Zahid bin Ismail]

Director General

Malaysia Productivity Corporation

EXECUTIVE SUMMARY

The MPC Sustainability Report 2025 highlights how MPC contributes to sustainable productivity through its role as Malaysia's national productivity organisation. The report covers MPC's contribution to industry and the nation, internal environmental management, social sustainability, governance practices, SDG alignment and future sustainability priorities.

MPC's sustainability approach is anchored in its statutory role to promote productivity improvement and supported by its wider functions in regulatory reform, talent development, industry transformation and digitalisation, internal environmental management and governance improvement. This is reflected through areas and programmes such as Reformasi Kerenah Birokrasi (RKB), technology adoption and digitalisation initiatives, the AI Productivity Programme, Akademi Dalam Industri (ADI) and shared prosperity initiatives.

In 2025, MPC supported 279 RKB projects, with estimated compliance cost savings of RM2.01 billion. ADI recorded 51,667 talent registrations, 2,601 participating companies and 11,930 cumulative talent placements. These outcomes demonstrate how productivity improvement supports regulatory efficiency, workforce readiness, employability, competitiveness and inclusive growth.

For internal environmental management, MPC recorded electricity consumption of 541,035 kWh in 2025, compared with 589,593 kWh in 2024, across offices where data was available. The report also covers renewable energy adoption, selected energy efficiency measures, Scope 1 and Scope 2 emissions, and selected Scope 3 emissions from official travel and employee commuting.

MPC's social sustainability efforts focus on workforce capability, employee wellbeing, workplace productivity and occupational safety and health. In 2025, MPC recorded a workforce of 303 employees, with approximately 63% female representation.

Governance practices are supported by Board oversight, integrity and anti-bribery mechanisms, procurement compliance, digital governance platforms, transparency practices and risk management controls. These mechanisms help strengthen institutional accountability, ethical conduct and responsible use of resources.

The report also consolidates MPC's alignment with selected Sustainable Development Goals (SDGs), particularly SDG 1, SDG 7, SDG 8, SDG 9, SDG 12, SDG 13 and SDG 16. As sustainability reporting matures, MPC will continue to strengthen data quality, reporting consistency, ESG documentation and outcome measurement to support Malaysia's progress towards a more competitive, responsible and sustainable economy.

CHAPTER 1

INTRODUCTION

Setting the Foundation for Sustainability Reporting

1.1 About MPC

MPC is a statutory body under the Ministry of Investment, Trade and Industry (MITI), with its headquarters located at Jalan Sultan Haji Ahmad Shah, Kuala Lumpur. MPC serves as Malaysia's national productivity organisation, with a mandate to drive productivity improvement, strengthen competitiveness, support regulatory reform, and promote organisational excellence across the private and public sectors.

MPC works with industries, enterprises, government agencies and stakeholders to improve productivity performance and support sustainable economic growth. Through its work in modernising regulations, industry transformation, digitalisation, and talent development, MPC helps organisations operate more efficiently and strengthen their competitiveness in a changing economy.

1.2 About This Report

The MPC Sustainability Report 2025 presents the organisation's sustainability approach, initiatives, and performance for the reporting year. This report represents MPC's first Sustainability Report and provides a foundation for strengthening ESG disclosure, data coordination and comparability in future reporting cycles. It outlines how MPC integrates ESG considerations into its role as the national productivity organisation, as well as into its internal operations and governance practices.

This report highlights MPC's contribution to sustainable productivity through regulatory reform, talent development, digitalisation, environmental management, employee wellbeing, integrity, and institutional governance. It also provides an overview of MPC's sustainability priorities, key achievements, challenges, and areas for continuous improvement.

The report is intended to provide stakeholders with a clearer understanding of MPC's sustainability journey and its wider contribution to Malaysia's productivity, competitiveness, and sustainable development agenda.

1.3 Reporting Scope and Boundary

This report covers MPC's sustainability-related initiatives, activities, and performance for the 2025 reporting year. The reporting scope includes MPC's headquarters and selected regional offices, unless otherwise stated.

The report covers key ESG areas relevant to MPC's operations and institutional role. Environmental disclosures include energy management, renewable energy adoption, greenhouse gas emissions monitoring, water consumption, and resource efficiency initiatives. Social disclosures include workforce profile, employee development, wellbeing, safety and health, and workplace practices. Governance disclosures include integrity systems, the Anti-Bribery Management System (ABMS), risk management, procurement practices, cybersecurity, data protection, and institutional accountability.

The quantitative ESG performance data presented in this report does not include the ESG performance of MPC's value chain, including third-party contractors, suppliers and vendors, due to current limitations in data collection and monitoring. However, relevant governance processes involving suppliers, procurement practices and external stakeholder engagement are discussed where applicable in this report.

Where data is unavailable or still being strengthened, this report provides available information and identifies areas for future improvement. MPC will continue to enhance its data collection processes, reporting consistency and disclosure quality in future reporting cycles.

1.4 Reporting Principles and Frameworks

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, where applicable to MPC's role, operations, and available data. It also considers relevant Sustainable Development Goals (SDGs) and national policy frameworks, including the Ekonomi MADANI agenda, the Twelfth Malaysia Plan (RMKe-12), the New Industrial Master Plan 2030 (NIMP 2030), and the National Energy Transition Roadmap (NETR).

The preparation of this report is guided by the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. These principles help ensure that the information presented is meaningful, transparent, and useful to stakeholders.

Greenhouse gas emissions and environmental data are reported based on available activity data from MPC's headquarters and selected offices. Where applicable, emissions-related disclosures are guided by the GHG Protocol and relevant emission factors used for organisational reporting.

Some initiatives disclosed in this report may have been implemented before 2025, such as renewable energy installations at selected offices. These initiatives are

included where they remain operational, continue to contribute to MPC's sustainability performance, and are subject to ongoing monitoring during the reporting period. MPC recognises that sustainability reporting is an evolving process. The organisation will continue to improve its reporting systems, data collection methods, internal coordination, and disclosure quality in future reporting cycles.

1.5 MPC Sustainability Approach

MPC's sustainability approach is anchored on its mandate to improve productivity and competitiveness. For MPC, sustainability is not limited to environmental management. It is also about enabling better policy and regulatory practices, more efficient processes, stronger institutions, capable talent, and responsible governance.

MPC contributes to sustainability in two main ways. First, through its national role in supporting industries, enterprises, and public institutions to improve productivity, reduce unnecessary burdens, adopt digital solutions, and strengthen workforce capabilities. Second, through its internal efforts to improve environmental performance, employee wellbeing, governance practices, integrity, and risk management.

This approach reflects MPC's belief that productivity and sustainability are mutually reinforcing. Efficient organisations are better able to manage resources, reduce waste, respond to change, and create long-term value. At the same time, strong governance and capable people provide the foundation for sustainable productivity growth. MPC will continue to strengthen its sustainability practices by improving ESG data collection, enhancing internal coordination, and aligning its initiatives with national development priorities and stakeholder expectations.

1.6 MPC ESG Framework

MPC integrates ESG principles into its institutional strategy to support sustainable productivity and national competitiveness. This framework connects MPC's ESG priorities with its productivity agenda, internal practices, and wider work with industries and institutions.

The MPC ESG Framework reflects the organisation's commitment to responsible governance, environmental stewardship, and social development. Centred on "ESG for Productivity", the framework aligns MPC's ESG priorities with national development and sustainability frameworks that guide Malaysia's transition towards sustainable economic growth, responsible industrial development, and long-term competitiveness.

The framework is structured around four areas of action: Government, Internal, Nexus and Public. The Government component focuses on aligning ESG data, policy and regulatory priorities with national development blueprints. The Internal component reflects MPC's efforts to strengthen its own low-carbon, socially responsible and well-governed practices. The Nexus component outlines potential areas for collaboration, pilot projects, ESG talent development and disclosure support for sustainable trade.

The Public component provides direction for promoting ESG best practices and encouraging a wider ESG culture across industries, institutions and society over time.



ESG practices within MPC are closely related to selected national development frameworks and global sustainability priorities, including the Malaysia Productivity Blueprint (MPB), Twelfth Malaysia Plan (RMKe-12), New Industrial Master Plan 2030 (NIMP 2030), National Energy Transition Roadmap (NETR) and United Nations Sustainable Development Goals (SDGs). These frameworks support the integration of ESG priorities into productivity policies, institutional practices and programmes that contribute to sustainable growth and relevant SDGs.

Through these strategic thrusts, ESG considerations are reflected in productivity policies and programmes that support responsible economic growth, environmental sustainability, and social wellbeing. In this framework, MPC positions sustainability as part of its broader productivity agenda. While some initiatives are not designed solely as sustainability programmes, they contribute to ESG-related outcomes by improving regulatory efficiency, strengthening industry capabilities, developing talent, supporting digital transformation, enhancing resource efficiency, and reinforcing integrity and risk management practices.

This approach provides a basis for MPC to progressively integrate sustainability considerations into its planning, implementation, and reporting processes.

1.7 Stakeholder Engagement and Inputs

Stakeholder engagement is an important part of MPC's role in supporting productivity, competitiveness, and sustainable growth. While MPC has not conducted a dedicated stakeholder engagement exercise solely for this Sustainability Report, the organisation engages regularly with stakeholders through its programmes, initiatives, consultations, workshops, advisory sessions, industry dialogues, internal coordination, and collaborative projects.

