



Growing
Beyond
the
Present

Annual Report 2023

About This Report

Cover Rationale

Growing Beyond the Present

Much like the intricate concentric rings encircling the heart of a venerable tree, each layer of HRD Corp's history whispers tales of its evolution over the past three decades. Like chapters in a compelling narrative, these rings depict pivotal moments and milestones in HRD Corp's journey, marking its growth from humble beginnings to its current stature. Each ring represents not just a year gone by, but a chapter in a story of resilience, determination and boundless potential.

The network of cuts weaving through these rings serves as a testament to the challenges the organisation has overcome, each obstacle a testament to HRD Corp's unwavering determination. Every hurdle faced has only served to strengthen HRD Corp's resolve, fostering a culture of perseverance and innovation. Within these rings lie the echoes of triumphs and trials, each etched into the fibre of HRD Corp's identity.

Like roots anchoring deep into fertile soil, HRD Corp's foundation has been fortified by the trials it has weathered. And like branches stretching towards the sun, HRD Corp's aspirations soar ever higher, propelled by a relentless pursuit of excellence. As observers trace the lines of HRD Corp's history, they witness not only its past achievements but also the promise of future growth and success.

The title "Growing Beyond the Present" encapsulates the ethos of HRD Corp — a steadfast commitment to pushing boundaries and exploring new frontiers — signifying a refusal

to be bound by the status quo while embodying a relentless strive towards excellence and innovation. Rather than settling for mediocrity, HRD Corp is committed to redefining industry standards by introducing groundbreaking services that surpass existing norms.

"Growing Beyond the Present" also reflects HRD Corp's unwavering commitment to employees and society as a whole. By constantly innovating and evolving, the company ensures that it meets the ever-changing needs of employers, while also contributing positively to broader societal goals. Whether it's through sustainable business practices, community engagement initiatives or cutting-edge solutions, HRD Corp remains unwavering in its mission to make a meaningful impact on the world.

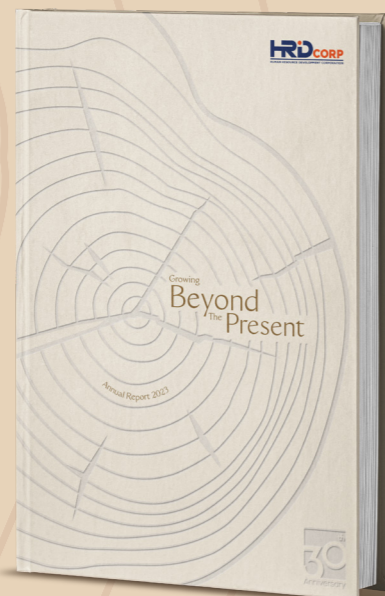


Table of Contents

About This Report	02
Cover Rationale	04
Our Achievements	06
HRD Corp's General KPIs & Achievements for 2023	09
Ministry of Human Resources' KPI & Achievement for 2023	12
Overview of HRD Corp	14
About Us	16
Our Journey	18
PSMB Act 2001: Expansion Milestones	21
2023 Highlights	22
HRD Corp BEST Bootcamp	24
Anti-Corruption Initiatives	25
National Training Week	26
National Training Index	29
NHRCi Graduation Ceremony	30
National Human Capital Conference & Exhibition (NHCCE) 2023: Regional Series	32
NHCCE 2023	34
HRD Awards 2023	36
Our Initiatives	38
MyHRDCORP	40
e-LATiH	42
Digital Coaching	45
National Human Resource Centre (NHRC)	46
Leadership	48
From the Minister's Desk	50
Message from the Chairman	52
Chief Executive's Reflection	54
Board of Directors	58
Board Committees	76
Senior Leadership Committee	80
2023 Report	86
Training	88
Registered Employers	105
Registered Training Providers & Trainers	111
Strategic Initiatives	112
Development	117
Regional Operations	135
Financial Statements	140



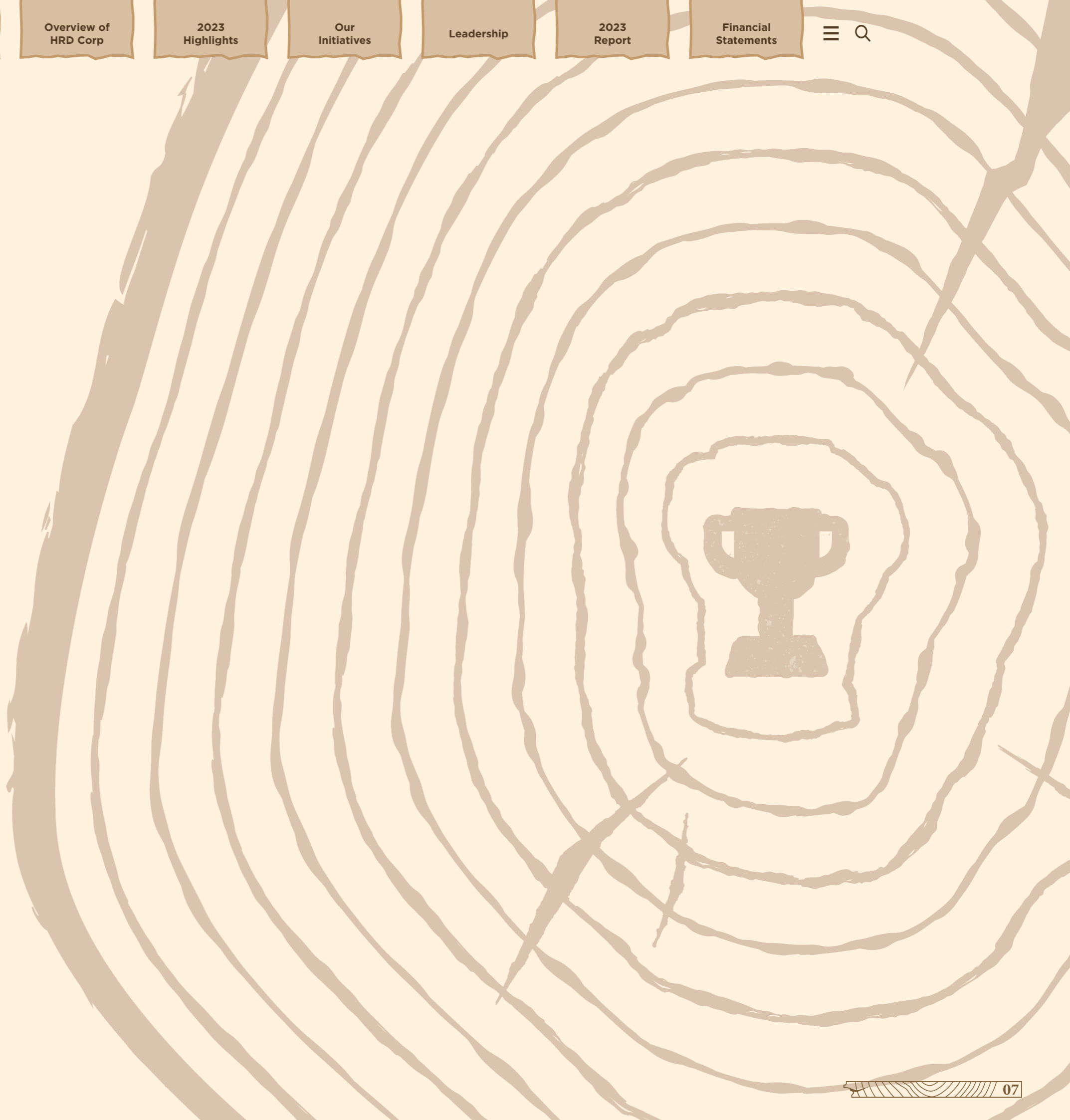
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☰ Content List

🔍 Search

🔗 Link

Our Achievements



2023 Achievements

At a Glance



Levy Collection

RM2.13 billion



Claims Disbursement

RM1.52 billion



NTW Participants

129,321



Registered Employers

89,912



Training Places

2,296,898



Accredited Trainers (Local & International)

3,027



Development of the National Training Index (NTI)

100% completion



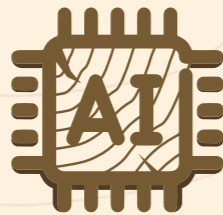
Development of New Features for MyHRDCORP Super App

100% completion



21 Learning Hours Per Employee

98% completion



Business Process Enhancement through AI Adoption

100% completion

Grants process within 24 hours

Claims & payments processes within 7 days

HRD Corp's General KPIs & Achievements for 2023

We identified 10 Key Performance Indicators (KPI) at the beginning of 2023 to measure HRD Corp's overall organisational performance for the year. The 10 KPIs were designed to assess four (4) different areas.



Financial & Business Growth



Stakeholders Management



Digital Transformation



Learning & Growth

This resulted in the following KPIs:

- KPI 1** Levy Collection
- KPI 2** Claims Disbursement
- KPI 3** NTW Participants
- KPI 4** Registered Employers
- KPI 5** Training Places
- KPI 6** Accredited Trainers (Local & International)
- KPI 7** Development of the National Training Index (NTI)
- KPI 8** Business Process Enhancement through AI Adoption
- KPI 9** Development of New Features for MyHRDCORP Super App
- KPI 10** 21 Learning Hours Per Employee

The management of HRD Corp has agreed to adopt a "traffic lights" approach to enable effective monitoring of KPIs, providing a realistic representation of the actual figures and its status.

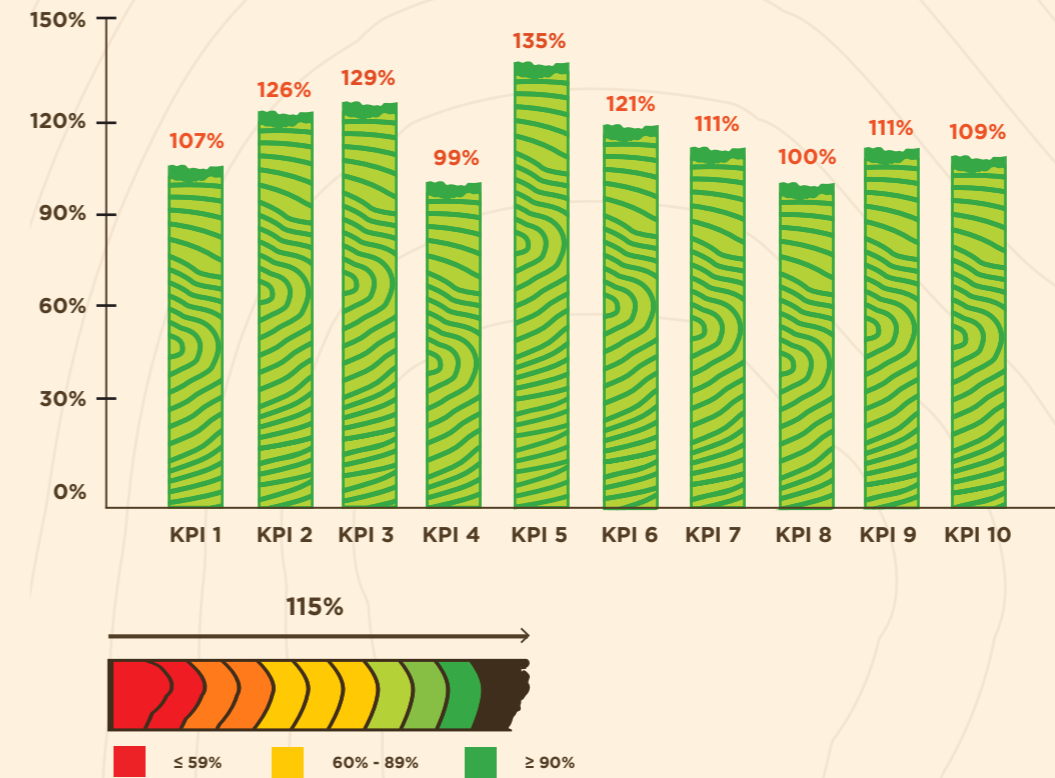
Under this approach, each KPI is classified as **green**, **yellow**, or **red** based on how close it is to achieving its target outcome. The target is measured as a percentage, with 100% indicating that the goal has been fully accomplished. This is further articulated as follows:



Performance of HRD Corp Deliverables in 2023

Perspective	No.	Deliverable	Target	Achievement	Percentage
Financial & Business Growth	1.	Levy Collection	RM2,000 million	RM2,133.12 million	107%
	2.	Claims Disbursement	RM1,200 million	RM1,518.73 million	126%
Stakeholders Management	3.	NTW Participants	100,000 participants	129,321 participants	129%
	4.	Registered Employers	90,000 employers	89,912 employers	99%
	5.	Training Places	1,700,000 training places	2,296,898 training places	135%
	6.	Accredited Trainers (Local & International)	2,500 trainers accredited	3,027 trainers accredited	121%
	7.	Development of the National Training Index (NTI)	90% report completion	100% report completion	111%
Digital Transformation	8.	Business Process Enhancement through AI Adoption	Grants process: 48 hours Claims & Payments processes: 12 days	Grants process: 24 hours Claims & Payments processes: 7 days	100%
	9.	Development of New Features for MyHRDCORP Super App	90% completion of new features	100% completion of new features	111%
Learning & Growth	10.	21 Learning Hours Per Employee	90% completion	98% completion	109%

Overview of HRD Corp's Corporate KPIs as of 2023



10 Corporate KPIs

KPI 1 Levy Collection	KPI 2 Claims Disbursement	KPI 3 NTW Participants	KPI 4 Registered Employers	KPI 5 Training Places
KPI 6 Accredited Trainers (Local & International)	KPI 7 Development of the National Training Index (NTI)	KPI 8 Business Process Enhancement through AI Adoption	KPI 9 Development of New Features for MyHRDCORP Super App	KPI 10 21 Learning Hours Per Employee

Throughout 2023, HRD Corp demonstrated a remarkable amount of resilience, agility, and innovation. As a result, we exceeded our targets and achieved 115% in our overall performance.

Our outstanding performance can be credited to meeting and exceeding all the targets for 10 of our KPIs. These 10 KPIs were rated “green”, indicating that we achieved our goals in these areas.

Ministry of Human Resources' KPI & Achievement for 2023



Number of Skilled Workers Trained (Skilled Workers)



Target
130,000



Achievement
135,940

As the custodian of Malaysia’s human capital development, it is HRD Corp’s responsibility to bolster the government’s general efforts, particularly those spearheaded by the Ministry of Human Resources, in achieving this goal.

We not only surpassed the target for the KPI concerning the Number of Skilled Workers Trained, but we are also directing our attention towards identifying more eligible employers under the Act so that we can engage with and offer them our training and development services.

Overview of HRD Corp



About Us

Human Resource Development Corporation (HRD Corp) was established as the Human Resources Development Council (HRDC) in 1993. Its creation was aimed at collecting funds from key industries and offering training grants to registered employers using its internal mechanism called the Human Resources Development Fund (HRDF). As time went on, the mechanics became synonymous with the organisation, and stakeholders began referring to us as HRDF.

The council grew in importance over the years, becoming a crucial part of Malaysia's human capital development landscape. We expanded our core function to include more sectors and industries while supporting the growth of training providers in the country.

In 2001, the council was incorporated into Pembangunan Sumber Manusia Berhad (PSMB) through the enactment of the Pembangunan Sumber Manusia Berhad Act 2001. Despite the incorporation, the public continued to recognise us as HRDF.

In April 2021, HRDF was rebranded to HRD Corp. The new name reflects our new responsibilities, directions, and mission, which included expanding our upskilling and reskilling efforts to all Malaysian organisations and individuals. We also started providing training, placement, and income-generating opportunities to all communities in need.

Since the rebranding, HRD Corp has continued to empower Malaysia's workforce across all ages and backgrounds. We have introduced several key reskilling and upskilling programmes to help individuals secure the best professional opportunities based on their skillsets, capabilities, knowledge, and experience. We have worked with local and global partners to ensure our talents gain access to quality content and resources, some of which are currently unavailable in Malaysia.

Additionally, we have extended our programmes to underserved communities to provide them with the necessary skills and competencies to generate more income and improve their quality of life. Cognisant of our role, we encourage individuals to enhance their knowledge through lifelong learning, preparing them for the future of work and building a resilient, agile, and highly-skilled workforce.

In 2023, HRD Corp proudly celebrated its 30th anniversary, marking three decades of unwavering commitment to Malaysia's human capital development. This milestone stands as a testament to our enduring dedication to fostering a skilled, agile, and dynamic workforce capable of meeting the challenges of an ever-evolving global economy. As we look back on our journey, we remain steadfast in our resolve to continue innovating and expanding our initiatives, ensuring that every Malaysian has the opportunity to thrive in the rapidly changing landscape of the modern workplace.

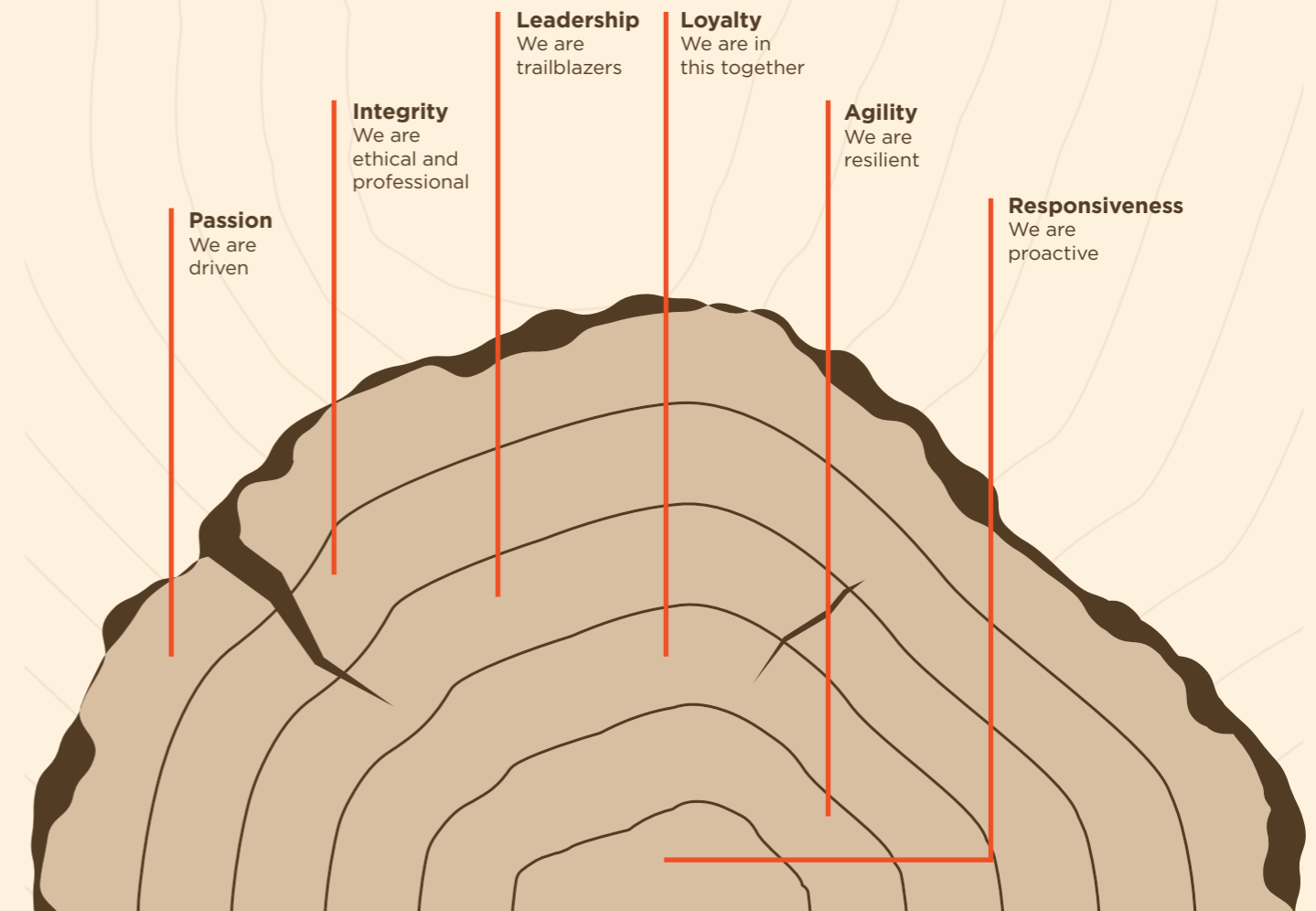
Vision

Every Malaysian trained and employable

Mission

Improving lives through the promotion of lifelong learning and the acquisition of future work skills

The P.I.L.L.A.R. of Our Corporate Values



Our Journey

1993

Established as the Human Resources Development Council (HRDC) under the Human Resources Development Act 1992 (HRD Act), covering manufacturing businesses with more than 50 Malaysian employees. The Human Resources Development Fund (HRDF) was established as a mechanism to collect levy and disburse training funds.

1995

Expanded the HRD Act 1992 to cover the Manufacturing sector (employers with 10-49 employees with a paid-up capital of more than RM2.5 million) and nine (9) industries under the Services sector.