These engagements involve a broad range of stakeholders, including government ministries and agencies, industries and enterprises, industry associations, Productivity Nexus champions and members representing industry sectors, employees, Board members, management and programme participants. The areas of engagement are reflected throughout this report, covering MPC's contribution to industry and the nation, environmental management, employee development and wellbeing, governance practices, risk management, SDG alignment, and future sustainability priorities.

Inputs from stakeholders help MPC better understand productivity challenges, regulatory issues, operational needs, workforce development priorities, digitalisation gaps, sustainability expectations, and institutional improvement areas. These inputs support MPC in shaping relevant programmes, strengthening service delivery, and identifying areas where ESG considerations can be better reflected in both external initiatives and internal practices.

Moving forward, MPC aims to strengthen its stakeholder engagement approach for sustainability reporting by improving feedback mechanisms, documenting stakeholder inputs more systematically, and using these insights to support future materiality assessment, ESG planning, and disclosure quality.

1.8 Materiality Assessment

Materiality assessment is an important process used to identify ESG issues that are most relevant to MPC's operations and stakeholders. The process enables MPC to determine which sustainability topics should be prioritised within its policies, programmes, and reporting disclosures.

The assessment considers both organisational impacts and stakeholder expectations, particularly in areas that influence productivity, regulatory reform and competitiveness. Based on MPC's mandate and sustainability commitments, several key ESG themes are relevant, including:

- Institutional governance and integrity
- Productivity improvement and national competitiveness
- Modernising regulations and improving institutional efficiency
- Digital transformation and technology adoption
- Workforce development and talent readiness
- Employee wellbeing, safety and workplace practices

- Environmental sustainability and resource efficiency
- Data, cybersecurity and information protection
- Stakeholder engagement and collaborative partnerships

These topics reflect the areas where MPC can contribute to ESG-related outcomes through its productivity agenda, institutional role, and internal operations. They also help guide the organisation in strengthening sustainability-related disclosures, improving data collection, and identifying areas for future improvement.

Moving forward, MPC aims to strengthen its materiality assessment process by documenting stakeholder inputs more systematically, improving internal data coordination, and applying a more structured prioritisation approach in future reporting cycles.

1.9 Methodologies for Data Collection and Analysis

MPC's sustainability data is collected from relevant internal divisions, sections, units and selected regional offices based on the availability of information during the reporting period. The data covers key ESG-related areas, including environmental performance, workforce and employee-related information, governance practices, integrity systems, risk management, cybersecurity, procurement and selected programme outcomes.

Environmental data is compiled based on available records related to energy consumption, renewable energy initiatives, water consumption, emissions monitoring and resource efficiency. Where applicable, selected initiatives implemented before the reporting year are included if they remain operational and continue to contribute to MPC's sustainability performance during the reporting period.

Social data is gathered from relevant human resource and administrative records, including workforce profile, training and development, employee wellbeing, welfare, safety and health, and related workplace initiatives.

Governance data is based on available information relating to integrity practices, ABMS, procurement processes, risk management, cybersecurity, data protection and institutional accountability.

The analysis presented in this report is based on available data and internal documentation. Where data is incomplete, not yet standardised or still being strengthened, this report provides the best available information and identifies areas for future improvement. MPC will continue to improve its data collection processes, internal coordination and reporting consistency in future reporting cycles.

1.10 Continuous Improvement in Sustainability Reporting

MPC recognises that sustainability reporting is a continuous improvement process. This report represents an important step in strengthening the organisation's approach to ESG disclosure, data management and reporting discipline.

While the report provides available information on MPC's sustainability-related initiatives, performance and institutional role, several areas will continue to be strengthened in future reporting cycles. These include improving data consistency across selected offices, documenting stakeholder inputs more systematically, enhancing materiality assessment, strengthening ESG-related coordination, and expanding the quality of performance indicators over time.

MPC will continue to build internal capability and improve reporting practices to ensure that future sustainability reports are more data-driven, comparable and useful to stakeholders. This will support MPC's broader effort to advance sustainable productivity, strengthen institutional accountability and contribute to Malaysia's long-term competitiveness.

CHAPTER 2

MPC'S CONTRIBUTION TO INDUSTRY AND THE NATION

Advancing Sustainable Productivity and National Competitiveness

2.1 Overview

MPC contributes to Malaysia's productivity and competitiveness agenda by supporting industries, enterprises and public institutions to improve the way they operate. Its work focuses on modernising regulations, strengthening industry transformation, promoting digitalisation, developing talent and supporting better organisational practices.

In the context of sustainability, MPC's contribution is best understood through sustainable productivity. This means helping organisations improve efficiency, reduce unnecessary burdens, strengthen capabilities, use resources more effectively and build resilience in a changing economic environment.

Chapter 2 highlights MPC's wider contribution to industry and the nation. It focuses on how MPC's programmes and initiatives support ESG-related outcomes, including better governance, stronger human capital, improved institutional efficiency, digital transformation and more sustainable business practices.

2.2 MPC as a National Productivity Catalyst

MPC acts as a catalyst by bringing together government, industry and stakeholders to improve productivity performance and address practical barriers to growth. This role enables MPC to support policy implementation, industry-level improvement and organisational transformation across key sectors.

Through its programmes and platforms, MPC supports efforts to modernise regulations, improve business processes, strengthen industry capabilities and encourage more productive ways of working. These initiatives help create a more enabling environment for enterprises and public institutions to operate efficiently, adapt to change and remain competitive.

MPC's catalytic role also contributes to sustainability-related outcomes. By reducing unnecessary regulatory burdens, supporting digital adoption, developing talent and encouraging better organisational practices, MPC helps strengthen the foundations for more resilient and sustainable productivity growth.

2.3 Modernising Business Regulations and Improving Institutional Efficiency

Modernising business regulations is an important part of MPC's contribution to productivity and competitiveness. Through regulatory reform initiatives, MPC supports efforts to reduce unnecessary burdens on businesses, simplify processes, and improve the efficiency of public service delivery.

MPC also supports the implementation of the National Policy on Good Regulatory Practice (NPGRP), which promotes transparent, evidence-based, and consultative regulatory processes. This includes the use of Regulatory Impact Analysis (RIA) to assess the potential economic, social, and environmental impacts of regulatory proposals before they are introduced or reviewed.

During the reporting year, MPC supported 279 Reformasi Kerenah Birokrasi (RKB) projects, with estimated compliance cost savings of RM2.01 billion. These outcomes demonstrate how modernising regulations can reduce business burdens, improve institutional efficiency, and support a more competitive business environment.

The RKB initiative also supports selected Sustainable Development Goals (SDGs), particularly SDG 8 on Decent Work and Economic Growth, SDG 9 on Industry, Innovation and Infrastructure, and SDG 16 on Peace, Justice and Strong Institutions. A consolidated discussion on MPC's SDG alignment is presented in Chapter 6.

Better regulations and more efficient institutions also contribute to stronger governance by improving transparency, reducing administrative complexity and supporting more responsive public service delivery. Moving forward, MPC will continue to support regulatory reform as part of its broader role in strengthening national productivity and institutional performance.

2.4 Supporting Industry Transformation and Digitalisation

Industry transformation and digitalisation are important enablers of productivity improvement and long-term competitiveness. MPC supports industries and enterprises in adopting better processes, digital solutions, and productivity improvement practices to strengthen operational performance and respond to changing market needs.

Through the Productivity Nexus, MPC works with industry players and relevant partners to encourage technology adoption, process improvement, and more effective ways of working. The AI Productivity Programme, implemented through this platform, supports organisations in exploring the use of digital technologies to improve efficiency, strengthen decision-making, and build the capabilities needed to remain competitive.

Digitalisation also supports sustainability-related outcomes by enabling better use of data, improving decision-making, reducing manual processes, and supporting more efficient resource use. While these initiatives are not designed solely as sustainability programmes, they contribute to sustainable productivity by helping organisations become more adaptive, efficient, and future-ready.

These industry transformation and digitalisation efforts support selected SDGs, particularly SDG 8 on Decent Work and Economic Growth, SDG 9 on Industry, Innovation and Infrastructure and, where resource efficiency outcomes are involved, SDG 12 on Responsible Consumption and Production. A consolidated discussion on MPC's SDG alignment is presented in Chapter 6.

MPC will continue to promote industry transformation and digital adoption as part of its broader effort to strengthen productivity, competitiveness, and resilience across key sectors.

2.5 Strengthening Talent Development and Workforce Readiness

Talent development and workforce readiness are important to sustainable productivity. As industries adopt new technologies, improve business processes and respond to changing market needs, workers need the right skills and opportunities to adapt and progress.

MPC supports workforce development through initiatives that strengthen industry-relevant skills, productivity and employability. Akademi Dalam Industri (ADI) is a demand-driven, industry-led training model that combines structured workplace learning with recognised certification pathways.

In 2025, ADI recorded 51,667 talent registrations, exceeding its annual target of 50,000. The programme also involved 2,601 participating companies and recorded 11,930 cumulative talent placements. These outcomes reflect growing industry participation and continued efforts to address skills gaps, improve workforce readiness, strengthen the link between training and employment opportunities, and reduce reliance on low-skilled foreign labour.

MPC also supports companies through the e-Shared Prosperity Organisation (eSPO), Intensive e-Shared Prosperity Organisation (i-eSPO), and Sustainability Shared Prosperity Organisation Assessment (SSPOA). These related initiatives support companies in improving productivity, strengthening skills development, promoting shared prosperity, and enhancing long-term organisational sustainability. Together, they provide a structured approach for companies to link productivity improvement, employee contribution, shared prosperity, and long-term sustainability.

ADI and shared prosperity initiatives such as eSPO, i-eSPO and SSPOA support selected SDGs, particularly **SDG 1 on No Poverty and SDG 8 on Decent Work and Economic Growth**, by strengthening industry-based learning, workforce capability, employability, improved income opportunities and fairer value sharing. A consolidated discussion on MPC's SDG alignment is presented in Chapter 6.

These initiatives strengthen the social dimension of productivity by supporting workforce capability, employee participation, improved income opportunities and more sustainable employment practices. Moving forward, MPC will continue to support talent development and shared prosperity initiatives that improve workforce readiness and contribute to long-term productivity growth.

2.6 Enabling ESG Awareness and Sustainable Business Practices

Sustainability considerations are becoming increasingly relevant to business competitiveness as industries respond to changing market expectations, supply chain requirements, and sustainability-related standards. In this context, MPC supports efforts to encourage businesses to consider sustainability-related practices as part of productivity improvement and long-term resilience.

Through industry dialogues, advisory sessions, collaborative initiatives and engagements facilitated through selected Productivity Nexus teams, MPC works with industry players, government agencies and subject matter experts to discuss sector-specific productivity challenges and practical areas for improvement. These engagements may provide opportunities to explore how productivity improvement can be linked to resource efficiency, workforce development, shared prosperity, better organisational practices, and more sustainable business operations.

While these engagements are not designed solely as ESG programmes, they help create awareness of how sustainability-related practices can support business performance and competitiveness. This includes improving the way resources are used, strengthening employee contribution, enhancing organisational resilience, and adopting practices that support more responsible operations.

Through these efforts, MPC contributes to broader awareness of sustainable productivity practices among industries and enterprises. Moving forward, MPC will continue to strengthen knowledge sharing, collaboration, and industry capability in areas where productivity and sustainability are mutually reinforcing.

2.7 Key Performance Highlights

MPC's contribution to industry and the nation is reflected through selected programmes and initiatives that strengthen productivity, regulatory efficiency, workforce readiness, digital transformation and more sustainable business practices. The highlights below summarise key outcomes during the reporting year and show how these initiatives contribute to environmental, social and governance-related priorities.

Focus Area	Key Initiative	2025 Highlight	Contribution to Sustainability
Modernising business regulations	Reformasi Kerenah Birokrasi (RKB)	279 RKB projects supported, with estimated compliance cost savings of RM2.01 billion	Governance: Reduced unnecessary regulatory burdens, improved institutional efficiency, strengthened transparency and supported a more competitive business environment
Talent development and workforce readiness	Akademi Dalam Industri (ADI)	51,667 talent registrations, 2,601 participating companies and 11,930 cumulative talent placements	Social: Strengthened industry-based learning, employability and workforce capability, reduced reliance on low-skilled foreign labour, and supported wage mobility and improved standard of living.
Shared prosperity and organisational sustainability	eSPO, i-eSPO and SSPOA	Supported companies in linking productivity improvement, employee contribution, shared prosperity and long-term sustainability	Social: Supported shared prosperity by linking productivity improvement with employee contribution, fairer value sharing, workplace sustainability, and long-term organisational resilience.
Industry transformation and digitalisation	Industry transformation, technology adoption and AI Productivity Programme	Supported industry engagement, technology adoption, process improvement and digital productivity practices	Governance: Strengthened data-driven decision-making, process efficiency and transparency, while supporting future-ready organisational practices.
Sustainable business practices	ESG awareness and sustainable productivity practices	Supported awareness of how productivity improvement can be linked to resource efficiency, workforce development and responsible business practices	Environment: Encouraged resource efficiency, waste reduction, and more efficient use of materials, energy and operational resources across selected sectors.

These highlights show that MPC's sustainability-related contribution is closely linked to its productivity mandate. While not all initiatives are designed solely as sustainability programmes, they support environmental, social and governance outcomes through

resource efficiency, human capital development, institutional efficiency, digital adoption, transparency, and responsible business practices.

2.8 Risks, Challenges and Opportunities

MPC's contribution to industry and the nation is closely linked to its ability to support productivity improvement, regulatory efficiency, workforce readiness, digital transformation and sustainable business practices. As industries and public institutions operate in an increasingly complex environment, several risks and challenges may affect the pace and effectiveness of implementation.

One key challenge is the varying level of readiness among enterprises and sectors. Differences in digital capability, workforce skills, financial capacity, data availability and awareness of sustainability-related requirements may affect the ability of organisations to adopt productivity and sustainability practices consistently.

Another challenge relates to coordination and implementation. Many productivity and reform initiatives require collaboration across government agencies, industries, enterprises and other stakeholders. Differences in priorities, processes and institutional capacity may affect the speed of execution and the ability to sustain outcomes over time.

Data quality and impact measurement also remain important areas for improvement. While MPC's programmes generate meaningful outputs and outcomes, stronger data collection, monitoring and evaluation will help improve reporting quality, demonstrate impact more clearly and support evidence-based decision-making.

At the same time, these challenges present opportunities for MPC to strengthen its role as a catalyst for sustainable productivity. This includes improving stakeholder engagement, enhancing data systems, supporting sector-specific interventions, encouraging technology adoption, strengthening talent development and promoting better links between productivity, sustainability and competitiveness.

Moving forward, MPC will continue to build on its programmes and partnerships to support more resilient industries, better institutions and a more competitive economy. These efforts will help reinforce MPC's contribution to sustainable productivity and Malaysia's long-term development priorities.

CHAPTER 3

ENVIRONMENTAL SUSTAINABILITY

Managing MPC's Environmental Footprint

3.1 Overview

Environmental sustainability is an important part of MPC's efforts to strengthen responsible organisational practices and support sustainable productivity. As the national productivity organisation, MPC recognises that efficient use of energy, water and resources can contribute to better operational performance, cost efficiency and environmental responsibility.

During the reporting year, MPC continued to monitor and improve selected areas of its environmental performance, including energy consumption, renewable energy adoption, greenhouse gas emissions, water consumption and resource efficiency initiatives. These efforts are mainly focused on MPC's internal operations, particularly at its headquarters and selected offices.

MPC's environmental initiatives also support broader national priorities related to energy efficiency, low-carbon development and responsible resource management. While MPC's environmental data systems are still being strengthened, this chapter presents available information and highlights areas for improvement in future reporting cycles.

Moving forward, MPC aims to enhance its environmental monitoring, improve data consistency and strengthen initiatives that support more efficient and responsible use of resources across its operations.

3.2 Energy Management and Renewable Energy Adoption

Energy management is a key area of MPC's environmental sustainability efforts. Efficient energy use helps reduce operational costs, improve resource efficiency and support more responsible environmental practices within the organisation.

During the reporting year, MPC continued to monitor electricity consumption and strengthen selected energy management practices across its operations, particularly at offices where energy data is available. These efforts support better understanding of electricity use and provide a basis for identifying future energy efficiency opportunities.

MPC also continues to benefit from renewable energy adoption through solar photovoltaic (PV) systems at selected regional offices. At the Southern Regional Office (SRO) in Johor, the installed solar PV system has generated a total yield of 39.90 MWh of renewable energy. Meanwhile, the Northern Regional Office (NRO) in Penang

operates a higher-capacity solar PV installation, which has generated a cumulative yield of 263.76 MWh. These initiatives contribute to renewable energy generation and help reduce dependence on grid electricity, thereby supporting lower electricity-related emissions over time.

In addition to renewable energy adoption, MPC has undertaken selected energy efficiency improvement measures, including building optimisation, energy monitoring through Building Energy Management Systems (BEMS), and lighting efficiency initiatives. Further details on electricity consumption and related emissions are presented under Scope 2 emissions in Section 3.3.2.

These initiatives provide a practical foundation for strengthening energy performance, improving operational efficiency and identifying further opportunities for energy savings across MPC's facilities. Moving forward, MPC aims to improve energy data collection, strengthen monitoring of electricity consumption and renewable energy generation, and identify further opportunities to improve energy efficiency across its operations.

3.3 Greenhouse Gas Emissions Management

Greenhouse gas (GHG) emissions are an important environmental indicator used to measure the climate impact of organisational activities. MPC monitors emissions generated from its internal operations based on recognised categorisations of emissions sources, namely Scope 1, Scope 2 and Scope 3 emissions.

3.3.1 Scope 1 – Direct Emissions

Scope 1 emissions refer to direct greenhouse gas emissions arising from sources owned or controlled by the organisation. Within MPC operations, these emissions primarily originate from the use of official vehicles for official duties and operational mobility.

For the reporting year, MPC's Scope 1 emissions were estimated based on fuel consumption records, vehicle mileage and operational records for official vehicles, and converted using relevant petrol emission factors.

Indicator	2025
Number of official vehicles	7 vehicles
Annual petrol consumption	12,223 litres
Annual fuel expenditure	RM25,057.59
Estimated annual distance travelled	122,232 kilometres
Estimated annual CO ₂ emissions	28.2 tonnes CO ₂
Estimated emissions per vehicle	4.03 tonnes CO ₂

To manage these emissions, MPC is strengthening its vehicle management approach through route optimisation, fuel-efficient driving practices, improved vehicle maintenance and more efficient vehicle use. This includes encouraging vehicle sharing for official duties, where official vehicles are prioritised for trips involving three or more officers, where practicable.