1998

- ◆ Established four (4) Regional Offices in Penang, Johor, Sabah, and Sarawak.
- ◆ Became the first agency under the Ministry of Human Resources to receive ISO Certification by SIRIM.

2001

- ◆ Incorporated into Pembangunan Sumber Manusia Berhad (PSMB) on 17 April.
- ◆ The PSMB Act 2001 was also enacted to support the organisation's incorporation, thereby replacing the former HRD Act 1992.
- ◆ The name HRDF remained in use amongst our stakeholders and members of the public.
- ◆ Held the inaugural HRDF Conference & Exhibition, and the HRD Awards.

2005

- ◆ Appointed as the Training Coordinator Body by the National SME Development Council (NSDC).
- ◆ Launched the HRD Portal in March to facilitate online learning for SMEs.

2007

Relocated to our own building, Wisma HRDF in Jalan Beringin, Kuala Lumpur.

2010

Included the HRD Levy as an allowable expense under the Income Tax Act 1967 to encourage employers to pay their HRD levy promptly and create a highly skilled workforce through reskilling and upskilling.

2011

Established our National Human Resource Centre (NHRC) on 1 August, a one-stop centre to enhance the quality and productivity of the HR practice for organisations.

2012

Established our fifth Regional Office on 1 June in Melaka, covering Melaka and Negeri Sembilan.

2015

Launched the 1MALAYSIA GRIP Programme and Training Incentive for SMEs.

2017

- ◆ Established our seventh Regional Office in Perak on 3 January.
- ◆ Amended the First Schedule of the PSMB Act 2001, to include all employers with 10 and more Malaysian employees across all sub-sectors and removed the registration criterion on paid-up capital.
- ◆ Won several awards:
 - ◆ Malaysia Top Achiever Awards 2017 – Industry Excellence in Human Capital Development
 - ◆ Global Leadership Awards 2017 – Leadership Excellence in Human Capital Development
 - ◆ Malaysia HR Awards 2017 – Gold Award in Team Excellence
 - ◆ QCC Quality Awards – Local and International

2018

Introduced the National Workforce Human Capital Development Blueprint, in partnership with the World Bank.

2019

Implemented the Training Effectiveness Evaluation and Trainers' Development Frameworks to ensure a high standard of quality for trainers, training providers as well as their training programmes.

2020

- ◆ Introduced training programmes that emphasised reskilling and upskilling courses to accelerate workforce employability.
- ◆ Mandated by the Economic Advisory Council to coordinate and monitor the upskilling and reskilling programmes implemented by various Ministries and Agencies involved under the PENJANA initiative.

2021

Rebranded from HRDF to HRD Corp.

2022

- ◆ Launched MyHRDCORP Super App, a new and interactive application aimed at providing the latest information on the company’s products and services.
- ◆ Opened our first Training and Community Development Centre in Tapah, Perak, with the aim of supporting the local community through various learning, development, and socioeconomic initiatives.
- ◆ Brought back our conference and exhibition after a two-year hiatus. The flagship event, which was formerly known as the HRDF Conference & Exhibition, became known as the National Human Capital Conference & Exhibition (NHCCE).

2023

- ◆ Celebrated our 30th Anniversary.
- ◆ Introduced the first-ever National Training Week.
- ◆ Launched the first-ever National Training Index.
- ◆ Received recognition from the Malaysia Book of Records for NHCCE 2023 as the biggest human capital conference and exhibition in Malaysia.

PSMB Act 2001

Expansion Milestones

Since its inception, we have implemented eight expansions to the Act. They are as follows:



2023 Highlights



2023 Highlights

HRD Corp BEST Bootcamp

The quality of trainers and training providers is critical to driving the human capital development of the nation, thus ensuring the Malaysian workforce is ready to face the demands of the current and future job market. Thus, it is imperative that these training professionals continue to improve themselves and enhance their skills.

Therefore, in 2023, HRD Corp organised six (6) HRD Corp High Performing Trainers and Training Providers Bootcamp sessions throughout Malaysia.

This bootcamp has brought together industry experts to share their knowledge and expertise, which can help participants enhance their skills and expand their training offerings.

It was also aimed at empowering the trainer community and building a stronger and more competitive training ecosystem, which aligns with the priorities of Malaysia MADANI.



BOOTCAMPS



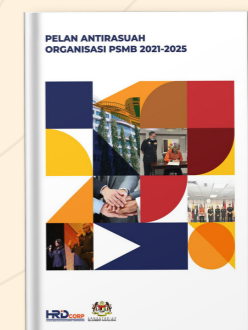
PARTICIPANTS

Anti-Corruption Initiatives

As an agency under the Ministry of Human Resources, HRD Corp is extremely serious in combating corruption and enhancing integrity in all aspects of its culture and operations.

In 2023, we:

- Published the HRD Corp Governance Report for 2017-2022.
- Introduced the Integrity Pact for use by our partners, vendors and collaborators as their commitment to anti-corruption in their dealings with HRD Corp.
- Received the Anti-Bribery Management System (ABMS) Certification by Sirim. One of the earliest agencies under KESUMA to do so.



National Training Week

We introduced the first-ever National Training Week (NTW), an annual event dedicated to providing Malaysians from all walks of life with a week of learning and development opportunities FOR FREE.

Spearheaded by the Ministry of Human Resources and HRD Corp, NTW brings together other government ministries and agencies, industry players, academia, and training providers to offer comprehensive training programmes to Malaysians.

NTW 2023 reached hundreds of thousands of participants across the nation. From the bustling cities to the remotest corners of Malaysia, individuals from diverse backgrounds embraced the opportunity to enhance their skills and knowledge.

ENROLMENTS
129,321

REGISTERED COURSES
21,473

TRAINING HOURS
503,572

COURSE PROVIDERS
1,577

NTW 2023 ran concurrently across all 13 states in Malaysia from 22 to 29 May. Trainings were carried out face-to-face, online or via hybrid mode, depending on the types and nature of the programmes.



Bayan Baru, Pulau Pinang

7 Regional Launches in:



26 high-impact activities that included

- Karnival TVET MADANI Sabah
- Braille Al-Quran Recitation Classes
- Celebrating Autism Through Art With NASUM
- Friendly Inter-School Debate
- CIC Fun Carnival Day
- UMS Training Carnival
- Program Bimbingan Teknikal Kemahiran Kraftangan (PBTCK)
- Bakery Craft By Orang Asli

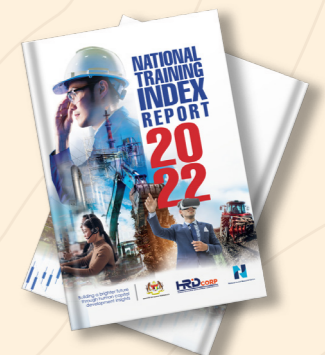
National Training Index

For the first time in our history, HRD Corp launched the National Training Index (NTI) and published the inaugural National Training Index 2022 report.

This first-of-its-kind index in Southeast Asia aims to measure the industries' performance and quality of training activities across five (5) main economic sectors in Malaysia. The index also aims to serve as a reference for industry players, academia, government and stakeholders in improving their training ecosystem.



1st in Southeast Asia



NHRCi Graduation Ceremony

We produced 82 human resource expert graduates through a collaboration between National Human Resource Centre and the HR Certification Institute (HRCI) in the first cohort of the NHRCi programme.

This first dual Human Resource certification programme in Malaysia combines international human resources best practices with insights on local labour laws and practices into three (3) certification programmes.



National Human Capital Conference & Exhibition (NHCCE) 2023: Regional Series

Themed 'HR 5.0: The Next Evolution in Human Resource Development', the National Human Capital Conference & Exhibition (NHCCE) 2023: Regional Series held five discussion tracks aimed at equipping leaders, industry players, senior management,

HR practitioners, and working professionals with the skills and knowledge to champion the implementation of transformative human capital initiatives in their respective organisations.

Northern Region

Organised in partnership with the Penang Skills Development Centre (PSDC), the NHCCE 2023 - Northern Region took place between 31 May and 1 June at the Setia SPICE Convention Centre, Bayan Lepas. It was the first stop for the regional series of the NHCCE 2023 by HRD Corp, following the encouraging response to the NHCCE 2022 held in Kuala Lumpur last year.

NHCCE 2023 - Northern Region also showcased 50 exhibitors from various leading organisations, including TNG Digital, Cybersecurity Malaysia, PWC Malaysia, Malaysian Employers Federation (MEF) and Fusionex Academy. The conference itself drew close to 800 delegates from Penang, Perak, Kedah and Perlis.



745

PARTICIPANTS

50

EXHIBITORS



Borneo Region

Following the NHCCE 2023 - Northern Region, HRD Corp organised the NHCCE - Borneo Region, in partnership with the Sabah Economic Development and Investment Authority (SEDIA). The NHCCE 2023 - Borneo Region took place between 4 and 5 July at the Sabah International Convention Centre.

NHCCE 2023 - Borneo Region also showcased 40 exhibitors such as the Malaysian Institute of Management (MIM), Evopoint Sdn Bhd, and Sabah Skills and Technology Centre. The conference successfully drew more than 1,000 delegates from Sabah and Sarawak.

1,062

PARTICIPANTS



40

EXHIBITORS

NHCCE 2023

Taking place from 30 to 31 October at the Malaysia International Trade and Exhibition Centre (MITEC), Kuala Lumpur, the NHCCE 2023 builds on the success of NHCCE 2023: Regional Series and NHCCE 2022, which received an overwhelming response from its delegates spanning the Southeast Asian region.

Featuring a new theme, 'Pioneering Growth, Inspiring Change', the NHCCE 2023 aimed to help organisations and human resources (HR) practitioners stay ahead of the shifting demands in the modern workplace.

We also made history as the Malaysia Book of Records declared the NHCCE 2023 as the largest-ever human capital event in Malaysia based on the total number of delegates and exhibitors. HRD Corp gathered over 4,000 participants, more than 30 experts from various industries, and 356 exhibitors at the NHCCE 2023.



4,358

PARTICIPANTS

356

EXHIBITORS



NHCCE 2023

NATIONAL HUMAN CAPITAL CONFERENCE & EXHIBITION
KUALA LUMPUR

Pioneering Growth, Inspiring Change

HRD Awards 2023

We hosted the annual HRD Awards Gala Night, which is the premier award in the human capital development industry that celebrates excellence in human resource management and development.

HRD Corp received the highest number of nominations in its 21-year history since the awards' inception, showcasing 44 winners across three (3) main categories.



Our Initiatives



MyHRDCORP

MYHRDCORP SUPER APP

The MyHRDCORP Super App is a pioneering initiative by HRD Corp, aligning with the Pembangunan Sumber Manusia Berhad Act 2001 (PSMB Act 2001) and operating under the Ministry of Human Resources (MOHR).

The tagline “One App, One Login, One User Experience – Many Services” is synonymous with the super app as it delivers the latest information on HRD Corp’s products and services to individuals, employers, trainers, and training providers.

The MyHRDCORP Super App is the first super app under the Ministry of Human Resources and offers a comprehensive and seamless experience for users through its various features. The app has exceeded expectations, garnering over 30,807 downloads since its launch.

Individual

Individuals can explore courses and conveniently enrol in them and will receive e-certificates upon course completion. Individuals can also apply for jobs and internships directly through the platform. Individuals can subscribe to career coaching services, providing on-the-go access to digital coaching sessions for professional growth. Individuals can enquire about HRD Corp’s products and services via Ask Bella, HRD Corp’s own AI chatbot.

For added convenience, individuals can verify their identity using Electronic Know Your Customer (eKYC) and take advantage of the geolocation feature within the MyHRDCORP Super App. This serves as a deterrent against fraudulent claims by training providers and employers.

Employers

Employers can benefit from the app by advertising job openings and managing applications effortlessly. The app also facilitates upskilling of the workforce through access to a diverse array of courses tailored to organisational and employee needs. Employers can further support the career advancement of their employees through digital coaching sessions, contributing to their professional development. The app also offers features for employers to pay levies, view claim and grant application status, and receive notifications and queries.



Trainers and Training Providers

Trainers and training providers can utilise the MyHRDCORP Super App by accessing the leaderboard, enabling them to view the top training places. The app also facilitates easy access to course providers’ information via the dashboard, enhancing the overall experience for trainers and training providers who are using the app. Trainers can leverage the geolocation feature of the MyHRDCORP Super App to ensure transparency in training activities.

Guests

Guests have the privilege of accessing and exploring the features of the MyHRDCORP Super App without being required to sign up. This allows non-registered users to get an overview of the app’s functionalities and offerings, providing a convenient way to explore its capabilities without committing to a full registration process.

Event Participants

In our events, the MyHRDCORP Super App plays a pivotal role in enabling participants to seamlessly access event details. This includes the event agenda, speakers’ profiles, and exhibition information. Participants can also submit their questions through the app, committing to a full registration process.

Total Downloads	
2022	2023
15,180	30,807



102.95%

e-LATiH

About e-LATiH

e-LATiH, Malaysia's premier online learning platform developed by HRD Corp has rapidly evolved since its launch on 6 February 2021. With the goal of fostering a culture of lifelong learning among Malaysians, HRD Corp's groundbreaking e-LATiH initiative has defied conventional timelines in 2023.



It commenced its journey with a modest offering of 400 free courses, evolving into a learning powerhouse, boasting an impressive catalogue of over 1900 courses. In the span of just 2.5 years, e-LATiH has achieved the monumental milestone of recording over 1 million enrolments.

This accomplishment not only underscores the platform's steadfast commitment to the transformation of learning, but also highlights the profound impact of online learning in redefining traditional training paradigms.

Key Statistics for 2023 – Learners' Demography

390K

Total registered users: **390,000+**

11K

Average registration per month: **11,000+**

Gender

Female	62%
Male	38%

Top 3 Locations

Selangor	28%
Kuala Lumpur	12%
Johor	10%

Qualifications

Bachelor's Degree/equivalent	44%
STPM/A-Level/Diploma/equivalent	18%
SPM/O-level/SVM/equivalent	17%
Master's Degree/equivalent	8%
Primary School	7%
Secondary School	4%
Doctoral Degree	2%

Generation

Millennials (1981 - 1996)	55%
Generation X (1965 - 1980)	23%
Generation Z (1997 - 2012)	16%
Baby Boomers (1946 - 1964)	4%
Generation Alpha (2013 - 2025)	2%

Employment status

Employed	65%
Unemployed	23%
Self-employed	12%

Unemployed categories

Student	42%
Fresh Graduate	17%
Home Worker/Housewife	14%
Retrenched	14%
Retired	13%

Total number of courses: **1,900+**

Total premium courses: **60+**

Total number of enrolments: **1,170,000**

Total premium courses subscription: **20,000+**

Average enrolments per user: **3**
Note: 1 individual learner enrolled in a minimum of 3 courses

Key 2023 Statistics

Average enrolment per month: **33,000+**

Top 3 free courses enrolled in

- *Tips Ajaib Menggunakan MS Excel*
- *Budaya Perkhidmatan Berkualiti*
- *Critical Thinking Skills for Professionals*

Peak engagement periods:

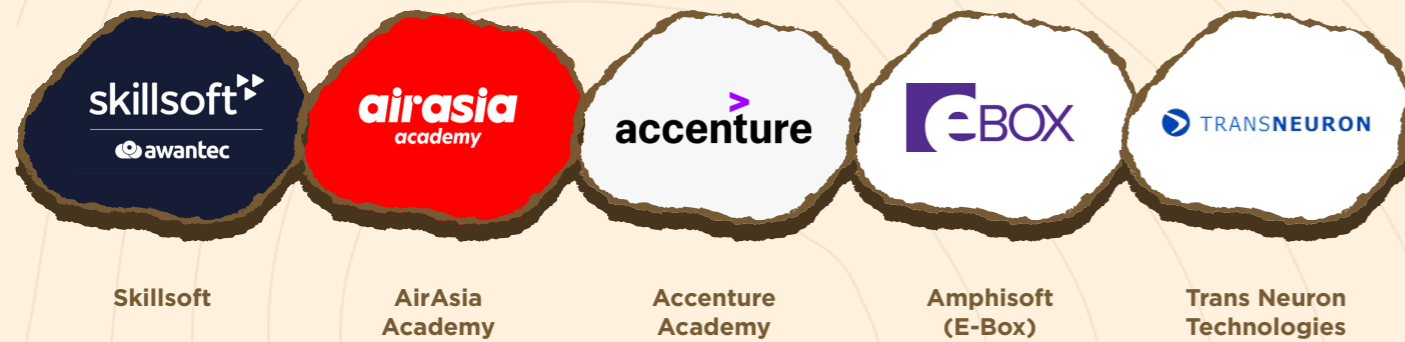
- Peak days: Tuesday and Wednesday
- Peak times: 10am-11am & 2pm-3pm

About e-LATiH Corporate Access

Launched in May 2023, e-LATiH Corporate Access helps employers track and monitor employees' self-paced learning through a wide range of paid premium courses. With a new levy- integrated system and expanded global e-learning partnerships, it has boosted its capabilities, revolutionising employers' learning and development landscape.

Key Statistics for 2023

Total Partners: 5



Key Achievements & Activities in 2023

- Achieved 1 million enrolments on e-LATiH in August 2023.
- Organised a New Learning Economy Event on 21 September 2023 in collaboration with seven (7) global partners, engaging over 30 selected employers and potential clients.
- Collaborated with various global e-learning partners for e-LATiH including Skillsoft, Microsoft, Udemy, AirAsia Academy, Trans Neuron Technologies, Accenture Academy, Amphisoft, and others.

Digital Coaching

HRD Corp successfully launched the Digital Coaching platform through the MyHRDCORP Super App during NHCCE KL 2023. This platform revolutionised access to personalised coaching for Malaysian stakeholders, democratising coaching and significantly enhancing support for professional development. This successful debut marks a major milestone in making dedicated digital coaching platforms more accessible, thereby enriching the learning resources landscape for the Malaysian workforce.

Benefits of Digital Coaching

- Instant Levy Claimable
 - Employers can promptly utilise their levy to subscribe to digital coaching packages.
- 100% Digital
 - Full digital experience of the coaching journey via video conferencing, mobile app or desktop, with 24/7 access through the MyHRDCORP Super App for ultimate convenience and flexibility.
- Pool of Certified Local and International Coaches
 - Provides access to over 3,500 certified coaches worldwide, allowing users the opportunity to have sessions with experienced professional coaches with diverse expertise through extensive coaching options.
- AI Features
 - AI Intelligent Matching: Personalised coaching pairings driven by AI, ensuring the best match for the user's needs and preferences.
 - AI Performance Tracking: In-depth analysis of the coaching progress, delivering personalised insights and recommendations for an optimised experience.
- Flexible Coaching Session
 - Users have the flexibility to participate in coaching sessions from any location and at any time, allowing for convenient scheduling that aligns with personal preferences and commitments.

2023 Achievements

- Launched a Digital Coaching platform through the MyHRDCORP Super App at the NHCCE 2023, in Kuala Lumpur.
- Implemented Digital Coaching through Strategic Collaboration with internationally renowned platforms.
- The platform allows for 100% levy-claimable coaching fees and provides access to over 3,500 certified coaches.
- Entered a Memorandum of Understanding (MOU) with CoachHub as the first strategic partner to provide Digital Coaching services to HRD Corp's stakeholders via MyHRDCORP Super App.

NHRC

The Launch of National Training Index Report

The National Training Index (NTI) was launched on 5 September 2023 by the former Minister of Human Resources, with the aim of assessing the performance of lifelong learning programmes and activities in Malaysia. The index covers key indicators across the national, sectoral and sub-sectoral levels.

The development of the index is supported by 19 expert entities, including Government Agencies, Research Organisations, Research Universities and Industry Representatives. A series of workshops and engagements were carried out with these experts to establish the NTI framework.

The NTI 2022 Report covered 81,706 organisations across five (5) primary economic sectors, providing comprehensive insights into workforce strength and identifying areas for improvement within various sectors and sub-sectors. The multi-dimensional approach used in this index effectively captures the complexities of the training landscape, offering a thorough view of the state of workforce development and lifelong learning across different industries and sectors in Malaysia.

NTI Briefing & Research Fellow Engagement Sessions

NHRC's initiative to organise Research Fellow (RF) engagement sessions underscores a commitment to fostering collaboration and knowledge dissemination within the expert community. These sessions serve as strategic platforms for sharing HRD Corp's recent updates with the esteemed RFs, providing them with comprehensive insights into the organisation's latest developments.

A focal point of these engagements is the in-depth briefing on the NTI report, allowing RFs to gain a nuanced understanding of the current training landscape. Additionally, the sessions aim to harness the collective influence of RFs by discussing their pivotal roles in promoting and creating awareness of NTI within their respective industries. Through this collaborative approach, NHRC ensures that RFs play an instrumental role in championing and advancing the impact of NTI in the broader professional landscape.



National Human Resource Centre

The index is useful in assisting the government to formulate the right policies and implement the right initiatives that will strengthen the nation's training and development landscape. At the same time, it will also provide businesses and individuals with the tools needed to embrace the right training programmes and opportunities for their progress.