A conservative 10% reduction in fuel consumption could result in estimated savings of approximately 1,222 litres of petrol, equivalent to RM2,506 in cost reductions, while reducing annual emissions by approximately 2.82 tonnes of carbon dioxide. Over the longer term, MPC will continue to explore lower-carbon mobility solutions, including hybrid or electric vehicles, where operationally and financially feasible.

3.3.2 Scope 2 – Indirect Energy Emissions

Scope 2 emissions refer to indirect emissions resulting from the consumption of purchased electricity. For this reporting cycle, MPC's Scope 2 emissions monitoring covers offices where electricity billing data has been compiled and verified. Electricity consumption at MPC Headquarters is not separately disclosed as MPC operates from a rented building, where electricity consumption data cannot be directly attributed to MPC for this reporting cycle.

Based on available electricity billing data, MPC recorded total electricity consumption of 541,035 kWh in 2025, compared with 589,593 kWh in 2024. This represents a reduction of 48,558 kWh, or approximately 8.24%. Based on the applicable grid emission factors, MPC's estimated Scope 2 emissions for 2025 amounted to approximately 326.41 tonnes CO₂e, compared with 334.17 tonnes CO₂e in 2024.

Year	Electricity Consumption	Estimated Scope 2 Emissions
2024	589,593 kWh	334.17 tonnes CO ₂ e
2025	541,035 kWh	326.41 tonnes CO ₂ e
Reduction	-48,558 kWh / -8.24%	-7.76 tonnes CO ₂ e / -2.32%

The reduction in electricity consumption may reflect the contribution of ongoing energy efficiency efforts, improved monitoring and operational practices across offices where electricity data is available. MPC has also implemented targeted initiatives to support more efficient electricity use.

At the Northern Regional Office, building optimisation efforts include Building Energy Management Systems (BEMS) and heating, ventilation and air-conditioning (HVAC) improvements following energy audit findings. At the Southern Regional Office, conventional fluorescent lamps were replaced with LED lighting, generating estimated annual energy savings of 3,849 kWh and avoiding approximately 2.25 tonnes CO₂ annually. At the Sarawak Regional Office, a larger LED retrofit initiative generated estimated annual energy savings of 75,840 kWh, financial savings of approximately

RM27,068.98 and avoided approximately 47.6 tonnes CO₂ annually, while reducing hazardous mercury waste associated with fluorescent lighting.

These measures support improved electricity management, lower operational costs and gradual reduction in electricity-related emissions at offices where electricity data is available and energy efficiency measures can be directly monitored. Moving forward, MPC will continue to strengthen energy data collection, improve monitoring of electricity consumption and identify further opportunities to enhance energy efficiency across its operations.

3.3.3 Scope 3 – Selected Other Indirect Emissions

Scope 3 emissions refer to other indirect emissions generated through activities associated with MPC's operations. For this reporting cycle, selected Scope 3 emissions cover official travel using employees' own vehicles and employee commuting between home and office.

Scope 3 Activity	2025 Data	Estimated Emissions	Reporting Note
Official travel using employees' own vehicles	Estimated travel distance of 1,442,813.50 kilometres, based on transportation expenditure of RM1,532,989.35	Approximately 260.92 tonnes CO ₂ e	Calculated using an indicative average passenger car emission factor
Employee commuting	Total return commuting distance of 7,323 kilometres from 146 respondents, extrapolated to 303 staff using an estimated 244 working days	Approximately 670.60 tonnes CO ₂ e	Calculated using an indicative average passenger car emission factor due to the absence of detailed transport mode breakdown
Total selected Scope 3 emissions	Official travel and employee commuting	Approximately 931.52 tonnes CO ₂ e	Estimate to be refined in future reporting cycles as vehicle type, fuel type, travel mode and commuting data improve

To manage and gradually reduce selected Scope 3 emissions, MPC may consider strengthening digital collaboration platforms, virtual meetings, more efficient travel planning and flexible work arrangements, including work-from-home practices where operationally feasible. In line with relevant Treasury Circulars on prudent expenditure and the optimisation of official travel, MPC will also continue to minimise overseas travel where possible by prioritising virtual engagements and ensuring that physical attendance is undertaken only when necessary.

3.4 Water Resource Management

Water resource management is part of MPC's efforts to improve environmental responsibility and resource efficiency across its operations. Monitoring water consumption helps MPC better understand usage patterns, manage utility costs and identify opportunities to promote more efficient water use.

For this reporting cycle, water consumption data was compiled based on available water billing and utility records from offices where data was available. Water consumption at offices where records were not available or not separately disclosed is excluded from this reporting cycle.

Based on available data, MPC recorded total water consumption of 5,992.38 m³ in 2025, compared with 5,978.84 m³ in 2024. This represents a marginal increase of 13.55 m³, or approximately 0.23%. Water-related expenditure increased from RM14,495.95 in 2024 to RM17,616.89 in 2025.

Year	Water Consumption	Water Cost
2024	5,978.84 m ³	RM14,495.95
2025	5,992.38 m ³	RM17,616.89
Change	+13.55 m ³ / +0.23%	+RM3,120.94 / +21.53%

The data indicates that overall water consumption remained relatively stable during the reporting period, while water-related costs increased. MPC will continue to monitor water usage, promote responsible water consumption and improve the consistency of water data collection across its offices.

Moving forward, MPC aims to strengthen water consumption tracking, improve reporting coverage and identify practical measures to support more efficient water use within its operations.

3.5 Environmental and Climate Risk Management

Environmental and climate-related risks may affect MPC's operations through rising utility costs, inefficient resource use, ageing building systems, extreme weather events and limitations in environmental data monitoring. These risks can influence operational efficiency, cost management and the organisation's ability to track environmental performance consistently.

For MPC, key environmental risks include electricity consumption, water usage, emissions from official vehicles and work-related mobility, as well as the need to strengthen environmental data collection across offices. Differences in office arrangements, including rented buildings and locations where utility data is not separately available, may also affect the completeness of environmental reporting.

MPC manages these risks through practical measures such as energy monitoring, renewable energy adoption, lighting efficiency initiatives, vehicle management, water consumption tracking and improved internal data coordination. These measures help support more efficient use of resources and provide a stronger basis for future environmental performance monitoring.

Moving forward, MPC will continue to strengthen environmental risk management by improving data coverage, enhancing monitoring systems, identifying energy and water efficiency opportunities and encouraging operational practices that reduce unnecessary resource use. These efforts will support MPC's commitment to responsible environmental management and sustainable productivity.

CHAPTER 4

SOCIAL SUSTAINABILITY

Empowering People, Wellbeing and Workplace Productivity

4.1 Overview

Social sustainability is an important part of MPC's organisational resilience and productivity performance. It reflects how MPC supports its employees, strengthens workforce capability, promotes wellbeing and contributes to a positive and productive workplace environment.

MPC's social sustainability approach is aligned with the principles of the Malaysia Business Excellence Framework (MBEF), which emphasises leadership, workforce capability, employee engagement and organisational wellbeing as key enablers of sustainable performance.

As a national productivity organisation, MPC recognises that employees play an important role in delivering programmes, supporting stakeholders and advancing Malaysia's productivity agenda. Therefore, MPC continues to focus on workforce development, inclusive workplace practices, employee welfare, and occupational safety and health.

This chapter highlights MPC's internal social sustainability practices, including workforce profile and diversity, learning and career development, job redesign, employee wellbeing, occupational safety and health, and social-related risks and opportunities.

4.2 Workforce Profile and Diversity

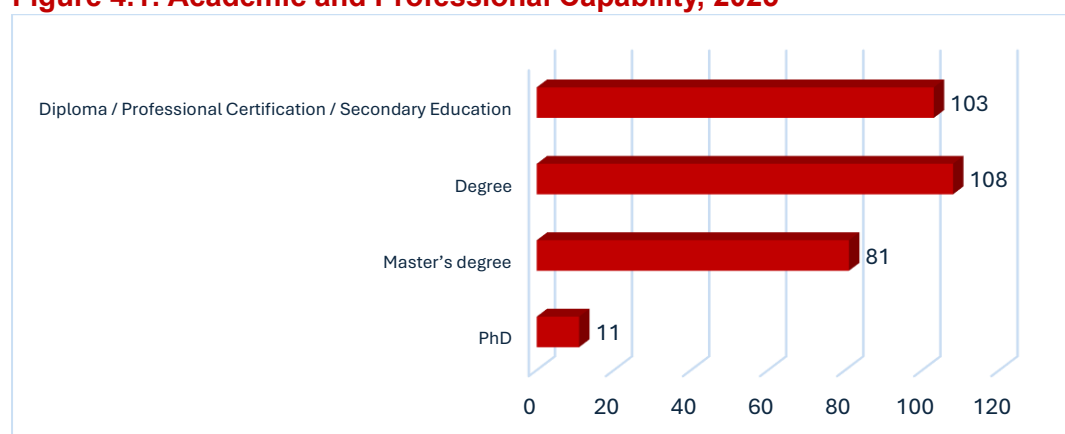
MPC's workforce reflects a diverse employee profile that supports the organisation's hub-and-spoke role in delivering productivity programmes, coordinating stakeholder engagement and implementing organisational improvement initiatives across the productivity ecosystem.

In 2025, MPC recorded a total workforce of 303 employees, comprising 113 male employees and 190 female employees. Female employees represented approximately 63% of MPC's total workforce, reflecting strong female participation across the organisation. This workforce composition supports MPC's commitment to an inclusive workplace and balanced participation in organisational functions.