As the first training evaluation tool in Southeast Asia, the NTI is an initiative to drive the training and development of Malaysian professionals, businesses and industries, and formulate the right strategies to improve training and development in the country.

In alignment with their influential status, the change from Research Fellow to HRD Corp Thought Leader reflects the esteemed position these individuals hold as drivers of thought leadership within the human capital development sphere.

This session stands as a testament to NHRC's commitment to continuous enrichment and strategic collaboration with its esteemed HRD Corp Thought Leaders. As we transition from Research Fellows to HRD Corp Thought Leaders, this session marks a pivotal moment in our collective journey toward advancing human capital excellence, reinforcing our dedication to impactful collaboration in the years to come.

NHRCi Graduation Ceremony

The certification programme aims to increase the number of professional HR practitioners nationwide.

The NHRCi Graduation Ceremony recognises the achievements of participants who have demonstrated commitment and proficiency by successfully completing the certification examinations across different levels; Foundational (aPHRi MyCA), Professional (PHRi MyCP), and Strategic (SPHRI MyCSP).

The ceremony was honoured to have the distinguished former Minister of Human Resources officiating the event. Accompanying the minister

HRD Talk Series

The HRD Talk has provided participants a platform for the exchange of knowledge, experiences, and ideas on the latest trending topics related to human capital development in Malaysia. Focused on high-impact topics related to leadership and development, the talks discussed strategic paradigm shifts and actionable insights, setting a strong foundation for future endeavours in the intersection of technology adoption, leadership, and human capital development.

The talks have attracted diverse participants ranging from those in top level positions to those in specialised roles eager to gain exclusive insights

were our esteemed Chief Executive Datuk Wira Shahul Dawood, and the Chief Strategy Officer Dr Rony Ambrose Gobilee.

Joining this event were family members, industry experts, and employers adding to the significance of the event as they honour the graduates' achievements and commitment.

into the dynamic interplay between technology and human capital development. The event serves as a testament to the importance of ongoing dialogue and collaborative efforts in shaping the future of human capital development in the digital age.

Through the series, HRD Corp is poised to strengthen its role as a catalyst for transformative discussions and initiatives, driving Malaysia towards a future that propels the nation's workforce to new heights.

Leadership



From the Minister's Desk



Moving forward, I am confident that HRD Corp will continue to support KESUMA in driving our 3K strategic vision of driving skills (Kemahiran), ensuring productivity (Keberhasilan) and safeguarding the welfare (Kebajikan) of our Malaysian workforce.



Yang Berhormat Encik Steven Sim Chee Keong
Minister of Human Resources

Over the past year, the Malaysian government, through the Ministry of Human Resources (KESUMA), have focused on achieving the goals meted out in the **MADANI Economy: Empowering the People** economic framework. Of particular note are making Malaysia among the top 30 largest economies in the world, moving the country up to the Top 12 in the Global Competitiveness Index ranking, improving the percentage of labour share to income to 45% (from the current 32.4%) and increasing our female labour force participation rate to 60% (from the current 55.6%) in the next few years.

While these are ambitious goals, I believe they are realistic and attainable. They are also crucial in supporting the government to create a just and equitable society that enjoys a good standard of living backed by strong economic fundamentals. Such goals will be realised through solid policies such as the National Energy Transition Roadmap (NETR), the New Industrial Master Plan 2030 (NIMP 2030), and continuous improvements to the 12th Malaysia Plan. They will also cater to every segment of the Malaysian society; from traders and entrepreneurs to public servants, professionals, and workers, as well as urban, rural, and inland poor communities.

Nevertheless, it is important to remember that a government for the people must be supported by the people in order to attain the nation's collective vision. The goals outlined above can only be achieved if the rakyat are adequately equipped with the right skills, knowledge, and opportunities to contribute to their industry and organisation while ensuring their own professional and personal development.

For the past three decades, HRD Corp has been hard at work to provide all Malaysians with these and more. The evolution of its role from a levy collector and training grants disbursing for employers to becoming the custodian of the nation's human capital development efforts is a testament to not only the organisation's instrumental role in the ministry's efforts but also its excellent work in ensuring that every Malaysian is trained and employable.

This can be seen from HRD Corp's unwavering commitment to its stakeholders and the broader Malaysian public through its efforts to improve levy utilisation by strengthening its claims and grants approval processes and enhance the quality of training programmes available in the market

by providing greater support for trainers and training providers. HRD Corp's efforts to partner with reputable international organisations to make high-value, internationally-recognised upskilling opportunities available to more Malaysians are also commendable. Closer to home, HRD Corp collaborates with private, public and non-governmental organisations to introduce new programmes and initiatives supporting underserved communities, ensuring no one is left behind.

Through such a comprehensive approach, HRD Corp's 30th year has also become its best-performing year with record-breaking figures in levy collection and utilisation, training places, and trainees. Moving forward, I am confident that HRD Corp will continue to support KESUMA in driving our 3K strategic vision of driving skills (Kemahiran), ensuring productivity (Keberhasilan) and safeguarding the welfare (Kebajikan) of our Malaysian workforce. Many of HRD Corp's programmes and initiatives will form the basis of KESUMA's priorities in 2024 and beyond. This will include reforms, enhancements, and transformations covering the entire spectrum of Malaysian business and labour markets.

Congratulations, HRD Corp, on your 30th Anniversary and for your great year!

I am confident that you will continue to be at the forefront of the nation's efforts to upskill its people, uphold its business and economic priorities, and uplift our communities as we build a dynamic and successful Malaysia MADANI.

Yang Berhormat Encik Steven Sim Chee Keong
Minister of Human Resources

Message from the Chairman



Whatever we have done and achieved in the past have been the outcome of the immense commitment and dedication of our leadership team and our people.



Datuk Abu Huraira Abu Yazid
Chairman of HRD Corp

As HRD Corp celebrates our 30th Anniversary this year, it is imperative that we reflect how we have fulfilled our mandate and what holds for the future. As a recollect, HRD Corp was established in 1993 to support Malaysian employees and organisations to obtain the training and development opportunities they need to grow their skills and businesses.

This was in line with the Malaysian government's focus of building a skilled talent pool to usher in the new era of Information Technology in the 1990s.

Over the years, we have delivered on our core mandate to provide learning and development opportunities to employees and employers in Malaysia's key sectors. At the same time, HRD Corp also expanded our offering to support all Malaysians beyond our immediate stakeholders.

Today, we engage with numerous parties to introduce initiatives that provide skills development programmes to individuals and communities in need. HRD Corp's focus is on helping them secure new employment, advance in their current employment, identify and pursue entrepreneurship and any other forms of income generation opportunities.

In the last three decades, HRD Corp has moved in tandem with the nation, introducing programmes and initiatives that support national aspirations. In the last decade alone, we have played an instrumental role in helping the government realise the goals of the 11th and 12th Malaysia Plan, by shaping our workforce and ensuring that they are dynamic, resilient and responsive to the nation's current and future needs. Most notably, we also supported Malaysians to upskill and reskill during the pandemic in order to help them retain their employment or find new ones that require different skills and knowledge, through a wide range of programmes and activities.

I am proud to note that 2023 was a phenomenal year for HRD Corp. We recorded our highest levy collection, financial assistance, levy utilisation, training places and number of trainees.

Building on the organisation's transformation over the last few years, our people were able to enhance their productivity, improve their service quality, and elevate the organisation to new heights. Internally, we introduced new systems and platforms that improved efficiency and speed of delivery for our grants and claims processes.

Externally, we worked with the learning community to help them improve their own skills, knowledge and service offerings through our bootcamp for trainers and training providers across the nation. At the same time, we amplified our onground and online engagements with our registered employers to encourage and incentivise them to utilise their levy for employee development.

Throughout the year, I am also proud to see that our HRD Corp Heroes have continued to push boundaries and strengthen the organisation's position on the national and regional stage. We rolled out the National Training Index (NTI), the first index-of-its-kind in Southeast Asia, which provides detailed information on training activity and maturity levels across various industries.

We also enhanced our flagship event, the National Human Capital Conference & Exhibition (NHCCE) 2023, by organising the regional NHCCE Northern and Borneo and increasing the number of participants to record levels in Kuala Lumpur. NHCCE has managed to place us firmly on the map as the industry's most anticipated event, as it was recognised as the nation's largest human capital event and exhibition with over 4,000 delegates and over 300 exhibitors, by the Malaysia Book of Records.

Beyond that, we also galvanised all Malaysians to embrace lifelong learning through our inaugural National Training Week (NTW) 2023, which offered over 21,000 free courses to over 129,000 Malaysians nationwide for free.

Whatever we have done and achieved in the past have been the outcome of the immense commitment and dedication of our leadership team and our people. I take this opportunity to thank members of the Board, the Chief Executive, Datuk Wira Shahul Dawood and members of the Senior Leadership Committee for their leadership, vision and commitment to making 2023 an amazing year for HRD Corp.

Most importantly, my heartfelt gratitude and appreciation goes out to our HRD Corp Heroes for their unwavering enthusiasm and sacrifice in delivering on our various programmes and activities throughout the year. Our Heroes have remained steadfast in carrying out their respective duties while staying true to our values of Passion, Integrity, Leadership, Loyalty, Agility and Responsiveness. Congratulations to all of you!

As we move into 2024 and beyond, HRD Corp's main focus will be to support the Government's goal of strengthening our economy and elevating Malaysian talents to the world stage. I am confident that we can achieve this via the numerous multifaceted programmes and initiatives that we have in store. I look forward to continuing our brilliant work together, as we embark on a new chapter of our journey in building and shaping Malaysia's workforce of the future.

Happy 30th Anniversary, HRD Corp!

Here's to another three decades of excellence and beyond!

Datuk Abu Huraira Abu Yazid
Chairman of HRD Corp

Chief Executive's Reflection



Let us not forget the fundamental principle; training is not a luxury. It is a necessity.



Datuk Wira Shahul Dawood
Chief Executive of HRD Corp

As we reflect on the milestones of the past year, we find ourselves humbled by the remarkable journey we've traversed, the challenges we've overcome, and the triumphs we've achieved.

In 2023, HRD Corp marked a significant milestone as we celebrated our 30th Anniversary. Three decades of dedication, innovation, and commitment to human capital development have shaped HRD Corp into the esteemed institution it is today. This anniversary not only commemorates our past achievements but also propels us forward with a renewed vision for the future.

A Banner Year for HRD Corp with Historic Levy Collection and Training Impact

One of the hallmarks of our successes in 2023 was our unprecedented record-breaking levy collection, totalling RM2.13 billion. This remarkable achievement, surpassing our previous record of RM1.81 billion in 2022, stands as a testament to the trust and confidence placed in HRD Corp by our stakeholders. It underscores our pivotal role in driving the nation's human capital agenda and fostering economic growth through investments in skills development.

In addition to our exemplary levy collection, HRD Corp also demonstrated its duty to empower individuals and organisations through the approval of financial assistance amounting to RM1.76 billion. This support, coupled with the approval of over 2.2 million training places, has not only transformed lives but has also propelled our nation towards greater competitiveness on the global stage.

Let us not forget the fundamental principle; that training is not a luxury. It is a necessity. This ethos guides our work and reinforces our efforts to ensure that every individual has access to the tools, resources, and opportunities needed to thrive in an ever-evolving workforce landscape.

Leading with Innovation

Streamlined Grant Applications and Faster Payments

I am also very proud of the outstanding enhancements to our service quality and delivery. We held various meetings with and listened to our stakeholders to understand their needs and priorities. As a result of these discussions, we managed to accelerate the training grants application process from 7 days to 24 hours and the claims payment process from 30 days to 7 days. I firmly believe that efficiency and effectiveness are extremely crucial in our efforts to elevate stakeholders and empower the nation's human capital.

National Training Index

In line with our commitment to innovation, we also launched the first-ever National Training Index (NTI). Developed by HRD Corp in collaboration with representative bodies covering government, academia, research organisation and industry experts, the NTI measures the level of training activeness and activities among Malaysian industries. This includes employers, economic sectors and sub-sectors. It also provides recommendations to relevant bodies on how to improve training activity levels within their respective industries.

According to the NTI Report 2022, Malaysia ranks in the Experienced category with an index score of 0.70. This is a commendable position as it shows that efforts by HRD Corp, the Ministry of Human Resources (KESUMA) and industry players in the past thirty years have borne fruit. To boost our ratings further and strengthen our training and development landscape, we must focus on getting more Malaysian talents to obtain professional certifications, improve enrolment rates in high-quality technical courses particularly in TVET and STEM to equip Malaysians with modern industrial skills and provide alternative pathways to recognition, to those who did not undergo formal training or education.

The NTI Report will be published annually to ensure its relevance for industry players. It is the first index of its kind not just in Malaysia but also the region. HRD Corp also hopes that the NTI will not just be a local industry benchmark, but it will also set the gold standard for training and development in Southeast Asia in the future.

National Training Week

Another first-of-its-kind initiative that we launched in 2023 was a National Training Week (NTW). NTW is a full week of nationwide training events and activities that bring together organisations and individuals from various backgrounds and industries to experience a multitude of learning and development opportunities. Trainings are offered by Malaysians and for Malaysians for free in multiple locations and through various learning modes and platforms.

When we introduced NTW, we had one main goal in mind; to provide access to free learning and development opportunities to all Malaysians, regardless of their background, age, skills, experience, or knowledge.

I am pleased to note that we managed to achieve this thanks to the support, commitment and dedication of our partners and collaborators from government ministries, agencies, academic institutions, community organisations, registered employers, trainers, training providers and more.

As a result of this collective effort, the inaugural NTW last year trained over 129,000 Malaysians across various training courses and a record of over 503,000 cumulative training hours.

Strengthening Our Footprint

1 Million Enrolments on e-LATiH

2023 also saw another significant milestone: e-LATiH, our online learning platform, achieved an astounding 1 million enrolments. This achievement not only highlights the platform's widespread acceptance and popularity but also underscores the growing demand for accessible, high-quality online education that is dynamic and flexible.

These exceptional results serve as a powerful motivation for us to further enhance the platform. We are committed to expanding our course offerings, incorporating the latest educational technologies, and tailoring content to meet our learners' diverse and evolving needs. Our goal is to ensure that e-LATiH remains at the forefront of online learning, empowering individuals with the skills and knowledge necessary for their personal and professional growth.

National Human Capital Conference & Exhibition (NHCCE) 2023

We made history as the Malaysia Book of Records declared NHCCE 2023 the largest-ever human capital event in Malaysia, based on the total number of delegates and exhibitors.

Featuring a theme of *'Pioneering Growth, Inspiring Change'*, the NHCCE 2023 aimed to assist organisations and human resources (HR) practitioners in staying ahead of the shifting demands in the modern workplace. This was important as organisations in Malaysia and Southeast Asia contended with multiple disruptions shaping workplace dynamics.

Building on the success of NHCCE 2022, which received an overwhelming response from delegates across Southeast Asia, NHCCE 2023 featured a more robust speaker line-up with over 30 world-renowned human capital thought leaders, forward-thinking HR practitioners, and subject matter experts. Highlights included Ghanim Al-Muftah, a Qatari entrepreneur and philanthropist with caudal regression syndrome, Dave Ulrich, often considered the father of modern HR, Eric Termuende, a globally recognised thought leader, and Dr Justin Cohen, a renowned international keynote speaker. Local industry leaders such as Datuk Nora Manaf, Group Chief Human Capital Officer of Maybank,

Frank Koo, Head of Asia - Talent & Learning Solutions at LinkedIn, and Luanna Sieh, Group Chief Sustainability Officer of CIMB Group, also contributed to the impressive roster.

Additionally, NHCCE 2023 brought over 356 reputable exhibitors providing the latest trends in upskilling models, new technologies, and well-being platforms, advancing the growth of organisations and individuals.

Embracing the Future

Looking ahead to 2024, I am filled with optimism and anticipation for the opportunities that lie before us. As we navigate the advancing landscape of human capital development, my hope and aspiration are to see HRD Corp continue to be a beacon of excellence, innovation, and inclusivity. Together, let us forge ahead, empowered by our shared vision of a skilled and resilient Malaysian workforce.

I extend my heartfelt gratitude to our stakeholders, especially registered employers, training providers, and trainers, for their continuous support and commitment. Not to forget the backbone of HRD Corp, my team, whom we call HRD Corp Heroes, for making it all possible from the inside. Together, we will continue to shape the future of human capital development in Malaysia and beyond.

Thank you for the amazing 30 years. Let's make the next three decades even better and stronger for our beloved nation!

Datuk Wira Shahul Dawood
Chief Executive of HRD Corp

Board of Directors

Datuk Abu Huraira Abu Yazid



Ahsim Haji Jamat



Datuk Abu Huraira Abu Yazid

Chairman of HRD Corp

Appointed on 22 January 2024

Datuk Abu Huraira Abu Yazid is currently serving as the Independent Non-Executive Chairman of MISC Berhad since January 2021, having joined the Board as an Independent Non-Executive Director in October 2020.

MISC Group is a global leader in energy-related maritime solutions and services. With over 50 years of experience, its principal businesses include energy shipping, offshore floating solutions, marine repair and conversion, integrated marine services, port management and maritime education and training.

Additionally, Datuk Abu Huraira serves as the Chairman of Maritime Academy Sdn Bhd, a leading maritime training academy in Malaysia.

Beyond his roles at MISC Berhad and Maritime Academy Sdn Bhd, Datuk Abu Huraira holds leadership positions in other sectors. He is currently

the Chairman of the Social Security Organisation (SOCSCO) Tun Razak Rehabilitation Centre. This centre, which integrates medical and vocational rehabilitation treatment, is wholly owned by SOCSCO under the Ministry of Human Resources.

Prior to these roles, Datuk Huraira charted his career in the financial and services sector. He has served in five banks, including as the Chief Executive Officer at National Savings Bank, a Board member of UOB Bank, Executive Director of Pos Malaysia Berhad, and Chairman of SOCSCO.

Previously, Datuk Abu Huraira sat on two different committees, serving as an advisor for VISA Card Products and as a task force member of the Advisory Committee to the Finance Minister (ACFIN) Malaysia.

Datuk Abu Huraira graduated from Universiti Malaya with a Bachelor of Economics in Business Management.

Ahsim Haji Jamat

Deputy Chairman of HRD Corp

Appointed on 21 August 2023

Ahsim Haji Jamat is a seasoned industry player who currently serves as the Chief Operating Officer of BMG Ventures Sdn Bhd.

With a career spanning years in the industry, he has honed his skills in overseeing air and land cargo, mail, courier shipments, as well as orchestrating seamless warehousing, distributions, and last-mile delivery solutions. Ahsim's leadership extends beyond logistics. His proficiency also lies in human resource management and driving operational efficiency through the implementation of MS ISO 9000 standards.

Beyond corporate endeavours, he also dedicates his time to societal advancements through his involvement in NGOs. Ahsim holds the position of Deputy Chairman at Kinabalu Reform and Research Initiatives for Strategic Leadership (KRISTAL) and serves as Director of Community Affairs in Sepanggar.

Ahsim obtained a Bachelor of Social Sciences (Hons) in Economics and Management from Universiti Sains Malaysia.

Board of Directors



Dato' Sri Khairul Dzaimie Daud

Datuk Wira Shahul Dawood

Dato' Sri Khairul Dzaimie Daud

Ministry of Human Resources

Appointed on 7 February 2024

Dato' Sri Khairul Dzaimie Daud is a reputable government officer, currently serving as the Secretary-General of the Ministry of Human Resources.

His illustrious career is marked by a deep engagement with various facets of governance and administration, serving 11 ministries and agencies of the Federal Government in various positions and sectors such as security and strategic, finance, development of procurement, and immigration affairs.

In addition to his pivotal role in the Ministry of Human Resources, Dato' Sri Khairul Dzaimie also serves as a member of the Board of Directors of the Social Security Organisation (SOCSO).

He holds a Master of Arts in Strategy & Diplomacy from the Institute of Diplomacy and Foreign Relations Malaysia (IDFR) in collaboration with the National University of Malaysia. He also earned a Bachelor of Business Administration (Hons) from Universiti Utara Malaysia.

Datuk Wira Shahul Dawood

Chief Executive of HRD Corp

Appointed on 15 April 2020

Datuk Wira Shahul Dawood was appointed as the Chief Executive of HRD Corp on 15 April 2020.

He has more than 26 years of experience across numerous industries, beginning his career in the education sector as a lecturer at Informatics College. He then rose through the ranks to become the Assistant Director of Informatics Corporate Training Malaysia, leading the organisation into the frontiers of IT Training and Education. Following his successful stint at Informatics, he moved to JobsDB, where he propelled the organisation to greater

prominence, making it one of the largest jobs search portals in Southeast Asia.

An entrepreneur at heart, he left JobsDB to start My Events International, an event management company with presence in eight countries worldwide. Utilising his knowledge and experience, he expanded his business across various industries, including tourism and travel, recruitment, publication, and IT solutions. He is also deeply involved in several youth-related NGOs and training activities.

Board of Directors



Dr Zainah Shariff



Ahmad Rizal Adnan



Dr Zainah Shariff

Ministry of Youth and Sports

Appointed on 8 May 2020

Dr Zainah Shariff is the Deputy Director General for the Youth Development Division in the Ministry of Youth and Sports Malaysia.

She is an experienced Senior Officer with a proven track record in youth and sports development and administration. She has devoted her career to the development of human resources, given her extensive education and experience in this field.

She graduated from Universiti Putra Malaysia with a Bachelor of Science Human Development and a Master of Science in Human Resource Development. She also holds a PhD in Human Resource Development from the University of Victoria, Melbourne, Australia.

Ahmad Rizal Adnan

Ministry of Higher Education

Appointed on 14 August 2023

Ahmad Rizal Adnan is the Deputy Director General of Higher Education (Governance and Development) in the Ministry of Higher Education.

With a background in management, governance, and leadership, he brings expertise to the advancement of higher education governance and development, highlighting his crucial role in shaping the Malaysian education landscape.

Ahmad Rizal also serves as the Deputy Registrar of Private Institutions of Higher Education, overseeing regulatory matters pertinent to educational institutions. Additionally, he is also a member of

the Board of Directors of Universiti Pendidikan Sultan Idris (UPSI) and Universiti Malaysia Sarawak (UNIMAS), representing the Ministry of Higher Education.

Ahmad Rizal holds a Master of Information Technology from Universiti Kebangsaan Malaysia, complemented by a Bachelor of Shariah (Hons) from Universiti Malaya. He also holds a Diploma in Public Administration from the National Institute of Public Administration (INTAN).

Board of Directors

Dr Wan Nur Ibtisam Wan Ismail



Datuk Rosli Yaakub



Dr Wan Nur Ibtisam Wan Ismail

Prime Minister's Department

Appointed on 27 November 2023

Dr Wan Nur Ibtisam Wan Ismail is the Director of the Development Monitoring Division under the Implementation Coordination Unit, Prime Minister's Department.

With a solid foundation in public administration, policy formulation, and strategic planning, she brings valuable expertise to her current position by monitoring the implementation of government programmes and development projects at the Federal, state and district levels.

Dr Wan Nur Ibtisam also serves as an Advisory Committee Member of the Faculty of Business

& Economy at Universiti Malaya and Integrity Committee Member at Universiti Sains Islam Malaysia.

She earned a PhD in Public Policy from Universiti Malaya, alongside an International Master of Business Administration from the University of Denver, USA. Her educational background also includes a Bachelor of Science in Industrial & Labour Relations from Cornell University, USA.

Datuk Rosli Yaakub

Ministry of Finance

Appointed on 22 January 2024

Datuk Rosli Yaakub currently serves on the Board of Directors for Technology Depository Agency Berhad, Innocorp Venture Sdn Bhd, Platcom Venture Sdn Bhd, Syarikat Perumahan Negara Berhad (SPNB), Lumut Naval Shipyard (LUNAS), Maritime Institute of Malaysia (MIMA) and MyHSR Corporation Sdn Bhd. His profound insights and expert guidance have been instrumental in driving the growth and development of these organisations.

Datuk Rosli has gained extensive experience in the financial services and business administration sectors throughout his career. He has held several

significant positions in various organisations and is recognised for his exceptional strategic thinking and decision-making abilities.

He holds a Bachelor of Arts (Hons) from Universiti Malaya, a Diploma in Public Administration from the National Institute of Public Administration (INTAN), and a Master's in Business Administration from Universiti Kebangsaan Malaysia. His academic credentials reflect his exceptional level of knowledge and expertise in his field.

Board of Directors

Datuk Rajasekharan Ramasamy



Datuk Haji Abdul Kadir M.E Sikkandar



Datuk Rajasekharan Ramasamy

Malaysian Associated Indian Chambers of Commerce and Industry (MAICCI)
Employer Representative

Appointed on 21 August 2021

Datuk Rajasekharan Ramasamy is an advocate who read law at Thames Valley University, London, United Kingdom, in 1989, and has been the managing partner of M/S J. Azmi & Associates since 1994.

In addition to his legal career, he has worked in a financial institution for 10 years. Presently, he holds numerous positions in various associations.

For the past 12 years, he has been the Chairman of the Disciplinary Panel of the Advocates & Solicitors Disciplinary Board Malaysia. He is also a council member of the Malaysian Associated Indian Chambers of Commerce and Industry and the President of the Melaka Indian Chamber of Commerce and Entrepreneurship.

He is also a board member of the Infant Jesus Convent (IJC) Secondary School Melaka since 2010 and previously served as a board member at St. Francis Xavier Secondary School Melaka and IJC Parent Teacher Association chairman of the secondary and primary school. He has been appointed as a trustee of the Melaka Indian Association and provides legal advisory services to several NGOs and temples in Melaka. Besides the advisory role, Datuk Rajasekharan is also the current Deputy President of Sri Subramaniam Thuropathai Amman Temple in Melaka.

Datuk Haji Abdul Kadir M.E Sikkandar

BTC Holding Sdn Bhd
Employer Representative

Appointed on 4 July 2021

Datuk Haji Abdul Kadir M.E Sikkandar is the Chief Executive Officer at Kumpulan BTC Berhad. His immense experience in a wide range of businesses, coupled with his visionary personality and risk-taking ability are the driving forces of his success.

He has been honoured with several prestigious awards, including the 'Anugerah Usahawan Cemerlang' by Dewan Perniagaan Melayu Negeri Sabah in 2012, the Sabah Industry Excellence Award in 2015 and 2022 from the Ministry of Industrial Development, 'Tokoh Maal Hijrah' in 2016 for his continuous support and contributions to the state's affairs, as well as 'Majikan Prihatin' in 2012 and 2018 for his ongoing efforts in providing employment opportunities, especially to those with special needs.

Datuk Haji Abdul Kadir has had a diverse and extensive career. He currently serves as the Deputy Chairman of the Sabah Council of Datuks (MDNS), an advisor at Kota Kinabalu Polytechnic, Vice President of Dewan Usahawan Melayu Sabah (DEUMESA), and advisor to Dewan Perniagaan India Muslim Sabah (DPIMS). Additionally, he is a member of the Malaysian International Chamber of Commerce and Industry (MICCI) and the Federation of Sabah Industries (FSI).

He earned a Business Management Certificate from Kota Kinabalu Commercial College.

Board of Directors



Dato' Palaniappan Joseph

Dr Mohd Syukri Ahmad Sudari

Dato' Palaniappan Joseph

Federation of Malaysian Manufacturers (FMM)
Employer Representative

Appointed on 23 June 2023

Dato' Palaniappan Joseph serves as a Council Member of the Federation of Malaysian Manufacturers (FMM). He concurrently holds the position as the Chairman of the ASEAN Future Workforce Council (AFWC), a Council Member of the ASEAN TVET Council (ATC), an Expert Group Member of UNESCO UNEVOC representing the Asia Pacific region, and a High-Level Committee (HLC) Member of Majlis TVET Negara & Director of Government Industry TVET Coordination Body (GITC).

He is passionate about policy formulation that empowers corporations and individuals through various human capital initiatives with a specific

focus on Future Skills & TVET driven by technology and digital innovations at both regional and global levels.

He graduated with a Bachelor of Economics and a Master's in Science (Quality & Productivity Improvement) from Universiti Kebangsaan Malaysia and obtained his Bachelor of Jurisprudence from Universiti Malaya.

Dr Mohd Syukri Ahmad Sudari

Malaysian Employers Federation (MEF)
Employer Representative

Appointed on 5 December 2020

Dr Mohd Syukri Ahmad Sudari serves as the Vice President, a Council Member, and the Chairman of the Transformation Committee at the Malaysian Employers Federation (MEF), as well as being a member of the National Labour Advisory Council (NLAC). Concurrently, he assumes the role of Group Chief People Officer at Affin Bank Berhad and serves as an Executive Committee member of the Malayan Commercial Banks' Association. Actively engaged internationally, Dr Mohd Syukri represents employers at prestigious platforms such as the International Labour Conference (ILC) of the International Labour Organization (ILO) and the ASEAN Confederation of Employers (ACE), emphasising his commitment to advocating for employer interests on a global scale.

With over 27 years of experience in strategic human capital management, Dr Mohd Syukri has worked across diverse industries, including financial, telecommunications, aerospace, engineering, and insurance. His focus on human resource transformation reflects his commitment to fostering organisational growth. Driven by a passion for facilitating this transformation, he actively supports organisations in achieving their human capital development goals.

Recognised as an accomplished leader, Dr Mohd Syukri has earned several prestigious awards throughout his career. These include being named among the "100 Most Influential HR Leaders from Southeast Asia" by the Editorial Board of ETHRWorld Southeast Asia in 2023, one of the "40 Most Influential HR Leaders Across Southeast Asia" by Peoplehum.com in March 2022, "CHRO of the Year" in 2020, and inclusion in the "100 Most Inspirational LinkedIn Icons in Malaysia 2020."

Educationally, Dr Mohd Syukri holds a Doctorate in Business Administration from Asian E University (AeU), a Master of Business Administration from Universiti Kebangsaan Malaysia, and a Bachelor of Human Sciences (Hons) from the International Islamic University Malaysia. Additionally, he is designated as a LUMA Institute Certified Practitioner of Human-Centred Design and an accredited Human Synergistics LSI/GSI practitioner.

Board of Directors



Dato' Seri Chan Kong Yew

Joseph Tan Huang Kew

Dato' Seri Chan Kong Yew

Infinity Logistics & Transport Sdn Bhd
Employer Representative

Appointed on 7 August 2023

Dato' Seri Chan Kong Yew is the founder and Managing Director of Infinity Logistics & Transport Sdn Bhd, the wholly owned subsidiary of the holding company, Infinity Logistics and Ventures Limited, listed on the Main Board of the Stock Exchange of Hong Kong Limited since 2020. He founded the organisation in 2003 and it has grown into a prominent player in the logistics industry with presence in over 25 countries under his leadership.

He also serves as the Independent Non-Executive Director of the listed company, Orgabio Holdings Berhad. He was appointed as a professional board member of the Penang Port Commission and Johor Port Authority where his vast experience and

expertise in the industry contributed significantly to the development of the ports.

He is also a chartered member of The Chartered Institute of Logistics and Transport and served as the committee member of the Selangor Freight Forwarders & Logistics Association from 2007 to 2009 and its Vice President from 2009 to 2011.

Dato' Seri Chan obtained his degree in Social Science (major in Political Science) from Universiti Sains Malaysia.

Joseph Tan Huang Kew

Chek Hup Sdn Bhd
Employer Representative

Appointed on 16 January 2023

Joseph Tan Huang Kew serves as the association affairs advisor for the Perak Chinese Chamber of Commerce and Industry (PCCCI), as well as the committee chairman for the archway project in the Ipoh City Octagon area. The project, a joint effort between PCCCI and the Ipoh local government, aims to promote local tourism, with twin archways commissioned in 2023.

In 1999, he joined ICA Plastics Industries Sdn Bhd, a company under the Chek Hup Group, and initiated the polyethylene extrusion lamination project, upgrading the dry lamination process with state-of-the-art Japanese technology.

In 2004, he founded Innovate Instant Coffee Sdn Bhd, a venture into instant beverages for the Chek Hup Group, successfully marketing the product to 15 countries. He later restructured the organisation and became the Group Managing Director of Chek Hup Holding Sdn Bhd with annual revenue of RM150 million as of 2023. Joseph is also involved in CSR initiatives, collaborating with various NGOs to cultivate leadership and strengthen positive values amongst youths.

Joseph holds a Bachelor of Engineering (Chemical) from the University of Melbourne.

Board of Directors

Gan Boon Khim



Ong Chin Seong



Gan Boon Khim

The Associated Chinese Chambers of Commerce and Industry of Malaysia (ACCCIM) ————— *Employer Representative*

Appointed on 7 August 2023

Gan Boon Khim is the Managing Director of Unique Diamond Sdn Bhd, where his leadership drives excellence in manufacturing, management, financial planning, and sales & marketing. With a distinguished career spanning these domains, he brings a wealth of expertise to the table.

Currently, Gan also serves as a National Council Member and Chairman of the Human Resource Committee for the Associated Chinese Chamber of Commerce and Industry Malaysia (ACCCIM)

and holds the position of Council Member and Chairman of the Human Resource Committee for the Kuala Lumpur and Selangor Chinese Chamber of Commerce and Industry.

He graduated from Universiti Malaya with a Bachelor of Engineering (Hons).

Ong Chin Seong

The National Tech Association of Malaysia (PIKOM) ————— *Employer Representative*

Appointed on 7 August 2023

Ong Chin Seong is the Chairman of the National Tech Association of Malaysia (PIKOM).

Starting with passion and enthusiasm in the technical field, Ong began his career as an engineer at Dataprep after completing his studies. Over his 12-year tenure at Sime Darby Systems, he progressed to roles as a technical manager and later as a sales manager. With over 15 years of technical experience under his belt, Ong ventured into entrepreneurship in 1999, founding Powerware Systems Sdn Bhd. The company focuses on providing consultancy, design, and construction services for Data Centres (DC), ensuring the reliability of clients' essential business operations.

In 2000, he started another business in the Data Centre Colocation Business, owning and operating a certified Tier III Data Centre at i-City Shah Alam. Today, he is venturing into another Hyperscaler 35MW Data Centre, Pi Data Centre, at Cyberjaya.

Currently, he holds pivotal roles in PWS Group Sdn Bhd, where he serves as the Chairman, as well as the Managing Director and CEO of Powerware Systems Sdn Bhd, CEO of HDC Data Centre Sdn Bhd, and CEO of Pi Data Centre Sdn Bhd.

Ong earned a 1st Class Higher Diploma in Electrical and Electronic Engineering from Institut Teknologi Jaya.

Board of Directors

Dato' Raiha Azni Abd Rahman



Dzulkernain Hassan



Dato' Raiha Azni Abd Rahman

Independent Member

Appointed on 11 January 2021

Dato' Raiha Azni Abd Rahman is a retiree who has enjoyed an illustrious 35-year career with PETRONAS. At PETRONAS, she managed thousands of staff and worked in various leadership roles, including serving as the Senior Vice President of Group Human Resources Management.

Dato' Raiha Azni was also previously the Chairman of the Board of Directors for PETRONAS, University of Technology and PETRONAS Leadership Centre. Dato' Raiha Azni is currently a board member of the Asia School of Business Management (a

collaboration between Bank Negara Malaysia and MIT Sloan School of Management) and a council member of the Terengganu Petroleum Council.

She earned her Bachelor of Science in Marketing from Syracuse University, New York and has participated in various senior management development programmes.

Dzulkernain Hassan

Independent Member

Appointed on 7 August 2023

Dzulkernain Hassan serves as the Vice President/Chairman of the Education Bureau within the Malaysian Trades Union Congress. His expertise spans across public relations, marketing, and administration, reflecting his seasoned career in various leadership roles.

In addition to his union responsibilities, Dzulkernain also serves as a Panel Member of the Industrial Court, Arbitration, Social Security Appellate Board and holds the position of General Secretary at

Kesatuan Percantuman Pekerja-Pekerja Tenaga Nasional Berhad (KPPPTNB).

His professional journey began with formal training at Institut Latihan Sultan Ahmad Shah (ILSAS) in Kajang, Selangor, and Institut Latihan Perindustrian in Jalan Kuchai Lama, Kuala Lumpur.

Board Committees

Investment Panel

The Investment Panel (IP) responsibilities include reviewing HRD Corp's Investment Guidelines, ensuring maximum returns from its investments, and evaluating the performance of the corporation's investments.

Members

Datuk Abu Huraira Abu Yazid (Chairman)	Datuk Rajasekharan Ramasamy
Datuk Wira Shahul Dawood	Datuk Puvanesan Subenthiran
Dato' Sri Khairul Dzaimiee Daud	Sharifah Wahaida Lailatul Syed Hassan Sagaff
Dato' Seri Chan Kong Yew	

Board Nomination and Remuneration Committee

The Board Nomination and Remuneration Committee (BNRC) is empowered to decide on all human resource remuneration policies of HRD Corp. These include providing an independent and unbiased review, assessment, and determination of HRD Corp's remuneration structure and policies. The Committee also evaluates and makes recommendations on matters pertaining to increments and bonus payments to the corporation's employees. Additionally, the BNRC also reviews employee appointments, confirmations, and promotions.

Members

Dato' Raiha Azni Abd Rahman (Chairman)
Datuk Rajasekharan Ramasamy
Dr Zainah Shariff
Dr Mohd Syukri Ahmad Sudari

Board Tender Committee

The Board Tender Committee (BTC) was set up to review, deliberate, recommend and approve a tender by adhering to respective regulations and criteria. This is done to ascertain that the process is carried out in accordance with HRD Corp's procurement policies and procedures, thus ensuring the tender evaluation is comprehensive and fairly assessed.

Members

Gan Boon Khim (Chairman)
Ahsim Haji Jamat
Dato' Raiha Azni Abd Rahman
Ahmad Rizal Adnan
Joseph Tan Huang Kew

Board Audit Committee

The Board Audit Committee (BAC) evaluates the adequacy and effectiveness of HRD Corp's internal control systems and deliberates on issues identified by its internal-external auditors and management. They assess the effectiveness of HRD Corp's overall internal control framework, strategies, and policies. The BAC also reviews the engagement and independence of the corporation's external auditors, their audit plan, and reports to the Board of Directors, covering the nature, approach, scope, and other examinations of external audit.

Members

Datuk Rajasekharan Ramasamy (Chairman)
Ahsim Haji Jamat
Ong Chin Seong
Dzulkernain Hassan

Board Committees

Board Risk, Governance and Sustainability Committee

The primary objective of the Board Risk, Governance and Sustainability Committee (BRGSC) is to assist the Board of Directors in fulfilling its oversight responsibilities regarding the organisation’s key risks, governance, sustainability, and compliance risks that may impact the achievement of the organisation’s strategic objectives.

Members

Datuk Rosli Yaakub (Chairman)	Dr Wan Nur Ibtisam Wan Ismail
Dato’ Palaniappan Joseph	Ahmad Rizal Adnan
Datuk Haji Abdul Kadir M.E Sikkandar	

Training Levy & Review Committee

The Training Levy & Review Committee (TLRC) was established to review employers’ levy-based programmes. The committee also identifies the necessary approach required to maximise employer’s levy utilisation, structural improvements, and training participation.

Members

Ong Chin Seong (Chairman)
Dato’ Palaniappan Joseph
Dr Mohd Syukri Ahmad Sudari
Ahmad Rizal Adnani
Gan Boon Khim

Technical and Vocational Education and Training (TVET) Committee

The Technical and Vocational Education and Training (TVET) Committee was established to provide advice and guidance on best practices for the development of the new TVET initiatives or programmes. The committee is also responsible for reviewing the implementation progress of the approved TVET initiatives or programmes. Besides, they assess outputs or outcomes of TVET initiatives or programmes that have been implemented to ensure the expected performance indicators are achieved.

Members

Dato’ Palaniappan Joseph (Chairman)
Datuk Rajasekharan Ramasamy
Dr Wan Nur Ibtisam Wan Ismail
Gan Boon Khim
Dzulkernain Hassan

Board Operation Committee

The Board Operation Committee has the responsibility to review, guide and provide oversight for the overall operations of HRD Corp. They provide guidance on business operations, including matters pertaining to strategic business direction and business policy implementation.

Members

Dato’ Sri Khairul Dzaimie Daud (Chairman)
Datuk Wira Shahul Dawood
Dato’ Raiha Azni Abd Rahman
Datuk Rajasekharan Ramasamy
Dato’ Seri Chan Kong Yew

Senior Leadership Committee



Datuk Wira Shahul Dawood
Chief Executive



Merle Fernandez
Chief Legal Officer & Company Secretary



Siti Fatimah Abdullah
Chief Risk, Integrity & Governance Officer



Mohamad Farizul Yahaya
Chief Financial Officer



Dr Rony Ambrose Gobilee
Chief Strategy Officer



Wan Yon Shahima Wan Othman
Chief Customer Officer



Soffian Mohammed Amin
Chief Programmes Officer



Ragnathan Gopalakrishnan
Chief Technology Officer



Siti Suryati Kama Asnawi
Chief Human Resources Officer

Datuk Wira Shahul Dawood

Chief Executive

Datuk Wira Shahul was appointed as the Chief Executive (CE) of HRD Corp on 15 April 2020. As the CE, he is instrumental in ensuring that HRD Corp remains profitable, with the organisation boasting one of its best revenues to date, this year. He skilfully led the organisation in navigating the pandemic to achieve most of its KPIs. He has also been at the forefront of developing and introducing many of HRD Corp's key initiatives in the last four years, including its digital transformation roadmap and the internationalisation of HRD Corp's products and services.

Datuk Wira Shahul possesses over 26 years of experience across numerous industries, beginning his career in the education sector as a lecturer at Informatics College. He then rose through the ranks to become the Assistant Director of

Informatics Corporate Training Malaysia, leading the organisation into the frontiers of IT Training and Education. Following his successful stint at Informatics, he moved to JobsDB, where he propelled the organisation to greater prominence, making it one of the largest jobs search portals in Southeast Asia.