Employee Category	Male	Female	Total
Top Management (JUSA)	2	1	3
Officers (Grade 14)	6	6	12
Officers (Grade 9–13)	58	122	180
Support Staff	47	61	108
Total	113	190	303

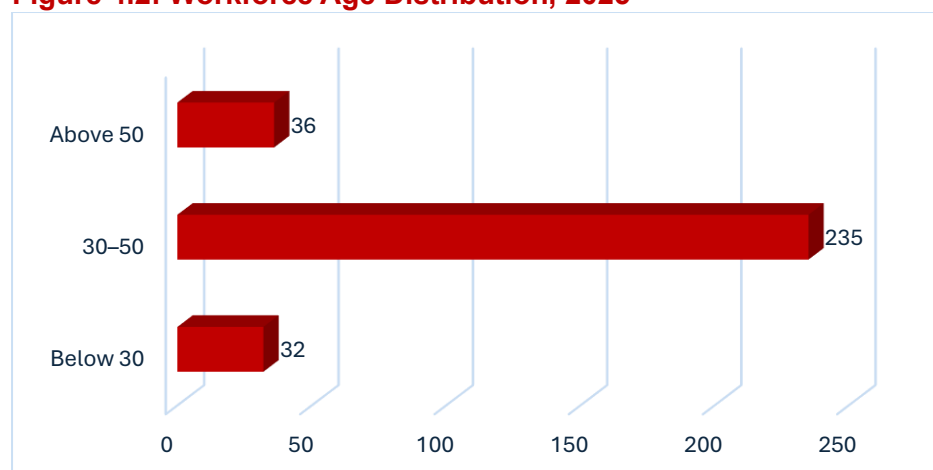
MPC's workforce also demonstrates strong academic and professional capability. In 2025, the organisation's employees included 11 PhD holders, 81 employees with Master's degrees and 108 degree holders. The remaining employees comprise those with diplomas, professional certifications and secondary education backgrounds, who continue to play an important role in supporting operational and administrative functions.

Figure 4.1: Academic and Professional Capability, 2025



MPC's workforce is also distributed across different age groups, with the majority of employees within the 30–50 age group. This represents a strong base of mid-career expertise and leadership potential, while employees below 30 and above 50 provide a balance of emerging talent and experienced institutional knowledge.

Figure 4.2: Workforce Age Distribution, 2025



Overall, MPC's workforce profile provides the organisation with the experience, knowledge and operational capacity needed to support productivity improvement, stakeholder engagement and institutional delivery.

4.3 Learning and Development

Continuous learning is an important part of MPC's human capital development and social sustainability. It supports employee capability, career growth and organisational readiness to deliver productivity-related programmes and services.

MPC's training and development programmes are guided by Training Needs Analysis (TNA) and feedback from MyPerformance. This helps ensure that learning initiatives are aligned with employee development needs, organisational priorities and the skills required to support MPC's productivity mandate.

In 2025, MPC conducted 57 training programmes across several learning clusters, covering both technical and behavioural competencies.

Learning Cluster	Focus Area
Strategic expertise	Leadership, strategic decision-making, project management and public policy analysis
Digital and technology skills	Artificial intelligence, digital tools and technology-related competencies
Soft skills	Communication, emotional intelligence and workplace effectiveness
Language development	Communication capability and professional language skills
Team-building activities	Collaboration, teamwork and organisational engagement

MPC also monitors training compliance in line with the Public Sector Human Resource Training Policy, which requires employees to complete at least seven training days annually. In 2025, 90% of MPC employees met this requirement, compared with 88% in 2024.

In addition, employees are supported through Public Service Department (JPA) scholarships and sponsored programmes, including Master's programmes, PhD programmes and short professional courses. These initiatives help develop future leaders, strengthen institutional knowledge and support long-term workforce capability.

Overall, MPC's learning and talent development efforts contribute to a more capable, adaptive and future-ready workforce, supporting both employee growth and organisational performance.

4.4 Job Redesign and Workplace Productivity

Job Redesign (JRD) is an important approach to improving productivity, job quality and organisational effectiveness. It involves reviewing job roles, responsibilities and workflows to ensure that work processes remain relevant, efficient and aligned with organisational needs.

Through JRD, organisations can identify opportunities to reduce repetitive or low-value tasks, improve operational efficiency, strengthen employee capability and create more meaningful work. This supports both productivity improvement and employee engagement.

Within MPC, the job redesign approach supports efforts to improve work processes and enable employees to focus on higher-value activities, including programme delivery, stakeholder coordination, analysis, facilitation and organisational improvement initiatives.

Job Redesign Focus	Intended Outcome
Review of job roles and responsibilities	Clearer work functions and better alignment with organisational priorities
Reduction of repetitive or low-value tasks	Improved efficiency and better use of employee time
Workflow improvement	Faster, clearer and more effective work processes
Capability enhancement	Employees are better prepared to perform higher-value roles
More meaningful work	Improved motivation, engagement and productivity

JRD also supports social sustainability by strengthening workforce capability, improving job quality and encouraging a more adaptive and productive workplace. Moving forward, MPC will continue to promote job redesign as part of its broader effort to improve organisational performance and employee contribution.

4.5 Employee Welfare, Benefits and Wellbeing

Employee welfare and wellbeing are important components of social sustainability at MPC. They support a positive workplace environment, strengthen employee engagement and contribute to organisational productivity.

MPC provides a range of welfare and benefit arrangements in line with public sector policies. These include leave entitlements such as maternity leave, paternity leave, sick leave, half-pay leave, pilgrimage leave and unrecorded leave for major cultural and religious celebrations.

Flexible work-related arrangements are provided where applicable and subject to operational needs, approval and relevant public sector policies. These may include

flexible working hours, Ramadan working schedules, work-from-home arrangements on a case-by-case basis and early release for expectant mothers.

Employee welfare is further supported through *Persatuan Warga MPC* (PWMPC), which provides assistance and support for employees during key life events and personal circumstances. These include support during emergencies, bereavement, childbirth and recognition of children's academic achievements.

Welfare and Wellbeing Area	Support Provided
Leave benefits	Maternity leave, paternity leave, sick leave, half-pay leave, pilgrimage leave and unrecorded leave for major cultural and religious celebrations
Flexible work arrangements	Work arrangements provided where applicable, including Ramadan working schedules, case-by-case work-from-home arrangements and early release for expectant mothers
Employee support initiatives	Assistance during emergencies, bereavement and childbirth
Family and recognition support	Recognition of children's academic achievements through PWMPC

These initiatives help promote a supportive and caring work environment. They also contribute to employee wellbeing, work-life balance and a stronger sense of belonging within MPC.

4.6 Occupational Safety and Health

Occupational safety and health are important to employee wellbeing, workplace productivity and organisational resilience. MPC recognises the importance of providing a safe, healthy and supportive work environment for its employees.

MPC implements workplace safety measures through hazard monitoring, safety awareness activities, compliance with national safety requirements and participation in annual fire drills conducted by the Fire and Rescue Department of Malaysia. These measures help strengthen employee awareness and preparedness in managing workplace safety risks.

MPC also encourages employees to maintain active and healthy lifestyles through sports events, fitness challenges, Zumba classes, participation in National Sports Day and inter-agency sports competitions. Health support facilities and initiatives include treatment rooms, Automated External Defibrillators (AED), first-aid training and periodic health screening programmes.

In relation to mental and emotional wellbeing, MPC has eight certified AKRAB members who support employee wellbeing through various capacity-building and awareness initiatives. These initiatives include effective communication courses,

mental health awareness briefings and motivational talks aimed at fostering a positive, resilient and supportive workplace culture.

Safety and Health Area	Key Initiatives
Workplace safety	Hazard monitoring, safety awareness, compliance with national safety requirements and annual fire drills
Physical health	Sports events, fitness challenges, Zumba classes, National Sports Day and inter-agency sports activities
Health support facilities	Treatment rooms, AED, first-aid training and periodic health screening
Mental and emotional wellbeing	Certified AKRAB members as a foundation for future peer support and emotional wellbeing initiatives

These initiatives support a safer, healthier and more engaged workforce, while contributing to MPC's broader commitment to employee wellbeing and sustainable workplace productivity.

4.7 Social and Human Capital Risks, Challenges and Opportunities

Social and human capital risks may affect MPC's ability to sustain organisational productivity, service delivery and employee performance. These risks include talent retention, skills gaps, employee wellbeing, workplace safety and the need to continuously improve work processes.

As MPC continues to support national productivity initiatives, it requires a workforce that is skilled, adaptable and motivated. Rapid changes in technology, work processes and stakeholder expectations may create new competency requirements, particularly in digital skills, artificial intelligence, data analytics, policy analysis and stakeholder engagement.

Job redesign provides an opportunity to strengthen workforce productivity and employee contribution by reviewing job roles, workflows and repetitive tasks. This enables MPC to identify areas for improving efficiency, supporting higher-value work and strengthening employee engagement.

Employee wellbeing requires continued attention, as workplace stress, workload demands and changing work arrangements may affect motivation, productivity and long-term engagement if not managed effectively. At the same time, workplace safety remains important to ensure employees can work in a safe, healthy and supportive environment.