An entrepreneur at heart, he left JobsDB to start My Events International, an event management company with presence in eight countries worldwide. Utilising his knowledge and experience, he expanded his business across various industries, including tourism and travel, recruitment, publication, and IT solutions. He is also deeply involved in several youth-related NGOs and training activities.

Mohamad Farizul Yahaya

Chief Financial Officer

Farizul possesses over 20 years of experience in finance across the private and public sectors. He brings with him vast knowledge and ability in managing and transforming various areas in finance, such as strategic management, business planning, financial reporting, finance operations, financial management and analysis, strategic procurement, risk management, governance, and taxation.

As the Chief Financial Officer (CFO), he is responsible for leading and directing the Finance and Procurement team while driving business transformation initiatives such as an enhanced business model, strategic procurement framework and policy, and other business strategies to add value to the company.

Before joining HRD Corp, he held key roles within multinational companies, government agencies, and government-linked companies such as IBM, EDOTCO Malaysia, PRIMA and MYNIC Berhad.

Farizul holds a Master of Business Administration (MBA) from Victoria University, Melbourne, Australia, and a Bachelor of Accountancy from Universiti Teknologi MARA under the Fast-Track programme. He is also a qualified management accountant from the Chartered Institute of Management Accountants (CIMA), UK, and a Chartered Accountant from the Malaysian Institute of Accountants (MIA).

Dr Rony Ambrose Gobilee

Chief Strategy Officer

Dr Rony possesses over 26 years of working experience in the human capital development field. As the Chief Strategy Officer (CSO), his main portfolio includes the formulation and execution of strategies for the organisation, managing government funds for HRD Corp Strategic Initiatives, and overseeing the National Human Resource Centre (NHRC), including its research, analytics, and development functions. He also facilitates the development of new initiatives to encourage HRD levy utilisation and align strategic initiatives with the needs of industry and national human capital development.

Dr Rony is a veteran of the organisation, having been with HRD Corp for 22 years. He previously worked in a manufacturing multinational corporation. Through these roles, he has honed his expertise in strategic formulation, transformation management, research & analytics, business insights, and training needs analysis, among other areas.

Dr Rony holds a Doctorate, a Master's, and Bachelor's Degrees. He has also received senior management training from INSEAD, IMD Business School, Harvard Business School, and ESMT Berlin.

Ragunathan Gopalakrishnan

Chief Technology Officer

Ragunathan brings over 23 years of broad exposure in development, technical, and operations leadership, to HRD Corp. As the Chief Technology Officer (CTO), he is responsible for leading the architecture vision, strategy, and digital transformation roadmap for the organisation.

He was previously with Maxis Communications Berhad, where he held a track record of delivering complex, high-risk, high-value projects through

various development, programme management, and product management initiatives.

Ragunathan holds a Bachelor of Science in Electrical Engineering from Western Michigan University, USA. He was the President of SAS User Group Malaysia (SUGMa) and has sat on the Industry Advisory Panel for the School of Computing & Technology, Asia Pacific University of Technology & Innovation.

Siti Suryati Kama Asnawi

Chief Human Resources Officer

Siti Suryati brings over 18 years of extensive experience in Human Resources within both private and public sectors. As the Chief Human Resources Officer (CHRO), she leverages her comprehensive expertise in managing diverse HR Centers of Excellence (CoE). Her skills encompass the development and execution of human resource strategies, focusing on talent management, change management, organisational and performance management, training and development, compensation, and succession planning.

A strong advocate for young talent development, she has implemented numerous initiatives aimed at nurturing and mentoring the next generation of professionals, ensuring a sustainable and skilled workforce for the future.

Before joining HRD Corp, Siti Suryati held significant roles across manufacturing, property, retail, multinational corporations, government

agencies, and government-linked companies. Most recently, at UMW Corporation, she was acclaimed for championing HR transformation initiatives, including process re-engineering, digitalisation, HR analytics, and revamping HR operations and services.

Siti Suryati holds a Bachelor's Degree in Business Management with Honors in Human Resources from Universiti Teknologi MARA. She is also a Certified Senior Professional in Human Resource - International (SPHRI) by the Human Resources Certification Institute® (HRCI), a prestigious certification that recognises senior-level HR professionals who demonstrate expertise and competence in strategic HR management on a global scale.

Merle Fernandez

Chief Legal Officer & Company Secretary

Merle brings more than 25 years of experience as a Legal Counsel and Company Secretary. As the Chief Legal Officer and Company Secretary, she provides her expertise in legal, risk exposure, liability, regulatory compliance, corporate governance, reputation and integrity, whilst being responsible for all legal affairs of the corporation, including providing legal counsel to the Board of Directors, Chairman of the Board, Chief Executive, and Senior Management.

Prior to joining HRD Corp, Merle practised law for a number of years, specialising in Litigation before working with the Antah Healthcare Group and subsequently the FGV IFFCO Group of Companies as the Head of Legal and Company Secretary, respectively.

She holds a Bachelor's Degree in Law (LLB) from the University of London, Certificate in Legal Practice (CLP) and is a licenced Company Secretary. She is also a Certified Internal Auditor (ISO 9001:2000) and is a Round Table Sustainable Palm Oil (RSPO) endorsed P&C Lead Auditor with a Supply Chain Certification.

Merle is passionate about continuous learning and participates as a speaker at various legal conferences and summits, to not only impart experience and knowledge but to also gain insights from peers within the industry.

Siti Fatimah Abdullah

Chief Risk, Integrity & Governance Officer

Siti Fatimah is a seasoned compliance assurance and governance expert with close to 31 years of experience in local and multinational companies within the financial and capital market industries. Her role as the Chief Risk, Integrity & Governance Officer (CRIGO) entrusted her with the responsibility to undertake strategic planning and implementation initiatives on the prevention of fraud, malpractice, and corruption and ensuring ethical and transparent conduct across all levels of the organisation.

Prior to joining HRD Corp, she was with the Labuan Financial Services Authority, the Malaysian Building Society Berhad, and HSBC, among others, where she honed her experience and expertise across the full spectrum of regulatory compliance, audit, and risk. She is well versed in formulating and

developing risk assessment frameworks as well as spearheading fraud and risk analysis as part of the initiatives under the National Strategic Action Plan for Malaysian Mutual Evaluation Exercise.

Siti Fatimah has a Bachelor's Degree in Accounting from Universiti Teknologi MARA and a Master's in Technology and Innovation Management from the Malaysia-Japan International Institute of Technology, Universiti Teknologi Malaysia. She is also a Chartered Accountant (CA(M)), a Certified Integrity Officer (CeIO), a Certified Anti-Money Laundering Specialist (CAMS), a Certified Financial Investigation Practitioner (CFIP), and an Associate Member of the Institute of Internal Auditors.

Wan Yon Shahima Wan Othman

Chief Customer Officer

Wan Yon has 34 years of diverse experience in various industries, including banking, manufacturing, and services. She has held leading roles in IT, HR, Finance, Operations, Marketing, Vendor & Programme Development, Customer Acquisition, and Outreach. She excels at ensuring operational efficiency and providing satisfactory services to stakeholders and customers.

As the Chief Customer Officer (CCO), Wan Yon plays a crucial role in delivering high-quality services to HRD Corp's stakeholders and customers. She deeply understands the organisation's operations, stakeholders' needs, and customer-related activities. Wan Yon is passionate about women's leadership development and actively contributed to a government project that worked at empowering latent educated women to participate in the country's economic growth, from 2012 to 2017.

With 20 years at HRD Corp, Wan Yon has led critical business functions and managed the entire customer journey, from acquisition, operation, to compliance with the PSMB Act 2001.

Wan Yon holds a Bachelor of Science in Computer Science and Business Administration from the University of Alabama at Birmingham, USA, and an associate degree from Indiana University. Her credentials also include certifications in Human Resources, High Performance Leadership, ASEAN Global Leadership, and Big Data Analytics from reputable institutions. She is a Professional Member of the Australian Human Resources Institute (MAHRI) and has completed the Women Director Programme from the NAM Institute for the Empowerment of Women (NIEW).

Soffian Mohammed Amin

Chief Programmes Officer

Soffian has garnered extensive experience in vendor management, operations, and quality control throughout his 27-year professional career. As the Chief Programmes Officer (CPO), his primary responsibility is to ensure the governance and quality of all training-related offerings across HRD Corp's operations.

His portfolio encompasses leading policy formulation and managing training providers, ensuring compliance with grants and claims, and developing training course quality assurance

frameworks. Additionally, he oversees training course registration and evaluation processes while reviewing related policies and procedures.

Soffian obtained a Bachelor of Engineering in Electrical & Electronics from Universiti Kebangsaan Malaysia and is a Certified Senior Professional in Human Resources - International (SPHRI).

2023 Report



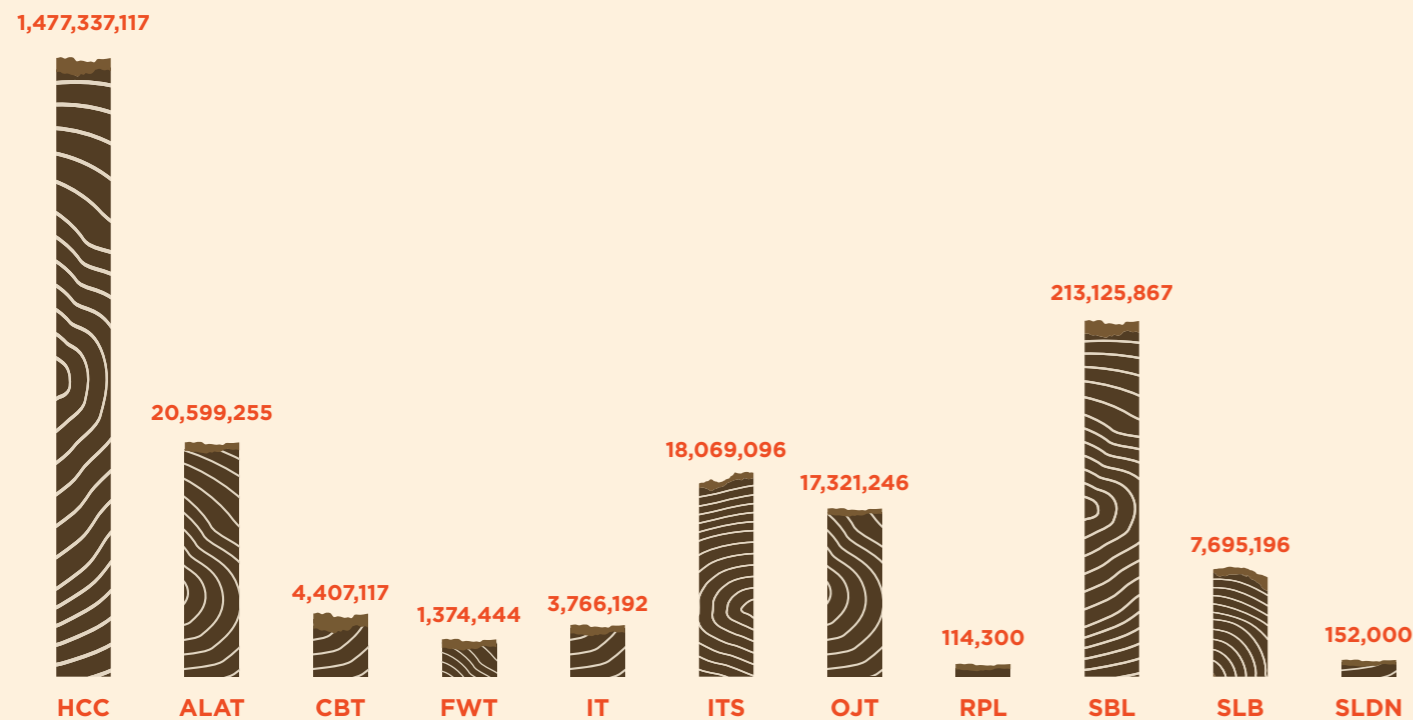
TRAINING

In today's dynamic economic landscape, the investment in employee training and development stands as a cornerstone for organisational growth and sustainability.

This section delves into a comprehensive analysis of approved Financial Assistance and Training Places across various metrics, from skills areas to employer sizes, in 2023. Through a meticulous examination of charts, tables, and trends, we aim to clarify the pivotal role played by training schemes offered by HRD Corp in augmenting the skills and competencies of the Malaysian workforce.

Approved Financial Assistance by Scheme in 2023

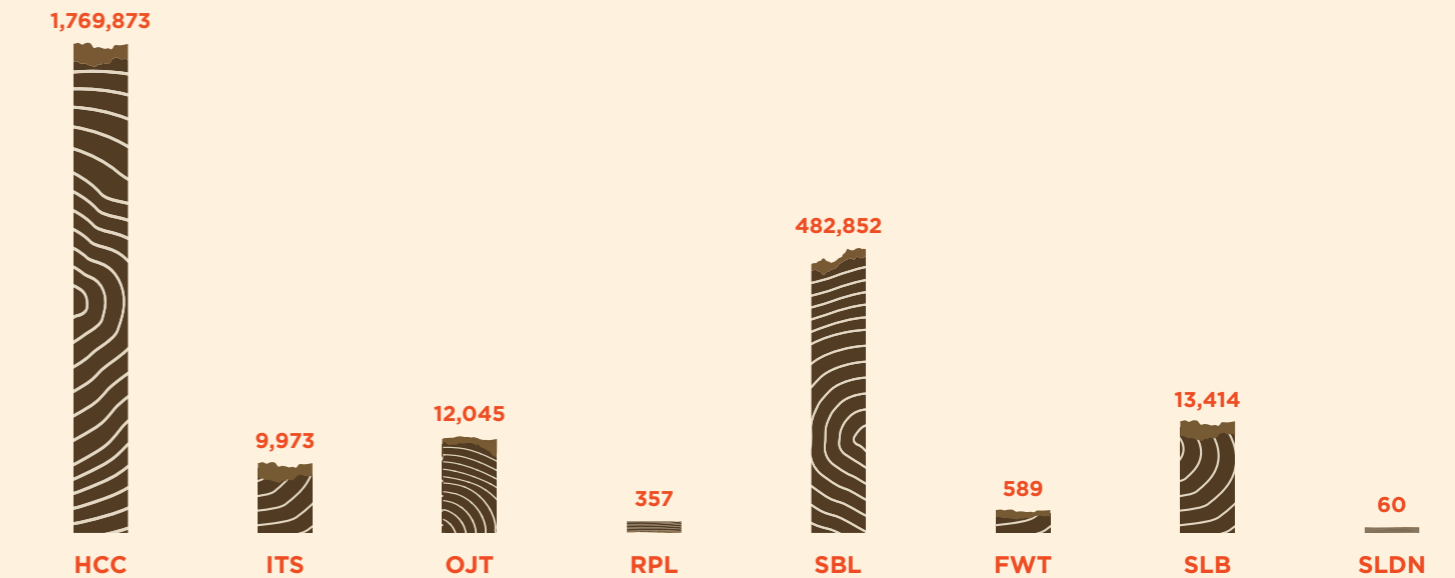
CHART 1



The data presented in Chart 1 represents the approved Financial Assistance across eleven (11) schemes provided under the levy-based training grant. The scheme with the highest approved Financial Assistance was HRD Corp Claimable Courses (HCC), with a total of RM1.4 billion. In contrast, the approved Financial Assistance for the other schemes combined amounted to only RM287 million.

Approved Training Places by Scheme in 2023

CHART 2



Consistent with the approved Financial Assistance presented in Chart 1, the total of approved Training Places displayed in Chart 2 similarly indicates that the highest number of Training Places is from the HRD Corp Claimable Courses scheme, totaling 1,769,873 as compared to 1,127,738 in 2022.

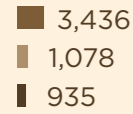
Approved Training Places by Sector and Employer Size in 2023

CHART 3

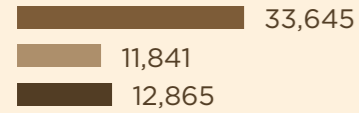


Approved Training Places by Sector and Employer Size in 2023 (continued)

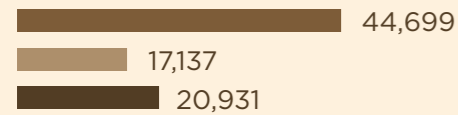
ARTS, ENTERTAINMENT AND RECREATION



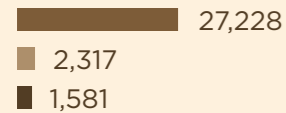
CONSTRUCTION



EDUCATION



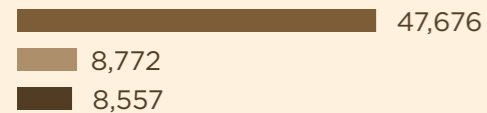
ELECTRICITY, GAS, STEAM AND AIR CONDITIONING SUPPLY



FINANCIAL AND INSURANCE/TAKAFUL ACTIVITIES



HUMAN HEALTH AND SOCIAL WORK ACTIVITIES



INFORMATION AND COMMUNICATIONS



MANUFACTURING



MINING AND QUARRYING

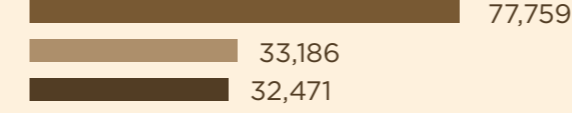


Approved Training Places by Sector and Employer Size in 2023 (continued)

OTHER SERVICE ACTIVITIES



PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES



REAL ESTATE ACTIVITIES



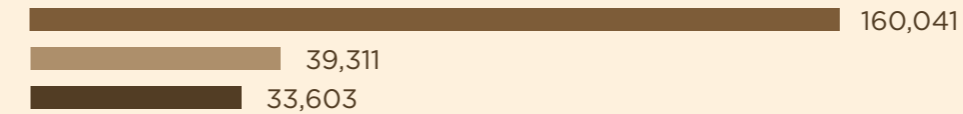
TRANSPORTATION AND STORAGE



WATER SUPPLY; SEWERAGE, WASTE MANAGEMENT AND REMEDIATION ACTIVITIES



WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLES



Comprehensive data regarding the approved Training Places categorised by sectors and employers' size is shown in Chart 3. Among the overall approved Training Places, the largest segment corresponds to employees in the Manufacturing sector, with the second largest segment attributed to those in the Financial and Insurance/Takaful Activities sector. The broad scope of the Financial and Insurance/Takaful Activities sector has significantly influenced its ranking as the sector with the second-highest approved Training Places. Notably, this sector began as a major contributor to the levy collection following the expansion of the PSMB Act 2001.

The chart indicates that the Manufacturing sector has the highest number of Training Places. Given that the manufacturing industry is predominantly hands-on, continuous training becomes imperative for employees to ensure success and advancement. In a manufacturing company, the primary goals should include increasing productivity, enhancing quality, improving efficiency, and, most crucially, building an effective team.

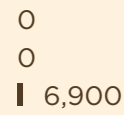
Approved Financial Assistance by Sector and Employer Size in 2023

CHART 4

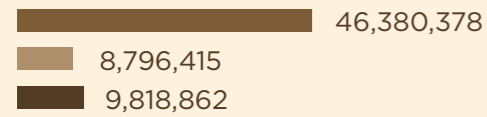
ACCOMMODATION AND FOOD SERVICE ACTIVITIES



ACTIVITIES OF EXTRATERRITORIAL ORGANISATIONS AND BODIES



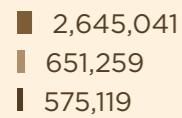
ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES



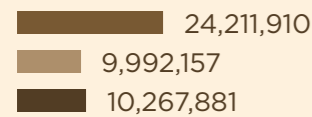
AGRICULTURE, FORESTRY AND FISHING



ARTS, ENTERTAINMENT AND RECREATION



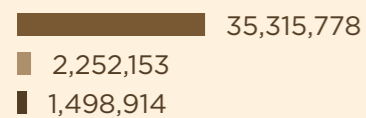
CONSTRUCTION



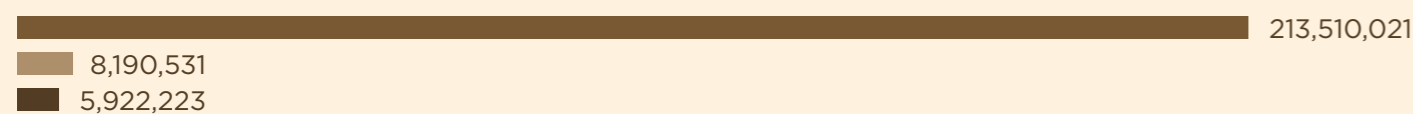
EDUCATION



ELECTRICITY, GAS, STEAM AND AIR CONDITIONING SUPPLY



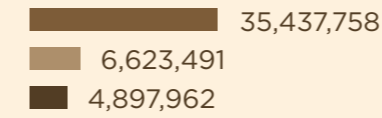
FINANCIAL AND INSURANCE/TAKAFUL ACTIVITIES



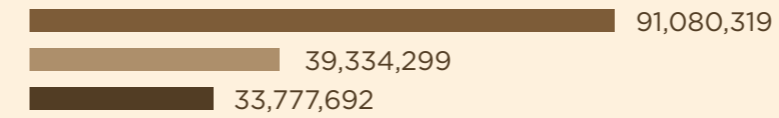
Large
Medium
Small

Approved Financial Assistance by Sector and Employer Size in 2023 (continued)

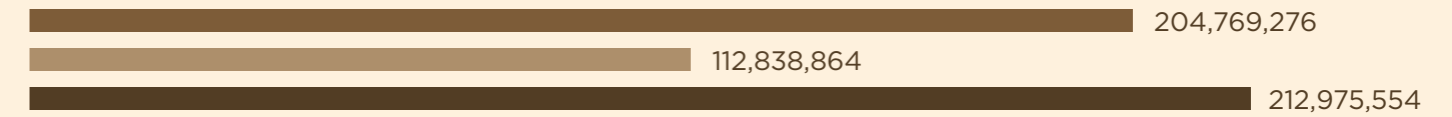
HUMAN HEALTH AND SOCIAL WORK ACTIVITIES



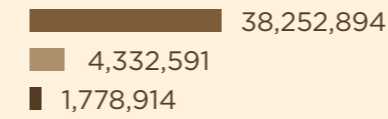
INFORMATION AND COMMUNICATIONS



MANUFACTURING



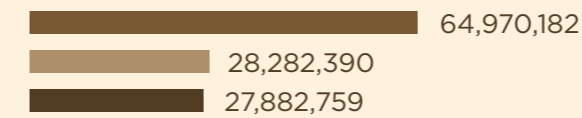
MINING AND QUARRYING



OTHER SERVICE ACTIVITIES



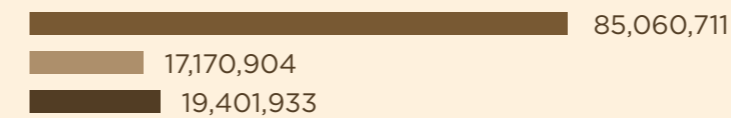
PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES



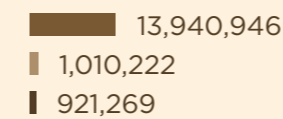
REAL ESTATE ACTIVITIES



TRANSPORTATION AND STORAGE

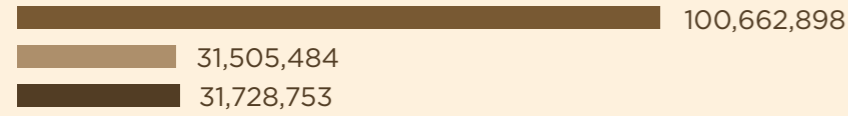


WATER SUPPLY; SEWERAGE, WASTE MANAGEMENT AND REMEDIATION ACTIVITIES



Approved Financial Assistance by Sector and Employer Size in 2023 (continued)

WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLES



Similar to Chart 3, Chart 4 illustrates the Manufacturing sector’s leading position in approved Financial Assistance, with a total of RM530 million throughout 2023.

Significantly, Manufacturing emerged as the highest, securing RM530 million in approved Financial Assistance throughout 2023.

Approved Training Places and Total Number of Registered Employers by Industry in 2023

TABLE 1

	Sectors	Training Places	Percentage (%)	No. of Registered Employers	Average Training Places per Employer
1	Accommodation and Food Service Activities	119,234	5	5,822	20
2	Activities of Extraterritorial Organisations and Bodies	6	0	2	3
3	Activities of Households as Employers; Undifferentiated Goods and Services - Producing Activities of Households for Own Use	0	0	1	0
4	Administrative and Support Service Activities	79,468	3	4,352	18
5	Agriculture, Forestry and Fishing	29,837	1	2,519	12
6	Arts, Entertainment and Recreation	5,449	0	560	10
7	Construction	58,351	3	7,792	7
8	Education	82,767	4	2,965	28
9	Electricity, Gas, Steam and Air Conditioning Supply	31,126	1	404	77
10	Financial and Insurance/Takaful Activities	265,564	12	1,907	139
11	Human Health and Social Work Activities	65,005	3	1,742	37
12	Information and Communications	164,669	7	3,887	42
13	Manufacturing	766,769	33	16,452	47
14	Mining and Quarrying	24,887	1	467	53
15	Other Service Activities	11,976	1	1,244	10
16	Professional, Scientific and Technical Activities	143,416	6	7,518	19

17	Public Administration and Defence; Compulsory Social Security	0	0	3	0
18	Real Estate Activities	26,997	1	1,386	19
19	Transportation and Storage	160,071	7	5,525	29
20	Water Supply; Sewerage, Waste Management and Remediation Activities	20,616	1	427	48
21	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	232,955	10	24,937	9
Grand Total		2,289,163	100	89,912	25

*Note: HCC schemes and exception to HCC schemes - FWT, SLDN, SBL, & SLB schemes only

Once again, the Manufacturing sector emerges as the frontrunner, with the highest number of approved Training Places (766,769) in 2023, demonstrating its steadfast commitment to workforce development and capacity building.

A notable highlight of 2023 is the significant presence of the Financial and Insurance/Takaful Activities sector in the lineup. With 265,564 Training Places approved, this sector showcases a commendable investment in enhancing employees’ skills and competencies, aligning with the evolving demands of the industry.

Approved Financial Assistance and Levy Collection from 2019 to 2023

CHART 5

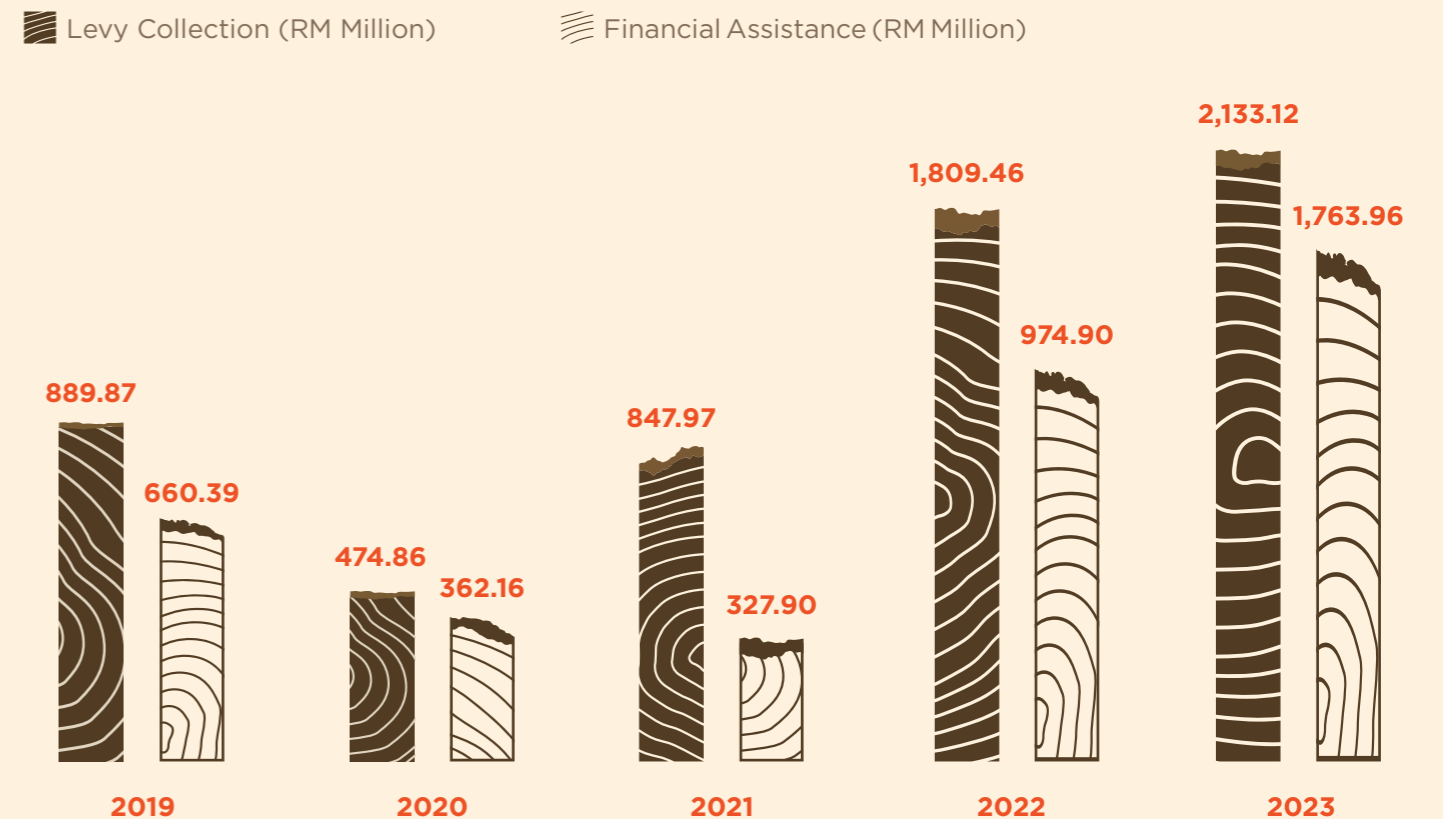


Chart 5 compares the amounts of approved Financial Assistance with the levy collected over the five-year period from 2019 to 2023. There were fluctuations in the levy collection throughout this period, starting at RM889.87 million in 2019 and decreasing to RM474.86 million in 2020. However, there was a significant increase in levy collection in 2022 and 2023, reaching RM1,809.46 million and RM2,133.12 million, respectively.

Approved Financial Assistance also varied throughout the period, starting at RM660.39 million in 2019 and declining to RM362.16 million in 2020. However, there was a notable increase in approved Financial Assistance in 2022 and 2023, reaching RM974.90 million and RM1,763.96 million, respectively.

Approved Financial Assistance and Levy Collection by Employer Size in 2023

TABLE 2

Size	No. of Employers	Levy Collection (RM Million)	Financial Assistance (RM Million)	Utilisation (%)
Large	7,503	1,227.35	1,071.35	87
Medium	15,750	383.30	301.68	79
Small	66,659	522.47	390.93	75
	89,912	2,133.12	1,763.96	

Table 2 shows the distribution of approved Financial Assistance and levy collection based on the size of employers in 2023. The comparison provides insights into the allocation of Financial Assistance and the levy collection of different employer sizes.

Large employers have the highest amount of approved Financial Assistance, totaling RM1,071.35 million. This represents 87% of the total Financial Assistance disbursed in 2023. The substantial allocation to large employers suggests a strategic focus on supporting major contributors to the economy, possibly aimed at fostering growth and competitiveness. Large employers contributed the highest amount to levy collection, totaling RM1,227.35 million. The substantial levy payment from large employers indicates their significant financial capacity and underscores their responsibility to support workforce development initiatives through levy payment.

Medium-sized employers received RM301.68 million in Financial Assistance. While smaller in magnitude compared to large employers, this allocation reflects efforts to support the growth and sustainability of medium-sized enterprises, which play a significant role in driving economic development and employment. Medium-sized employers paid RM383.30 million in levy in 2023. This payment reflects medium-sized enterprises' commitment to fulfilling their financial obligations and supporting industry-wide training and development efforts.

Small employers received RM390.93 million in Financial Assistance, representing 75% of the total assistance allocated to them. This allocation underscores HRD Corp's commitment to supporting the development of small businesses, which form the backbone of Malaysia economy.

Small employers contributed RM522.47 million to levy collection. Despite their smaller scale, small employers play a crucial role in workforce development initiatives.

Approved Training Places by Skill Areas in 2023

TABLE 3

	Skills	Total	
		Training Places	%
1	Building, Construction, Maintenance	11,537	0.51
2	Creative Arts or Journalism	4,303	0.19
3	Digitalisation	68,771	3.03
4	Engineering	65,980	2.91
5	Finance and Accounting	107,094	4.73
6	GIG Economy	86	0.00
7	Health	39,897	1.76
8	Healthcare	24,680	1.09
9	Hospitality and Tourism	19,475	0.86
10	Industry 4.0	10,937	0.48
11	Legal and Law	63,234	2.79
12	Linguistics	15,156	0.67
13	Logistics, Warehousing and Supply Chain	21,558	0.95
14	Management and Leadership	558,473	24.64
15	Medical and Medical Service Related	13,165	0.58
16	Operation Management	215,635	9.51
17	Productivity	202,134	8.92
18	Quality	179,808	7.93
19	Regulation and Certification Based	32,048	1.41
20	Safety	377,398	16.65
21	Sales, Marketing, Customer Service and Retail	163,495	7.22
22	Scientific, Technical or Statistics	29,291	1.29
23	Security	22,967	1.01
24	Sustainability	19,606	0.87
	Grand Total	2,266,728	100

*Note: HCC schemes and exception to HCC schemes - FWT, SBL, & SLB schemes only

A significant standout of 2023 compared to 2022 is a strong inclination towards training in Management and Leadership skills among employers. This skill set emerges as the top choice, with around 558,473 Training Places approved, representing 24.64% of the total of Training Places. The year 2022 showed that 371,729 Training Places were approved in the Management and Leadership skill areas. This pattern highlights the increasing acknowledgement of the vital role played by proficient leadership and strategic management in boosting organisational achievements and nurturing employee development.

Closely trailing Management and Leadership, Safety skills immediately rise as another noteworthy area of focus in skill development initiatives. Given the substantial number of Training Places approved, which is 377,398, it demonstrates that safety skills hold utmost significance. This is attributed to mandatory training within this skill area for certain developmental purposes, necessitating renewal due to the expiration of training mandates.

Approved Financial Assistance by Skill Areas in 2023

TABLE 4

	Skills	Total	
		Financial Assistance (RM)	%
1	Building, Construction, Maintenance	12,153,739	0.72
2	Creative Arts or Journalism	3,828,595	0.23
3	Digitalisation	67,110,287	3.95
4	Engineering	92,284,578	5.43
5	Finance and Accounting	89,761,324	5.28
6	GIG Economy	119,211	0.01
7	Health	23,527,959	1.38
8	Healthcare	17,190,829	1.01
9	Hospitality and Tourism	10,977,097	0.65
10	Industry 4.0	22,316,948	1.31
11	Legal and Law	39,578,131	2.33
12	Linguistics	11,812,223	0.70
13	Logistics, Warehousing and Supply Chain	17,996,411	1.06
14	Management and Leadership	468,307,516	27.56
15	Medical and Medical Service Related	8,672,337	0.51
16	Operation Management	160,505,262	9.44
17	Productivity	139,862,319	8.23
18	Quality	97,780,528	5.75
19	Regulation and Certification Based	41,813,535	2.46
20	Safety	214,659,321	12.63

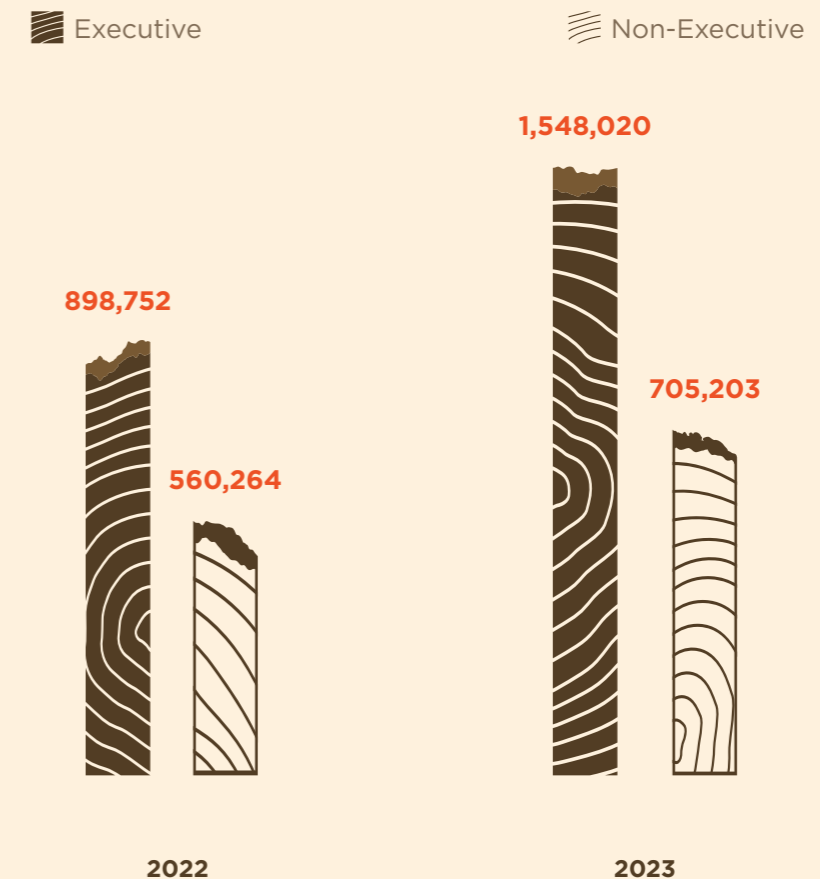
21	Sales, Marketing, Customer Service and Retail	92,142,671	5.42
22	Scientific, Technical or Statistics	29,870,057	1.76
23	Security	20,336,288	1.20
24	Sustainability	16,925,460	1.00
Grand Total		1,699,532,626	100

*Note: HCC schemes and exception to HCC schemes - FWT, SBL, & SLB schemes only

Mirroring the trends observed in previous analyses, Management and Leadership skills emerge as the top priority area for Financial Assistance in 2023. This skill set received the highest financial allocation, amounting to RM468 million, constituting 27.56% of the total Financial Assistance disbursed. This substantial investment underscores the strategic importance placed on cultivating effective leadership and management capabilities within the workforce.

Approved Training Places by Job Position for 2022 and 2023

CHART 6



*Note: HCC schemes and exception to HCC schemes - SBL scheme only

In 2022, a total of 898,752 Training Places were approved for executive positions under both HCC and non-HCC schemes. These positions include engineers, lecturers, managers, professionals, skilled employees, and supervisors. This figure significantly increased to 1,548,020 Training Places in 2023, indicating a substantial focus on enhancing the skills and capabilities of executive personnel across various sectors and industries.

In 2022, a total of 560,264 Training Places were approved for non-executive positions under both HCC and non-HCC schemes. These positions encompass administrative and support staff, general workers, production employees, technicians, and others. This figure saw a moderate increase to 705,203 Training Places in 2023, indicating continued efforts to upskill and reskill non-executive staff members across diverse job functions and roles. The increase underscores the importance of fostering a skilled and capable workforce at all levels of the organisation to enhance operational efficiency, productivity, and adaptability to market changes.