Risk Area	Potential Impact	Mitigation / Opportunity
Talent retention	Loss of skilled employees may affect institutional knowledge and service delivery	Strengthen career development, promotion opportunities, succession planning, talent development programmes, and remuneration and benefits administered in accordance with SSPA and applicable Government policies
Skills gap	Rapid technological and policy changes may create competency gaps	Continue digital training, AI and data analytics exposure, professional development and targeted capability building
Job redesign and work process efficiency	Outdated roles, repetitive tasks or inefficient workflows may limit productivity and employee contribution	Review job roles, streamline workflows, reduce low-value tasks and support higher-value work
Employee wellbeing	Workplace stress and burnout may affect motivation and productivity	Strengthen flexible work arrangements, wellbeing initiatives and support systems for employees
Workplace safety	Unsafe work conditions may affect employee health and workplace productivity	Continue safety awareness, emergency preparedness, fire drills and compliance with occupational safety requirements

Moving forward, MPC will continue to strengthen its human capital strategies by improving workforce planning, enhancing learning and development, supporting job redesign, strengthening employee wellbeing and maintaining a safe workplace environment. These efforts will help build a more resilient, capable and future-ready workforce to support MPC's productivity mandate.

CHAPTER 5

GOVERNANCE

Strengthening Integrity, Accountability and Institutional Trust

5.1 Overview

Good governance is fundamental to MPC's ability to deliver its mandate with integrity, accountability and public trust. As a statutory body, MPC is guided by governance practices that support ethical conduct, transparent decision-making, compliance with regulations and responsible use of resources.

MPC's governance approach is supported by its Board governance structure, integrity systems, anti-bribery and anti-corruption controls, procurement governance, digital governance platforms, risk-based monitoring and internal accountability mechanisms. These elements help strengthen organisational transparency and reduce risks related to misconduct, conflict of interest, procurement integrity, data security and operational accountability.

This chapter highlights MPC's governance practices, including governance structure and Board oversight, integrity and anti-bribery management, cybersecurity and data protection, procurement compliance, transparency and accountability mechanisms, and governance-related risks and opportunities.

5.2 Governance Structure and Board Oversight

MPC is governed by a statutory Board established under the Malaysia Productivity Corporation (Incorporation) Act 1966. The Board is the highest governance body and is responsible for providing strategic direction, policy oversight and fiduciary stewardship.

The Board comprises representatives of key government ministries, the private sector, employers' associations, employees' associations, the department of higher education, MPC's Director General and the Chairman, who is appointed by the Minister. This diverse composition supports a multi-stakeholder governance model and enables the Board's decisions to reflect national development priorities, industry perspectives, labour considerations, academic insights and sound financial stewardship.

The Chairman of the Board is appointed by the Minister and leads the Board, facilitates effective deliberations and supports sound governance practices. In this capacity, the Chairman also sets the tone at the top by reinforcing ethical conduct, transparency and accountability.

Board appointments are made in accordance with statutory provisions and relevant Government requirements. As part of the appointment process, Board members are required to complete the *Borang Maklumat Tapisan Keselamatan Ahli Lembaga Pengarah/Pengerusi dan C-Suite* prescribed by MITI. This requirement serves as part of the due diligence, suitability assessment and integrity screening process. Board members are also subject to eligibility criteria, defined terms of appointment and disqualification provisions, which help safeguard institutional integrity and public trust.

MPC has established safeguards to manage conflicts of interest at Board level. Board members are required to complete the *Borang Perakuan & Pengisytiharan Kepentingan Lembaga Pengarah Perbadanan Produktiviti Malaysia*, through which they declare any direct or indirect interests that may give rise to actual, potential or perceived conflicts. For matters involving a declared interest, the member concerned is required to disclose the interest, ensure that it is recorded and abstain from related deliberations and decision-making processes.

Remuneration for Board members, including allowances and related facilities, is determined in accordance with statutory provisions and relevant Government circulars. The applicable guidance includes *Pekeliling Perbendaharaan Malaysia WP 7.1: Garis Panduan Mengenai Pemberian Elaun dan Kemudahan bagi Pengerusi Bukan Eksekutif, Timbalan Pengerusi dan Ahli-ahli Lembaga Pengarah Badan-Badan Berkanun Persekutuan*. This requirement helps ensure that remuneration practices are transparent, regulated and aligned with public sector governance principles, fiscal discipline and accountability requirements.

In relation to disclosure and reporting, MPC is required to prepare annual reports and maintain audited financial statements, which are submitted to the Minister and subsequently tabled in Parliament. MPC is also required to keep proper accounts, subject its accounts to annual audit and comply with the *Statutory Bodies (Accounts and Annual Reports) Act 1980*. This statutory framework supports transparency, accountability and responsible stewardship of public resources.

Overall, MPC's governance structure provides a strong foundation for institutional accountability, ethical leadership and sound decision-making, while supporting the organisation's productivity mandate and sustainability-related reporting.

5.3 Integrity and Anti-Bribery Management

Integrity and anti-bribery management are central to MPC's governance practices. As a public sector organisation, MPC is required to uphold ethical conduct, prevent misconduct and strengthen accountability in all areas of operation, including procurement, project implementation, stakeholder engagement and internal decision-making.

MPC's integrity practices are supported by the MS ISO 37001:2016 Anti-Bribery Management System (ABMS) standard, which provides a structured framework to prevent, detect and respond to bribery and corruption risks. The ABMS helps strengthen internal controls, reinforce ethical behaviour and ensure that integrity considerations are embedded in relevant organisational processes.

MPC also implements several anti-corruption policies and controls to guide employee conduct and strengthen public trust. These include:

Integrity Mechanism	Governance Purpose
Conflict of Interest Declaration	Ensures employees and evaluation panels declare actual, potential or perceived conflicts of interest
No Gift Policy	Prevents unethical influence in decision-making and stakeholder dealings
Whistleblower Policy	Provides a channel for reporting misconduct, unethical behaviour or integrity concerns
Organisational Anti-Corruption Plan (OACP)	Guides integrity initiatives and supports corruption risk management
Huddle Integrity Programme	Promotes regular awareness and reinforcement of ethical practices among employees

These mechanisms help reduce integrity risks by ensuring that employees understand expected standards of conduct and that potential misconduct can be identified, reported and managed through appropriate channels.

Through ABMS, integrity policies and regular awareness initiatives, MPC continues to strengthen a culture of transparency, ethical behaviour and accountability. These efforts support public confidence in MPC's governance system and contribute to responsible institutional performance.

5.4 Cybersecurity, Data Protection and Digital Governance

Cybersecurity, data protection and digital governance are important to MPC's ability to safeguard organisational information, maintain operational integrity and support transparent decision-making. As MPC increasingly uses digital platforms for internal processes, effective data management and system controls are essential to reduce the risk of unauthorised access, data manipulation and operational disruption.

MPC uses several digital governance platforms to support secure and efficient administration. These include eMAS, which supports budget requests and programme approval processes; eQMS, which supports quality management monitoring and documentation; and HRMIS, which supports human resource information management.

These systems improve governance by strengthening documentation, approval tracking, information management and monitoring of operational processes. They also

support transparency by ensuring that key processes are recorded, traceable and subject to internal controls.

Digitalisation also contributes to more efficient administration by reducing manual processes and supporting paperless documentation where applicable. This helps improve operational efficiency while supporting broader ESG objectives through reduced paper usage and better resource management.

Moving forward, MPC will continue to strengthen digital governance by improving system use, maintaining secure access controls and enhancing documentation practices. These efforts support better data protection, operational transparency and accountability across MPC's governance processes.

5.5 Procurement Governance and Compliance

Procurement governance is an important element of accountability and responsible resource management at MPC. As a public sector organisation, MPC is required to ensure that procurement activities are conducted in accordance with Government regulations, internal procedures and principles of fairness, transparency and value for money.

MPC's procurement activities are guided by Treasury Circulars, internal Standard Operating Procedures (SOPs), and the *Manual Kewangan, Perolehan dan Pengurusan Aset & Stor* (MKPPA). These requirements provide the basis for consistent procurement practices, proper documentation, approval control and compliance with applicable Government procurement procedures.

To strengthen procurement transparency and efficiency, MPC uses the eRO digital procurement system as a procurement control mechanism. The system enables online procurement applications, submission of supporting documents, recording of Local Purchase Orders (LPO), and documentation of invoices and payment records. This supports better traceability, reduces manual processing and strengthens internal control over procurement activities.

MPC also requires suppliers to register through the *ePembekal* system. Beginning January 2026, suppliers are required to provide a Tax Compliance Certificate (TCC) before participating in MPC procurement activities. This requirement supports supplier due diligence and helps ensure that procurement participation is limited to tax-compliant suppliers.

While Government Green Procurement (GGP) has not yet been fully implemented, MPC has started incorporating selected sustainability considerations into procurement decisions where applicable. For example, laptops supplied under MPC's rental tender carry green CO₂ labels, indicating environmentally friendly specifications. This reflects an early step towards integrating sustainability considerations into procurement practices.

Procurement Governance Mechanism	Governance Purpose
Treasury Circulars	Ensure compliance with Government procurement requirements
Internal SOPs and MKPPA	Provide internal procedures for financial, procurement, asset and store management
eRO system	Enables online procurement applications, documentation and tracking
ePembekal registration	Supports supplier registration and verification
Tax Compliance Certificate (TCC)	Strengthens supplier due diligence and tax compliance
Selected sustainability considerations	Supports early integration of environmental considerations into procurement decisions

These mechanisms help strengthen transparency, compliance and accountability in MPC's procurement processes. Moving forward, MPC will continue to improve procurement governance, strengthen supplier due diligence and explore practical opportunities to incorporate sustainability considerations into procurement where relevant and feasible.