17	Public Administration and Defence; Compulsory Social Security	0	0.00
18	Real Estate Activities	26,997	1.18
19	Transportation and Storage	160,071	6.99
20	Water Supply; Sewerage, Waste Management and Remediation Activities	20,616	0.90
21	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	232,955	10.18
Grand Total		2,289,163	100

*Note: HCC schemes and exception to HCC schemes - SBL, SLB, ITS, RPL, FWT, and OJT schemes only

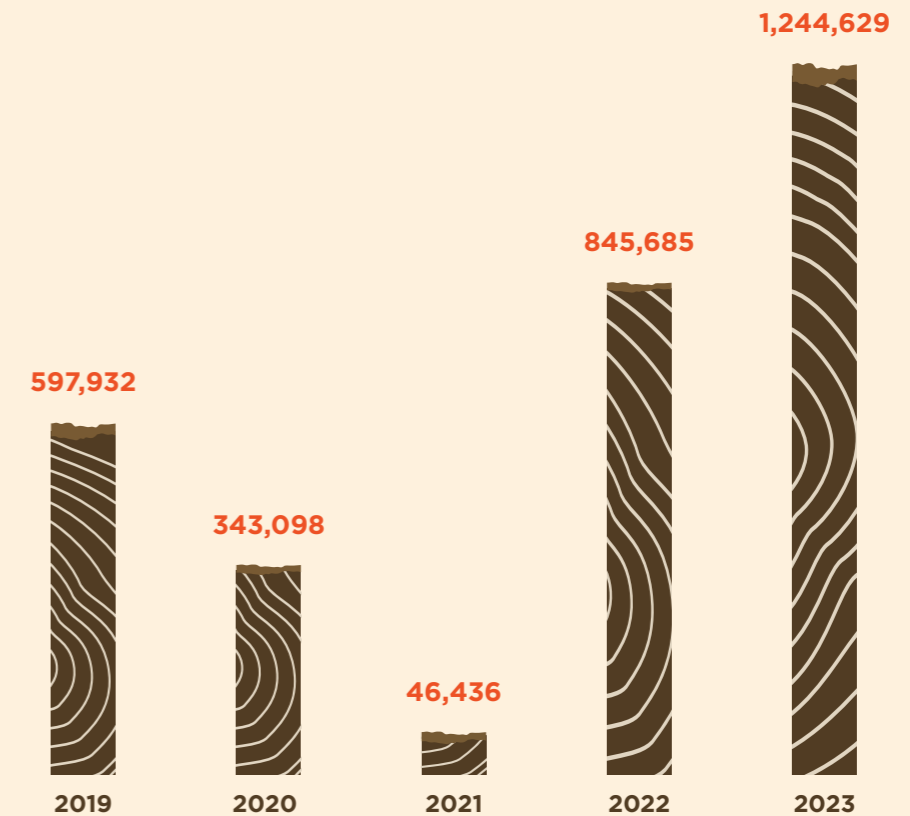
Approved Training Places by Sectors in 2023

TABLE 5

	Sectors	Training Places	%
1	Accommodation and Food Service Activities	119,234	5.21
2	Activities of Extraterritorial Organisations and Bodies	6	0.00
3	Activities of Households as Employers; Undifferentiated Goods and Services - Producing Activities of Households for Own Use	0	0.00
4	Administrative and Support Service Activities	79,468	3.47
5	Agriculture, Forestry and Fishing	29,837	1.30
6	Arts, Entertainment and Recreation	5,449	0.24
7	Construction	58,351	2.55
8	Education	82,767	3.62
9	Electricity, Gas, Steam and Air Conditioning Supply	31,126	1.36
10	Financial and Insurance/Takaful Activities	265,564	11.60
11	Human Health and Social Work Activities	65,005	2.84
12	Information and Communications	164,669	7.19
13	Manufacturing	766,769	33.50
14	Mining and Quarrying	24,887	1.09
15	Other Service Activities	11,976	0.52
16	Professional, Scientific and Technical Activities	143,416	6.26

Number of Unique Trainees from 2019 to 2023

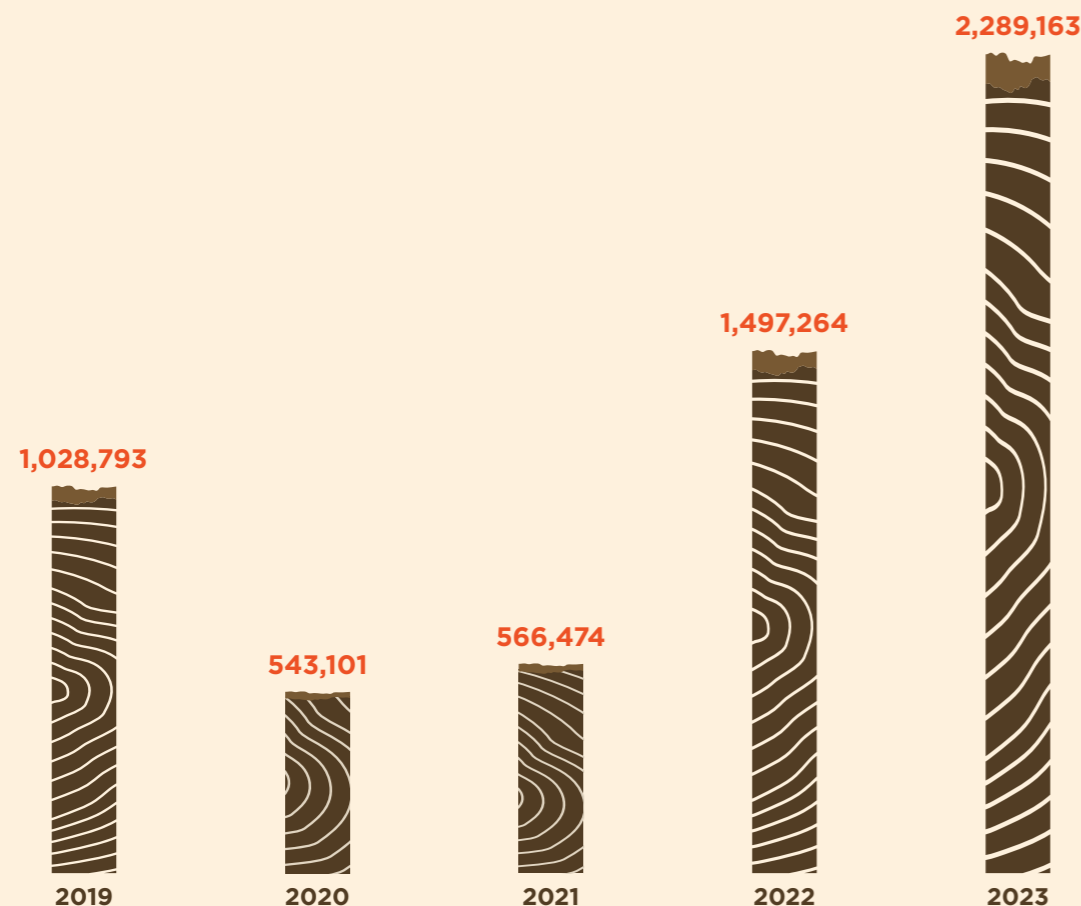
CHART 7



In 2023, HRD Corp witnessed a substantial surge in trainee participation, with a total of 1,244,629 trainees actively involved in training. This figure represents a remarkable increase from the previous year, where 845,685 trainees were recorded. The notable rise in trainee numbers underscores the growing emphasis placed on employee development and skills enhancement in this country. With a significant increase in trainee participation, employers are making major strides towards building a skilled and adaptable workforce capable of navigating today's dynamic business environment. By empowering employees through targeted training and development programmes, organisations can position themselves for continued success in the years ahead.

Number of Training Places from 2019 to 2023

CHART 8



In 2019, 1,028,793 Training Places were recorded, marking a substantial starting point. A noticeable decline occurred in 2020, with Training Places decreasing to 543,101, mainly due to economic uncertainties and disruptions caused by the COVID-19 pandemic. However, the trend reversed in 2021, with Training Places increasing slightly to 566,474, indicating a recovery phase. The most significant growth was observed in 2022, with Training Places skyrocketing to 1,497,264, more than doubling the previous year's figures. This growth trend continued in 2023, with an even more remarkable increase to 2,289,163 Training Places, reflecting a substantial expansion in training opportunities.

The surge in Training Places from 2022 to 2023 suggests a potential correlation with post-pandemic economic recovery. As businesses regained stability, they invested in more employee training and development.

Under the MADANI government's focus on workforce development through HRD Corp, training opportunities have expanded significantly. The rising demand for skilled labour in certain sectors has prompted organisations to enhance their training initiatives. This proactive approach ensures that the Malaysian workforce is meeting evolving industry demands. A well-trained workforce drives productivity, innovation, and economic growth for businesses, while increased access to training opportunities enhances social mobility and better job prospects for employees and talents.

In conclusion, the notable surge in Training Places from 2022 onwards reflects a concerted effort by stakeholders to invest in workforce development in preparation for the future. Moving forward, sustaining this growth trajectory, and addressing evolving skill needs will be vital for fostering economic resilience and societal advancements.

Certification Training Places by Sectors in 2023

TABLE 6

Sectors	Training Places	%
1 Accommodation and Food Service Activities	10,083	8.23
2 Activities of Extraterritorial Organisations and Bodies	0	0.00
3 Activities of Households as Employers; Undifferentiated Goods and Services - Producing Activities of Households for Own Use	0	0.00
4 Administrative and Support Service Activities	7,154	5.84
5 Agriculture, Forestry and Fishing	1,987	1.62
6 Arts, Entertainment and Recreation	193	0.16
7 Construction	3,919	3.20
8 Education	2,808	2.29
9 Electricity, Gas, Steam and Air Conditioning Supply	2,351	1.92
10 Financial and Insurance/Takaful Activities	7,167	5.85
11 Human Health and Social Work Activities	1,950	1.59
12 Information and Communications	13,417	10.96
13 Manufacturing	40,480	33.06
14 Mining and Quarrying	4,986	4.07
15 Other Service Activities	548	0.45
16 Professional, Scientific and Technical Activities	9,502	7.76
17 Public Administration and Defence; Compulsory Social Security	0	0.00
18 Real Estate Activities	403	0.33
19 Transportation and Storage	7,276	5.94
20 Water Supply; Sewerage, Waste Management and Remediation Activities	1,917	1.57
21 Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	6,305	5.15
Grand Total	122,446	100

*Notes:

1. Inclusive of Diploma, Degree, Master, PhD, Professional Certificate, and SKM
2. HCC schemes and exception to HCC schemes - SBL, SLB, FWT, SLDN, and RPL schemes only

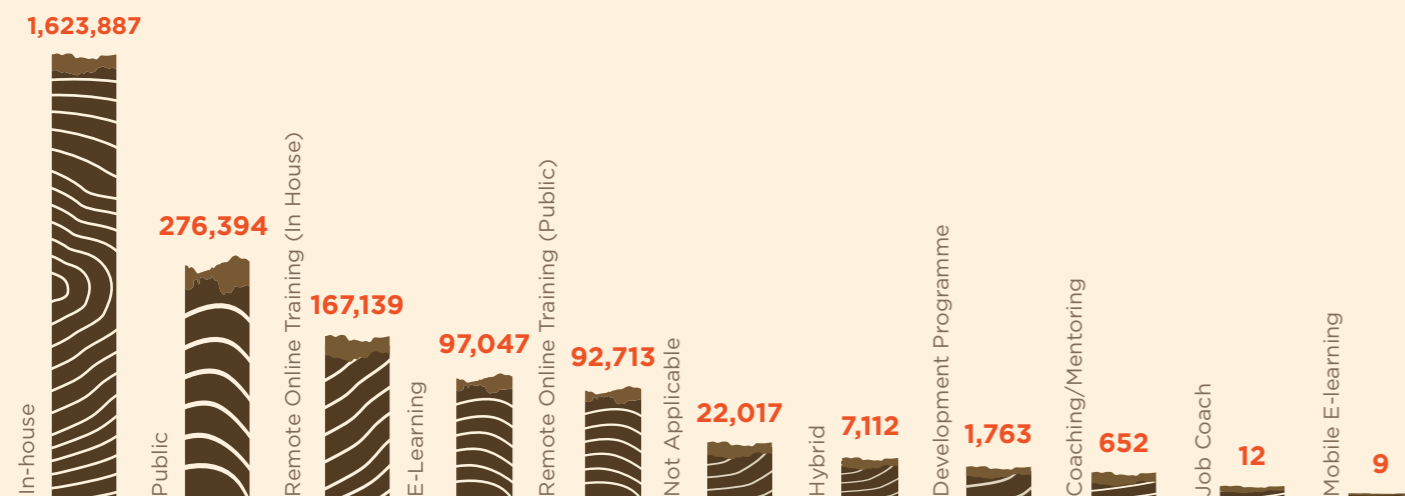
The largest approved Training Places for certification programmes are in the Manufacturing sector, accounting for 33.06% of the total, indicating a significant emphasis on developing skills within the manufacturing industry. The Information and Communications sector follows closely behind, constituting 10.96% of the total Training Places, reflecting the importance of digital skills and technological advancements. Other sectors with notable training allocations include Professional, Scientific, and Technical Activities (7.76%), Accommodation and Food Service Activities (8.23%), and Administrative and Support Service Activities (5.84%).

The substantial allocation of Training Places in Manufacturing reflects its strategic importance in driving economic growth and industrial development. The emphasis on training in the Information and Communications sector reflects the growing significance of digitalisation and innovation across industries. Sectors such as Accommodation and Food Service Activities, Administrative and Support Service Activities, and Professional, Scientific, and Technical Activities receive considerable training allocations, indicating support for service industry growth and professionalism.

The distribution of Training Places across a wide range of sectors signifies the recognition of diverse skill requirements and the need for a multifaceted approach to workforce development.

Number of Training Places Based on Types of Training in 2023

CHART 9



In-house training refers to training conducted for the organisation’s employees by internal trainers or subject matter experts (external trainers). The substantial number of Training Places highlights a strong emphasis on building internal capacity and expertise, as well as fostering a culture of continuous learning and skill development.

Public training programmes are open to individuals from various organisations or sectors. The substantial number of Training Places in this category indicates a reliance on external Training Providers or institutions for skills development, leveraging external expertise and resources to complement internal training efforts.

The third highest approved Training Places is for Remote Online Training (In-House) at 167,139. This category represents remote training conducted internally within organisations. The substantial number of Training Places indicates a significant investment in digital infrastructure to facilitate remote learning opportunities for employees, possibly driven by the need for flexibility and accessibility amidst evolving work environments.

In conclusion, the total of Training Places based on different types of training methods provides valuable insights into individual or organisational training strategies and priorities, highlighting a nuanced approach to workforce development that combines digital innovation, personalised learning, and strategic partnerships that support organisational success and employee growth.

REGISTERED EMPLOYERS

HRD Corp closed out 2023 with a remarkable 10.04% increase in the total number of its Registered Employers, at 89,912. This positive trend extended to its employee base, with a 4.57% growth to reach 4.58 million employees. The Services sector maintained its dominant position, with 60,775 employers, followed closely by the Manufacturing sector with 16,452 employers.

Furthermore, HRD Corp’s strategic outreach initiatives yielded significant results in 2023, attracting 10,030 new employer registrations. These new additions of employers were primarily concentrated in the Services (7,539) and Construction (1,167) sectors, contributing an additional 235,812 employees under HRD Corp’s coverage.

This robust performance reflects HRD Corp’s commitment to fostering a dynamic and diverse business ecosystem in Malaysia. The organisation’s proactive engagement strategies, coupled with the thriving economic climate, have yielded positive results, solidifying its position as a leader in Malaysia’s human resource development landscape.

Total Registered Employers & Employees by Sectors (Cumulative)

	Manufacturing	Services	Mining & Quarrying	Financial	Construction	Agriculture	Total
Employers	16,452	60,775	467	1,907	7,792	2,519	89,912
Employees	1,255,177	2,682,369	30,724	253,330	234,554	129,540	4,585,694

Total Registered Employers & Employees by Sectors (in 2023)

	Manufacturing	Services	Mining & Quarrying	Financial	Construction	Agriculture	Total
Employers	797	7,539	55	264	1,167	208	10,030
Employees	20,333	177,915	1,418	7,195	25,004	3,947	235,812

Registered Employers from 1993 to 2023

Over three decades, small and medium-sized enterprises (SMEs) have remained the cornerstone of HRD Corp Registered Employers, consistently growing and playing a vital role in the Malaysian economy. In 2023, SMEs made up an impressive 91.67% of Registered Employers, totaling 82,409 (Small: 66,659; 80.89%, Medium: 15,750; 19.11%), marking a 10.70% increase from 2022. This translates to over 1,991,955 employees covered under HRD Corp programmes and schemes, reinforcing SMEs' contribution to the nation's workforce development.

Despite SMEs dominating in Registered Employers, they account for only 43% of total covered employees, signalling room for expansion and deeper engagement to amplify their impact on HRD Corp's mission of cultivating a skilled and competitive workforce.

In 2023, there was a significant surge in new SME registrations, comprising 97.35% of all newly Registered Employers. The Services sector led with 7,317 SMEs joining, followed by Construction with 1,143 new registrations. This trend showcases the dynamism and entrepreneurial spirit within the SME community, particularly in service-oriented industries.

Overall, SMEs' continued growth and significant contribution to HRD Corp in 2023 demonstrates their pivotal role in propelling economic and talent development in Malaysia. Through fostering a supportive environment and targeted initiatives, HRD Corp can further empower SMEs to realise their full potential and make an even more meaningful contribution to the nation's workforce.

Number of Registered Employers & Employees by Size and Sector from 1993 to 2023

No. of Employers	Large		SME		Total		
	Employers	Employees	Employers	Employees	Employers	Employees	
Manufacturing	Total	1,036	700,086	15,416	555,091	16,452	1,255,177
	2023	4	4,158	793	16,175	797	20,333
Services	Total	5,357	1,499,509	55,418	1,182,860	60,775	2,682,369
	2023	222	45,274	7,317	132,641	7,539	177,915
Mining & Quarrying	Total	24	16,496	443	14,228	467	30,724
	2023	0	0	55	1,418	55	1,418
Financial	Total	336	218,070	1,571	35,260	1,907	253,330
	2023	13	2,617	251	4,578	264	7,195
Construction	Total	460	80,461	7,332	154,093	7,792	234,554
	2023	24	4,359	1,143	20,645	1,167	25,004
Agriculture	Total	290	79,117	2,229	50,423	2,519	129,540
	2023	3	273	205	3,674	208	3,947
Total	Total	7,503	2,593,739	82,409	1,991,955	89,912	4,585,694
	2023	266	56,681	9,764	179,131	10,030	235,812

De-Registration of Employers in 2023

While HRD Corp experienced a positive overall growth in Registered Employers in 2023, it also witnessed a slight increase in de-registrations, rising by 2.83% from 2022. This reflects the dynamic nature of the business landscape and the need for HRD Corp to adapt its strategies to address the challenges faced by employers.

The Services sector bore the heaviest impact of de-registrations in 2023, with 1,205 employers applying for de-registration, representing 67.78% of the total de-registered employers. This impacted 27,494 employees across all sectors, highlighting the loss of access to valuable grants and training schemes offered by HRD Corp.

The primary drivers of de-registration in 2023 were companies with fewer than 10 employees (55.23%) and those ceasing operations (28.18%). These trends point towards the vulnerability of smaller businesses and the impact of economic factors, mergers, and layoffs on employer participation.

HRD Corp can leverage these insights to develop targeted support initiatives for vulnerable sectors and business sizes. By providing tailored assistance during challenging times, HRD Corp can encourage retention and facilitate the return of de-registered employers in the future. Additionally, exploring alternative engagement models and expanding outreach efforts to attract new businesses could further strengthen the employer base and maximise the reach of HRD Corp's programmes.

De-Registered Employers from 1993 to 2023

Reasons		Business activities not covered under the PSMB Act 2001	Cessation from being an employer	Company merged with another company	Number of employees is less than 10	Total
Manufacturing	1993-2022	316	3,987	1,030	802	6,135
	2023	-	97	67	138	302
	Total	316	4,084	1,097	940	6,437
Services	1993-2022	404	2,596	910	2,285	6,195
	2023	-	363	204	638	1,205
	Total	404	2,959	1,114	2,923	7,400
Mining & Quarrying	1993-2022	3	7	10	16	36
	2023	-	5	-	4	9
	Total	3	12	10	20	45
Agriculture	1993-2022	-	5	9	25	39
	2023	-	12	2	32	46
	Total	-	17	11	57	85
Construction	1993-2022	-	18	-	146	164
	2023	-	17	14	141	172
	Total	-	35	14	287	336
Financial	1993-2022	-	11	2	26	39
	2023	-	7	8	29	44
	Total	-	18	10	55	83
Total		723	7,125	2,256	4,282	14,386

Acquisition Engagement Unit

2023 was a challenging year for the Acquisition Engagement Unit (AEU) throughout the entire region in Malaysia. Nevertheless, the AEU managed to drive a total of 10,030 newly HRD Corp Registered Employers in the year.

The AEU adopted a variety of events and strategies to drive engagement and encourage employer registration. The team conducted 149 physical briefings sessions such as "Insight into PSMB Act 2001," which involved direct engagement with potential employers. Additionally, the team held 107 meetings with various parties, including associations, NGOs, and government agencies (State & Federal). The engagement sessions also included 541 webinar sessions on the PSMB Act 2001, enforcement visits by the HRD Corp Enforcement team, and collaborative visits to other Ministry of Human Resources' agencies.

Overall, in 2023, a total of 28,476 sessions were conducted nationwide, during which a total of 27,152 unique potential employers were engaged. With this, the AEU will continue to engage with potential employers and relevant agencies/authorities in the country to create and enhance their awareness of the PSMB Act 2001 and its scope of coverage, encouraging them to become HRD Corp Registered Employers and support our country's human capital development agenda.

Throughout 2023, the AEU conducted engagement and awareness programmes for potential employers and related stakeholders, such as employer associations, government agencies and departments, and other related bodies. Engagements included roadshows for potential employers, webinars and physical sessions, as well as meetings and briefings for related stakeholders. Among the associations and government bodies engaged in 2023 were:

- | | |
|--|---|
| 1. Sabah Economic Development and Investment Authority (SEDIA) | 9. Perak Quarry Association (PQA) |
| 2. Sabah Tourism Board | 10. Persatuan Pengusaha Taska & Tadika Negeri Sembilan |
| 3. Persatuan Penjaja & Peniaga Daerah Tawau, Sabah | 11. Malaysian Association of Tour & Travel Agents (MATTA) |
| 4. Majlis Penasihat Wanita Sabah (MPWS) | 12. Malaysia Budget Hotel Association (MyBHA) |
| 5. Perak Chinese Chamber of Commerce & Industry (PCCCI) | 13. Bintulu Development Authority (BDA), Sarawak |
| 6. Perak Automobile Workshops Owners Association (PAWOA) | 14. MLNG Petronas Sarawak & Regional Offices Sarawak |
| 7. Malaysian Association of Tour & Travel Agents (MATTA) Perak | 15. Bintulu Chinese Chambers & Industry (BCCI) |
| 8. Malaysia Plastics Manufacturers Association (MPMA) | 16. Yayasan Pengguna Nasional Malaysia, Sarawak |

- | | |
|--|---|
| 17. Sarawak Timber Association (STA), Sarawak | 21. Dewan Perniagaan Melayu Malaysia, Melaka |
| 18. Persatuan Kontraktor Melayu Malaysia (PKMM) Pahang | 22. Malaysian Association of Hotels (MAH), Melaka |
| 19. Terengganu Chinese Chamber Commerce & Industry (TCCCI) | 23. Negeri Sembilan Indian Chamber of Commerce & Industry |
| 20. Melaka Chinese Chamber of Commerce & Industry | 24. Direct Selling Association of Malaysia (DSAM) |

The objectives of the engagement conducted with potential employers and the related stakeholders are to:

- a. create awareness of the PSMB Act 2001.
- b. acquire new employers liable under the PSMB Act 2001.