5.6 Transparency, Ethics and Accountability

Transparency, ethics and accountability are essential to maintaining stakeholder trust and strengthening institutional governance at MPC. These principles support responsible decision-making, proper documentation and effective monitoring of organisational performance.

MPC applies internal mechanisms to strengthen transparency and accountability in its operations. These include Balanced Scorecard monitoring and post-implementation reviews. Balanced Scorecard monitoring enables MPC to track organisational performance against agreed indicators, while post-implementation reviews provide a basis for assessing programme outcomes and identifying lessons for improvement.

These mechanisms help ensure that decisions and programme activities are documented, reviewed and monitored in a structured manner. They also reduce governance risks by supporting evidence-based reporting, performance tracking and accountability for results.

MPC also engages with relevant stakeholders, including internal management teams, industry partners, regulatory bodies and auditors, as part of its broader governance and accountability practices. These engagements help support transparency, compliance and continuous improvement in organisational processes.

Overall, MPC's transparency and accountability mechanisms provide an important foundation for ethical governance, stakeholder confidence and responsible institutional performance.

5.7 Governance Risks, Challenges and Opportunities

Governance risks may affect MPC's institutional integrity, operational efficiency, stakeholder confidence and ability to deliver its mandate effectively. Key governance risks include conflict of interest, procurement integrity, data security, compliance management and transparency in decision-making.

As MPC operates as a public sector organisation, strong governance controls are required to ensure that decisions are made transparently, resources are managed responsibly and organisational processes comply with applicable laws, regulations and internal procedures. These controls are particularly important in areas involving procurement, project evaluation, digital systems, financial reporting and stakeholder engagement.

Risk Area	Potential Impact	Mitigation / Opportunity
Conflict of interest	Actual, potential or perceived conflicts may affect impartiality in decision-making, procurement or project evaluation	Strengthen conflict-of-interest declarations, Board-level declaration processes, documentation and abstention from related deliberations where applicable
Procurement integrity	Weak procurement controls may lead to non-compliance, leakage or misuse of public funds	Continue compliance with Treasury Circulars, internal SOPs, MKPPA, eRO documentation, ePembekal registration and TCC requirements
Data security and digital governance	Unauthorised access, data manipulation or weak system controls may affect information integrity and operational continuity	Strengthen secure access controls, system documentation, digital tracking and internal monitoring of digital platforms
Compliance and reporting	Incomplete documentation or weak reporting processes may affect statutory accountability and public trust	Maintain proper accounts, audited financial statements, annual reporting and compliance with the Statutory Bodies (Accounts and Annual Reports) Act 1980
Transparency and accountability	Limited transparency in decisions or programme outcomes may affect stakeholder confidence	Continue Balanced Scorecard monitoring, post-implementation reviews, stakeholder engagement and evidence-based reporting

These risks also present opportunities for MPC to further strengthen governance practices. By improving documentation, enhancing digital governance, strengthening procurement controls and reinforcing integrity systems, MPC can improve transparency, reduce operational risks and support better institutional performance.

Moving forward, MPC will continue to strengthen governance risk management through integrity awareness, anti-bribery controls, procurement compliance, secure digital systems, transparent reporting and continuous internal monitoring. These efforts support ethical leadership, institutional accountability and public trust in MPC's role as a national productivity organisation.

CHAPTER 6

SDG ALIGNMENT AND FUTURE OUTLOOK

Strengthening Sustainable Productivity for Long-Term Impact

6.1 Overview

This chapter consolidates MPC's alignment with selected Sustainable Development Goals (SDGs) and outlines the organisation's future sustainability direction. While earlier chapters describe MPC's contributions to industry, environmental management, social sustainability and governance, this chapter brings these areas together to show how MPC's productivity mandate supports broader sustainable development outcomes.

MPC's sustainability contribution is closely linked to its role as a national productivity organisation. Through regulatory reform, talent development, industry transformation and digitalisation, governance improvement and internal environmental initiatives such as energy management, renewable energy adoption and emissions monitoring, MPC supports selected SDGs that are relevant to sustainable productivity and responsible institutional performance.

For this reporting cycle, MPC's key SDG alignment focuses on SDG 1, SDG 7, SDG 8, SDG 9, SDG 12, SDG 13 and SDG 16. These goals reflect MPC's contribution to poverty reduction through employability and improved income opportunities, clean energy adoption, decent work, industry innovation, responsible consumption, climate action and strong institutions.

This chapter also highlights future priorities, selected case highlights and areas for continuous improvement as MPC strengthens its sustainability reporting and its role in advancing sustainable productivity.

6.2 MPC's Alignment with Selected SDGs

The table below summarises MPC's alignment with selected SDGs based on initiatives and evidence discussed in the earlier chapters of this report.

SDG	Key Linkage	MPC Contribution
SDG 1: No Poverty	Employability, improved income opportunities and shared prosperity	ADI and shared prosperity initiatives such as eSPO, i-eSPO and SSPOA support workforce capability, employability, improved income opportunities and fairer value sharing.
SDG 7: Affordable and Clean Energy	Renewable energy and energy efficiency	Solar PV adoption at selected regional offices, energy monitoring and selected energy efficiency measures support cleaner energy use and operational efficiency.
SDG 8: Decent Work and Economic Growth	Productivity growth, skills development and higher-value work	Productivity improvement programmes, ADI, workforce development, job redesign and shared prosperity initiatives support employability, productivity-linked growth and higher-value work.
SDG 9: Industry, Innovation and Infrastructure	Industry transformation and digitalisation	Productivity Nexus-led industry transformation, AI Productivity Programme, process improvement and data-driven productivity initiatives support innovation, digital adoption and competitiveness.
SDG 12: Responsible Consumption and Production	Resource efficiency and responsible operational practices	LED retrofitting, utility monitoring, selected sustainability considerations in procurement and responsible resource use support more efficient consumption and operational resource management.
SDG 13: Climate Action	Emissions monitoring and operational carbon reduction	Scope 1, Scope 2 and selected Scope 3 emissions monitoring, fuel management and energy efficiency initiatives support climate-related operational improvements.
SDG 16: Peace, Justice and Strong Institutions	Governance, integrity and institutional accountability	Regulatory reform, Board governance, ABMS, procurement governance, digital governance, transparency mechanisms and statutory reporting support stronger institutions.

This mapping provides a consolidated view of how MPC's programmes and internal practices contribute to selected SDGs. Detailed implementation context is discussed in the relevant chapters.

6.3 Strategic Priorities and Future Action Areas

Moving forward, MPC will continue to strengthen its sustainability efforts through practical action areas that cover both internal organisational improvements and MPC's broader mandate as a national productivity organisation. This approach allows MPC to improve its own sustainability practices while continuing to support sustainable productivity across industry and government.

Strategic Priority	Future Action Area
Internal environmental management	Further improve utility tracking, practical energy efficiency measures and emissions monitoring
Sustainability data and reporting	Strengthen data collection, reporting boundaries and ESG documentation
Workforce capability and wellbeing	Sustain talent development, job redesign, wellbeing and future-ready skills initiatives
Governance and integrity	Continue strengthening anti-bribery controls, procurement compliance, digital governance and transparency mechanisms
Sustainable productivity mandate	Build on existing regulatory reform, industry transformation and digitalisation, talent development and shared prosperity initiatives
SDG-aligned reporting	Progressively improve evidence, indicators and outcome tracking for selected SDGs

These action areas reflect MPC's commitment to continuous improvement as sustainability reporting matures. By refining data, strengthening internal coordination, improving the measurement and communication of sustainability-related outcomes, and positioning productivity as an enabler of sustainability, MPC can support more resilient, inclusive and sustainable economic development through improved efficiency, workforce capability, digital adoption, regulatory quality and institutional efficiency.

6.4 Case Highlight: NRO Solar PV and Smart Energy Management

This case highlight provides a focused example of how MPC's internal environmental initiatives can support renewable energy adoption, energy monitoring and future emissions reduction efforts.

Case Snapshot	NRO Solar PV and Smart Energy Management
Site	Northern Regional Office (NRO), Penang
Focus	Renewable energy, energy monitoring and building optimisation
Key evidence	Solar PV cumulative yield of 263.76 MWh
Supporting initiatives	Building Energy Management Systems (BEMS) and HVAC improvements following energy audit findings
Future direction	Smart Energy Management systems across regional offices, where feasible
Intended outcome	Better electricity monitoring, improved energy efficiency and support for Scope 2 emissions reduction
SDG linkage	SDG 7, SDG 12 and SDG 13

The NRO in Penang operates a solar photovoltaic (PV) installation, which has generated a cumulative yield of 263.76 MWh. This initiative contributes to reducing dependence on grid electricity and supports MPC's efforts to lower the environmental impact of its operations.

Building on this foundation, NRO has also been identified as a pilot site for energy monitoring and building optimisation initiatives, including BEMS and HVAC improvements following energy audit findings. These measures provide a practical basis for understanding electricity consumption patterns, improving building energy performance and identifying future energy-saving opportunities.

Moving forward, MPC aims to strengthen energy monitoring and efficiency through the implementation of Smart Energy Management systems across regional offices, where feasible. As a future action area, this initiative is expected to support MPC's target of reducing Scope 2 emissions from electricity consumption by 15% to 25%, subject to implementation readiness, data availability and operational feasibility.

This case highlight shows how renewable energy adoption and smart energy monitoring can contribute to cleaner energy use, responsible resource consumption and climate-related operational improvements.

6.5 Gaps, Challenges and Continuous Improvement

As MPC strengthens its sustainability reporting, several areas require further improvement. These areas are mainly related to data availability, reporting consistency, measurement of sustainability outcomes and the maturity of reporting practices. They do not indicate the absence of sustainability efforts but reflect the need to improve how sustainability-related information is captured, measured and reported.

One key area is sustainability data coverage. Data availability may vary across offices and programmes due to different office arrangements, rented premises, billing structures and internal record-keeping practices. This may affect the completeness of environmental reporting and the ability to compare performance consistently over time.

Scope 3 emissions data is another area that requires further refinement. Current estimates are based on selected activities, particularly official travel and employee commuting. More detailed information on travel patterns, vehicle type, fuel type and transport mode would improve the accuracy and usefulness of future Scope 3 reporting.

There is also a need to strengthen outcome measurement for sustainability-related initiatives. Some ESG-related outcomes from MPC's programmes are indirect, especially where productivity improvement, regulatory reform, talent development and digitalisation contribute to broader sustainability objectives. Clearer indicators will help demonstrate these links more effectively in future reporting cycles.

These areas will guide MPC's continuous improvement efforts as sustainability reporting matures. Over time, stronger data, clearer boundaries and better outcome tracking will help improve the credibility, consistency and usefulness of MPC's sustainability reporting.

6.6 Conclusion and Way Forward

MPC's sustainability journey reflects its broader role as a national productivity organisation. Anchored in its statutory role to promote productivity improvement, and supported by its wider functions in regulatory reform, talent development, industry transformation and digitalisation, internal environmental management and governance improvement, MPC contributes to sustainable development in a practical and productivity-driven manner.

The initiatives highlighted in this report show that sustainability is closely linked to how productivity is improved, how resources are used, how people are developed and how institutions are governed. Practical examples such as renewable energy adoption and smart energy monitoring at NRO also demonstrate how internal environmental initiatives can support cleaner energy use and better operational management. While MPC's sustainability reporting is still being progressively strengthened, the organisation has established an important foundation for more structured ESG disclosure, better data coordination and clearer alignment with selected SDGs.

Moving forward, MPC will continue to strengthen sustainability-related practices through improved data quality, clearer reporting boundaries, stronger governance mechanisms, workforce capability development, responsible resource use and closer alignment between productivity initiatives and sustainability outcomes.

As Malaysia continues to pursue inclusive, resilient and sustainable economic growth, MPC will continue to position productivity as a key enabler of national development. By supporting industry and public institutions in improving efficiency, strengthening capabilities, adopting digital solutions and enhancing regulatory quality, MPC can contribute to a more competitive, responsible and sustainable economy.

APPENDIX A: GRI CONTENT INDEX

With Reference to Selected GRI Standards 2021

This GRI Content Index provides a reference to selected GRI disclosures that are relevant to MPC's sustainability reporting. The report has been prepared with reference to selected GRI Standards, based on MPC's current reporting scope, data availability and sustainability reporting maturity.

GRI Standard / Disclosure	Disclosure Title	Report Section
GRI 2: General Disclosures — 2-1	Organisational details	1.1 About MPC
GRI 2: General Disclosures — 2-2	Entities included in sustainability reporting	1.3 Reporting Scope and Boundary
GRI 2: General Disclosures — 2-3	Reporting period, frequency and contact point	1.2 About this Report
GRI 2: General Disclosures — 2-6	Activities, value chain and other business relationships	1.1 About MPC; 2.1 Overview
GRI 2: General Disclosures — 2-9	Governance structure and composition	5.2 Governance Structure and Board Oversight
GRI 2: General Disclosures — 2-10	Nomination and selection of the highest governance body	5.2 Governance Structure and Board Oversight
GRI 2: General Disclosures — 2-11	Chair of the highest governance body	5.2 Governance Structure and Board Oversight
GRI 2: General Disclosures — 2-15	Conflicts of interest	5.2 Governance Structure and Board Oversight; 5.3 Integrity and Anti-Bribery Management
GRI 2: General Disclosures — 2-19	Remuneration policies	5.2 Governance Structure and Board Oversight
GRI 2: General Disclosures — 2-23	Policy commitments	1.5 MPC's Sustainability Approach; 5.3 Integrity and Anti-Bribery Management
GRI 2: General Disclosures — 2-24	Embedding policy commitments	5.3 Integrity and Anti-Bribery Management; 5.5 Procurement Governance and Compliance
GRI 2: General Disclosures — 2-26	Mechanisms for seeking advice and raising concerns	5.3 Integrity and Anti-Bribery Management
GRI 2: General Disclosures — 2-27	Compliance with laws and regulations	5.5 Procurement Governance and Compliance; 5.7 Governance Risks, Challenges and Opportunities
GRI 2: General Disclosures — 2-29	Approach to stakeholder engagement	1.7 Stakeholder Engagement and Inputs; Chapter 2
GRI 3: Material Topics — 3-1	Process to determine material topics	1.8 Materiality Assessment
GRI 3: Material Topics — 3-2	List of material topics	1.8 Materiality Assessment

GRI Standard / Disclosure	Disclosure Title	Report Section
GRI 3: Material Topics — 3-3	Management of material topics	Chapters 2, 3, 4 and 5
GRI 203: Indirect Economic Impacts — 203-2	Significant indirect economic impacts	2.3 Modernising Business Regulations and Improving Institutional Efficiency; 2.5 Strengthening Talent Development and Workforce Readiness
GRI 205: Anti-corruption — 205-2	Communication and training about anti-corruption policies and procedures	5.3 Integrity and Anti-Bribery Management
GRI 302: Energy — 302-1	Energy consumption within the organisation	3.2 Energy Management and Renewable Energy Adoption; 3.3.2 Scope 2 Emissions
GRI 302: Energy — 302-4	Reduction of energy consumption	3.2 Energy Management and Renewable Energy Adoption; 3.3.2 Scope 2 Emissions
GRI 303: Water and Effluents — 303-5	Water consumption	3.4 Water Resource Management
GRI 305: Emissions — 305-1	Direct GHG emissions, Scope 1	3.3.1 Scope 1 – Direct Emissions
GRI 305: Emissions — 305-2	Energy indirect GHG emissions, Scope 2	3.3.2 Scope 2 – Indirect Energy Emissions
GRI 305: Emissions — 305-3	Other indirect GHG emissions, Scope 3	3.3.3 Scope 3 – Selected Other Indirect Emissions
GRI 305: Emissions — 305-5	Reduction of GHG emissions	3.3 Greenhouse Gas Emissions Management; 6.4 Case Highlight
GRI 306: Waste — 306-2	Management of significant waste-related impacts	3.3.2 Scope 2 Emissions
GRI 401: Employment — 401-2	Benefits provided to full-time employees	4.5 Employee Welfare, Benefits and Wellbeing
GRI 403: Occupational Health and Safety — 403-6	Promotion of worker health	4.6 Occupational Safety and Health
GRI 404: Training and Education — 404-2	Programmes for upgrading employee skills	4.3 Learning and Development
GRI 405: Diversity and Equal Opportunity — 405-1	Diversity of governance bodies and employees	4.2 Workforce Profile and Diversity; 5.2 Governance Structure and Board Oversight

Note: This index is prepared with reference to selected GRI Standards based on MPC's current reporting scope, data availability and reporting maturity. Where certain disclosures are only partially covered, the relevant information is disclosed to the extent available within the report. MPC will continue to strengthen disclosure coverage and data quality in future reporting cycles.

APPENDIX B: ABBREVIATIONS

ABMS	Anti-Bribery Management System
ADI	Akademi Dalam Industri
AED	Automated External Defibrillator
AI	Artificial Intelligence
BEMS	Building Energy Management System
BSC	Balanced Scorecard
CO ₂	Carbon Dioxide
CO ₂ e	Carbon Dioxide Equivalent
ESG	Environmental, Social and Governance
eMAS	Electronic Management Approval System
eQMS	Electronic Quality Management System
eRO	Electronic Requisition Order
eSPO	e-Shared Prosperity Organisation
GGP	Government Green Procurement
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HRMIS	Human Resource Management Information System
HVAC	Heating, Ventilation and Air Conditioning
i-eSPO	Intensive e-Shared Prosperity Organisation
JPA	Public Service Department
JRD	Job Redesign
LPO	Local Purchase Order
MBEF	Malaysia Business Excellence Framework
MITI	Ministry of Investment, Trade and Industry
MKPPA	Manual Kewangan, Perolehan dan Pengurusan Aset & Stor
MPC	Malaysia Productivity Corporation
NIMP 2030	New Industrial Master Plan 2030
NPGRP	National Policy on Good Regulatory Practice
NRO	Northern Regional Office
OACP	Organisational Anti-Corruption Plan
OSH	Occupational Safety and Health
PV	Photovoltaic
PWMPC	Persatuan Warga MPC
RIA	Regulatory Impact Analysis
RKB	Reformasi Kerenah Birokrasi
SDG	Sustainable Development Goal
SDGs	Sustainable Development Goals
SKM	Sijil Kemahiran Malaysia / Malaysian Skills Certificate
SOP	Standard Operating Procedure
SRO	Southern Regional Office
SSPA	Sistem Saraan Perkhidmatan Awam
SSPOA	Sustainability Shared Prosperity Organisation Assessment
TCC	Tax Compliance Certificate
TNA	Training Needs Analysis