High-Level Engagement Unit

Fostering Strategic Alliances with Industry Leaders & Decision-Makers

At HRD Corp, we recognise the pivotal role that high-level stakeholders and strategic partners play in driving and supporting our nation's agenda for human capital development. This recognition prompted the creation of the High-Level Engagement Unit (HLEU) within the Customer Relations Department, Customer Division. Established in mid-August 2023, the HLEU serves various functions, including acting as a facilitator to bridge connections with key industry figures, disseminating recent developments at HRD Corp, collecting insights/feedback, and identifying possibilities for future partnerships, among other activities.

In 2023, the HLEU embarked on numerous high-level engagements. These include interactions with government, ministry, and industry, as well as strategic partner groups such as the **Federation of Malaysian Manufacturers (FMM)**, **Malaysian Employers Federation (MEF)**, the **National ICT Association of Malaysia (PIKOM)**, and **Pertubuhan Akitok Malaysia (PAM)** focusing on new industries covered by the PSMB Act 2021. These engagements are intended to solicit support from the industry, particularly from amongst associations which represent larger groups of companies. This is to increase outreach with potential employers for registration under HRD Corp.

The HLEU remains committed to strengthening relationships with its targeted groups of networks through strategic engagements, both locally and globally. The HLEU is the focal point of contact for high-level stakeholders. It can be reached at highlevelgroup@hrdcorp.gov.my.

Relations Management Unit

Inaugurated in September 2023, the Relations Management Unit (RMU) stands as a crucial component of the Customer Relations Department in the Customer Division. It is dedicated to promoting sustainable growth by cultivating strong relationships with both customers and stakeholders. Serving as a dynamic bridge, the RMU links internal groups with external entities via the Customer Division’s focused engagement programmes. It analyses feedback from these engagements, transforming it into practical strategies to be implemented by the Customer Division or by various other teams across HRD Corp.

Additionally, the RMU serves as a crucial strategic consulting resource for the Customer Division, frequently offering insights and recommendations from numerous strategic interactions. This consulting capacity aims to constantly improve the division’s operational efficiency and effectiveness, guaranteeing HRD Corp’s flexibility and importance in its industry. Through its emphasis on targeted and specialised engagements, the unit plays a key role in bolstering the operational capabilities of the Customer Division.

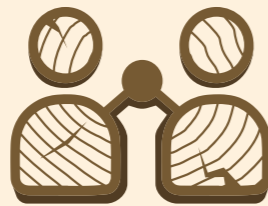


Getting to Know the Customer
(Customer Profiling/
Segmentation)



Initiating and managing customer segmentation or profiling for more strategic and targeted approaches to customer service

Building Rapport with the Customer (HRD Corp Customer Relations Programme)



Building and fostering positive relations with customers to encourage open communication and continuous improvement

Rewarding the Customer (HRD Corp Customer Affinity Programme)



Encouraging continuous levy contribution through appropriate rewards mechanisms

Continuous Interactions

Initiating and maintaining positive communication with customers at all times

The RMU focuses on three main goals: “Understanding the Customer,” “Establishing Customer Rapport,” and “Appreciating Customers.” These goals cover an extensive array of initiatives aimed at delivering value to our stakeholders, namely Registered Employers.

The RMU is dedicated to developing lasting relationships with customers by closely understanding their unique requirements and consistently delivering outstanding experiences.

REGISTERED TRAINING PROVIDERS & TRAINERS

Training Providers

Training Providers are HRD Corp’s primary stakeholders that play a pivotal role in delivering quality training programmes to meet the human capital development needs of employers. The training provided aims to equip workers with the knowledge and skills required to thrive in today’s competitive market.

To monitor and uphold the delivery of quality training to Registered Employers, we have implemented a requirement for all Training Providers to register with us. This measure aims to ensure that only registered Training Providers are permitted to offer in-house and public programmes utilising the HRD levy, to our Registered Employers.

Training Provider Registration

Number of Active Training Providers	6,386
Number of Newly Registered Training Providers	1,748
Number of Renewed Training Providers	4,254

As of 31 December 2023, there were 6,386 registered Training Providers with HRD Corp.

From January to December 2023, a total of 6,002 Training Providers registered and renewed their licenses with HRD Corp.

Trainers

Trainers are essential to HRD Corp and the training landscape in Malaysia, playing a significant role in talent development, delivering high-quality training programmes, and introducing innovative methodologies to keep training relevant. By upskilling and reskilling the workforce, Trainers enhance competitiveness, bridge skill gaps, meet industry demands, and support lifelong learning, thereby contributing directly to Malaysia’s economic transformation into a high-income, developed economy. The HRD Corp Trainers Development Framework (TDF) initiative aims to create a pool of competent Trainers through the implementation of a quality baseline standard for active Trainers under HRD Corp.

Number of Registered Certified Trainers	25,003
Number of Accredited Trainers	3,027

Summary of Engagement Series

Session	Number of Sessions	Number of Training Providers & Trainers
TP Orientation and HRD-TEE	58	1,188
HRD Corp Claimable Course Registration	21	249
Trainers' Development Framework (TDF)	39	1,397
Engagement Session with Training Providers and Trainers	2	70
Engagement Session with Chief Executive of HRD Corp	3	64
National Training Week 2023 Briefing Session	8	1,027
High Performing Training Providers and Trainers Bootcamp 2023	6	752
Total	137	4,747
Online	126	3,861
Face-to-face	11	886

Throughout the year, HRD Corp has reached out to 4,747 Trainers and Training Providers nationwide to increase awareness of HRD Corp's services and offerings, including HRD Corp Trainer Development Framework and Training Providers' engagement with our Chief Executive, just to name a few.

STRATEGIC INITIATIVES

The Strategic Initiatives (SI) schemes were introduced to provide the utmost benefit to HRD Corp stakeholders with the mission to train every Malaysian employee. The schemes were also developed with the aim of enhancing the quality and employability of Malaysian talents through related upskilling and reskilling initiatives.

SI schemes support and provide Financial Assistance for employers and other stakeholders in training the Malaysian workforce. Essentially, they focus on Small and Medium Enterprises (SMEs) and dedicated target groups of various categories.

Three important mechanisms are emphasised to measure the effective implementation of the SI schemes, namely cost-sharing, employer-centric, and outcome-based.

- i. Cost-sharing** Provide financial assistance on a cost-sharing basis, supported by HRD Corp's incentives and Financial Assistance.
- ii. Employer-centric** Designed to address the current needs of HRD Corp Registered Employers and the industry, with the goal of promoting the development of a skilled and agile workforce.
- iii. Outcome-based** Success will be measured through comprehensive evaluation studies conducted upon completion of the programmes.

Recognition of Prior Experiential Learning (RPEL)

RPEL is an initiative designed to enable workers to get recognition for their skills and competency according to the level determined by the Department of Skills Development (also known as Jabatan Pembangunan Kemahiran (JPK)) or/and an international recognition body.

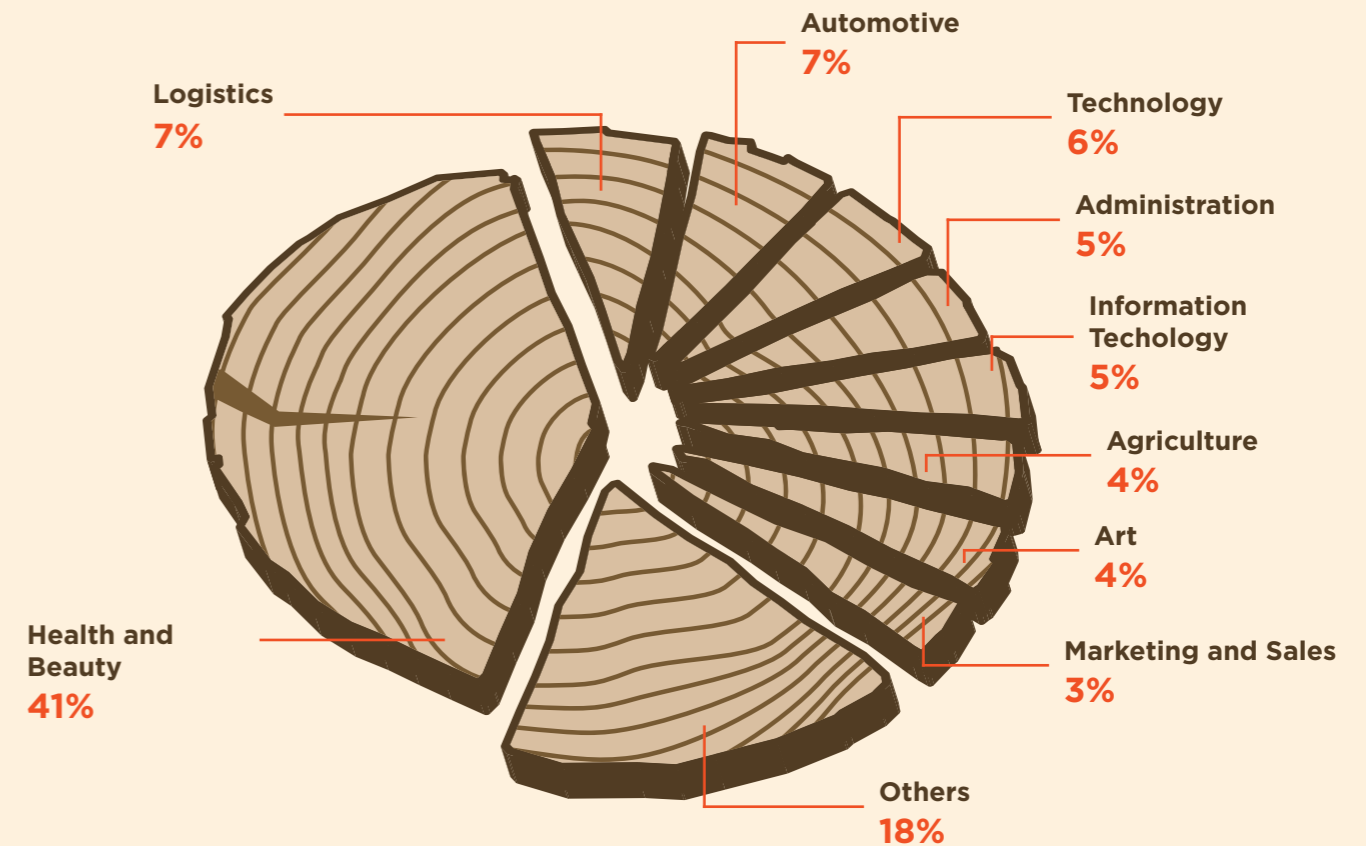
Open to individuals with relevant years of experience, as assessed by JPK, and whose qualifications fall below a Diploma or Level 4 equivalence, the programme aims to embrace skilled individuals from diverse backgrounds.

HRD Corp serves as the gateway for this scheme, extending its support beyond Sijil Kemahiran Malaysia (SKM) certification by collaborating with recognised industry certification bodies, both locally and internationally. Training Providers partner with selected certification bodies to facilitate the RPEL certification process, while HRD Corp subsidises course fees up to RM2,000 per trainee.

In 2023, HRD Corp allocated RM4.83 million to certify 2,608 trainees under the RPEL scheme, affirming its commitment to empowering individuals through recognition of their prior experiential learning.

Furthermore, HRD Corp's endorsement of over 50 certification programmes spanning various skill domains reinforces its dedication to meeting the evolving demands of trainees and industries alike. Notably, the Health and Beauty industry recorded a substantial 41% increase in demand, leading to the approval of 986 trainees by HRD Corp in this field.

Skills Area for RPEL in 2023



RiSE4WRD for INDUSTRY4WRD

RiSE4WRD is an initiative by HRD Corp to support the national IR4.0 policy, Industry4WRD. Industry4WRD is Malaysia's response to the call for digital transformation within the Manufacturing sector and its related services by enabling companies to embrace Industry 4.0 in a systematic and comprehensive manner driven by people, process, and technology.

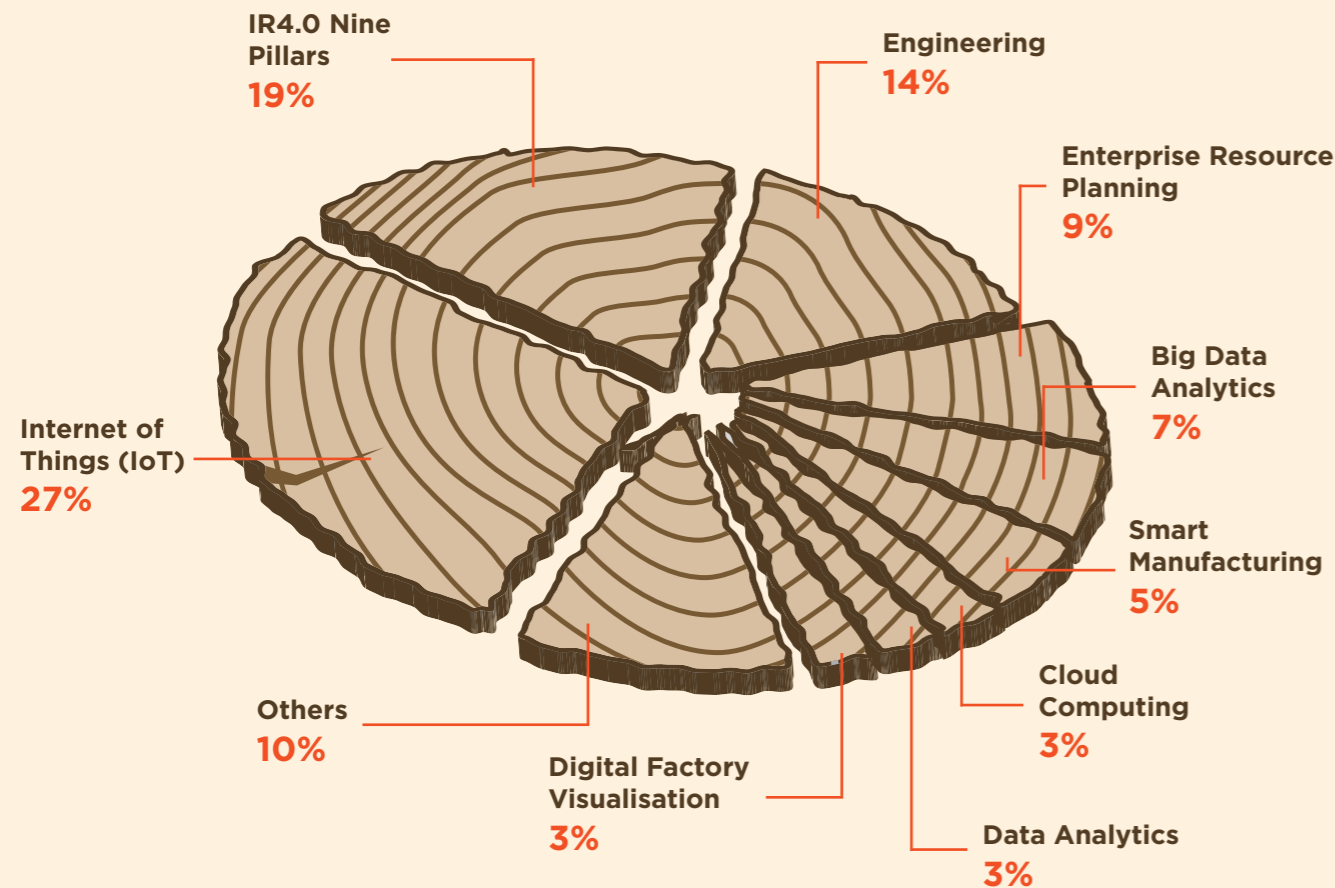
RiSE4WRD provides an avenue for Small & Medium Enterprises (SMEs) from the Manufacturing sector, which have undertaken the Readiness Assessment (RA) to train their employees with the required knowledge and skills prior to high technology adoption. Eligible SMEs will receive funds for training their employees, as identified in the RA, for up to RM25,000 per company.

The key objectives of RiSE4WRD are:

- To create a platform for SMEs which participated in RA to identify the suitable skillset/training programmes.
- To help these SMEs in funding the identified skills/training programmes.
- To ensure employee readiness prior to high technology adoption or transformation.

In 2023, around 49 SMEs benefitted from the RiSE4WRD scheme, with 324 approved trainees. The trainings conducted under this scheme mainly focused on IR4.0-related technologies areas, as stated in the following chart.

Skills Area for RiSE4WRD in 2023



SME Skills

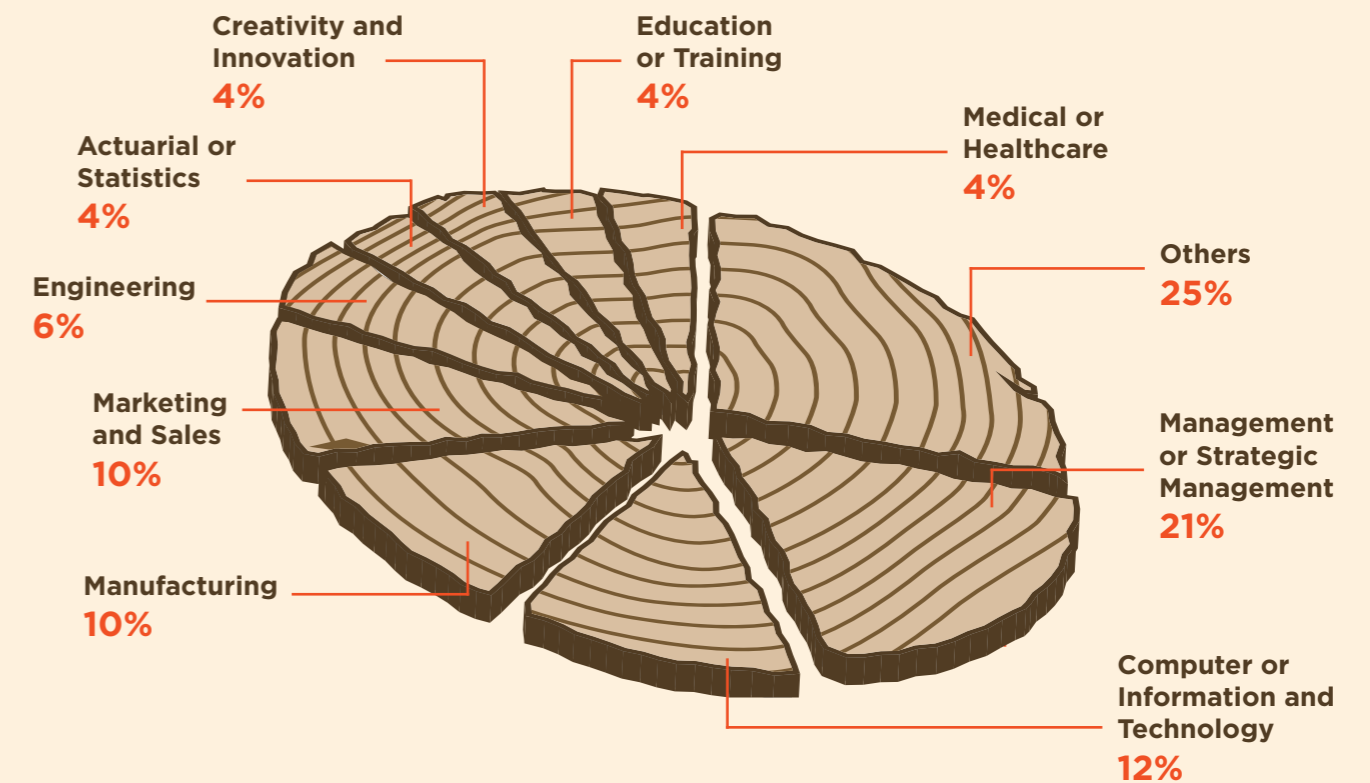
SME Skills is an initiative designed for Small and Medium Enterprises (SMEs) focusing on functional areas identified and implemented through collaboration with Training Providers.

The key objectives of this initiative are as follows:

- To enable SME employees to enhance their career development by increasing their skills.
- To encourage SME employers to continuously and systematically train their employees and increase their competency.
- To produce more skilled workers for the industries to remain competitive in the global market.

In 2023, SME Skills successfully approved 1,225 Training Places, involving 43 reputable Training Providers offering a diverse range of 49 courses. These courses were strategically located throughout Malaysia, including in Sabah and Sarawak.

Skills Area for SME Skills in 2023



HRD Corp Strategic Initiatives 2.0 (HSI 2.0)

There are several schemes funded by the government, namely HSI 2.0 – Place and Train, HSI 2.0 – B40 Development, and HSI 2.0 – Gerak Insan Gemilang (GIG).

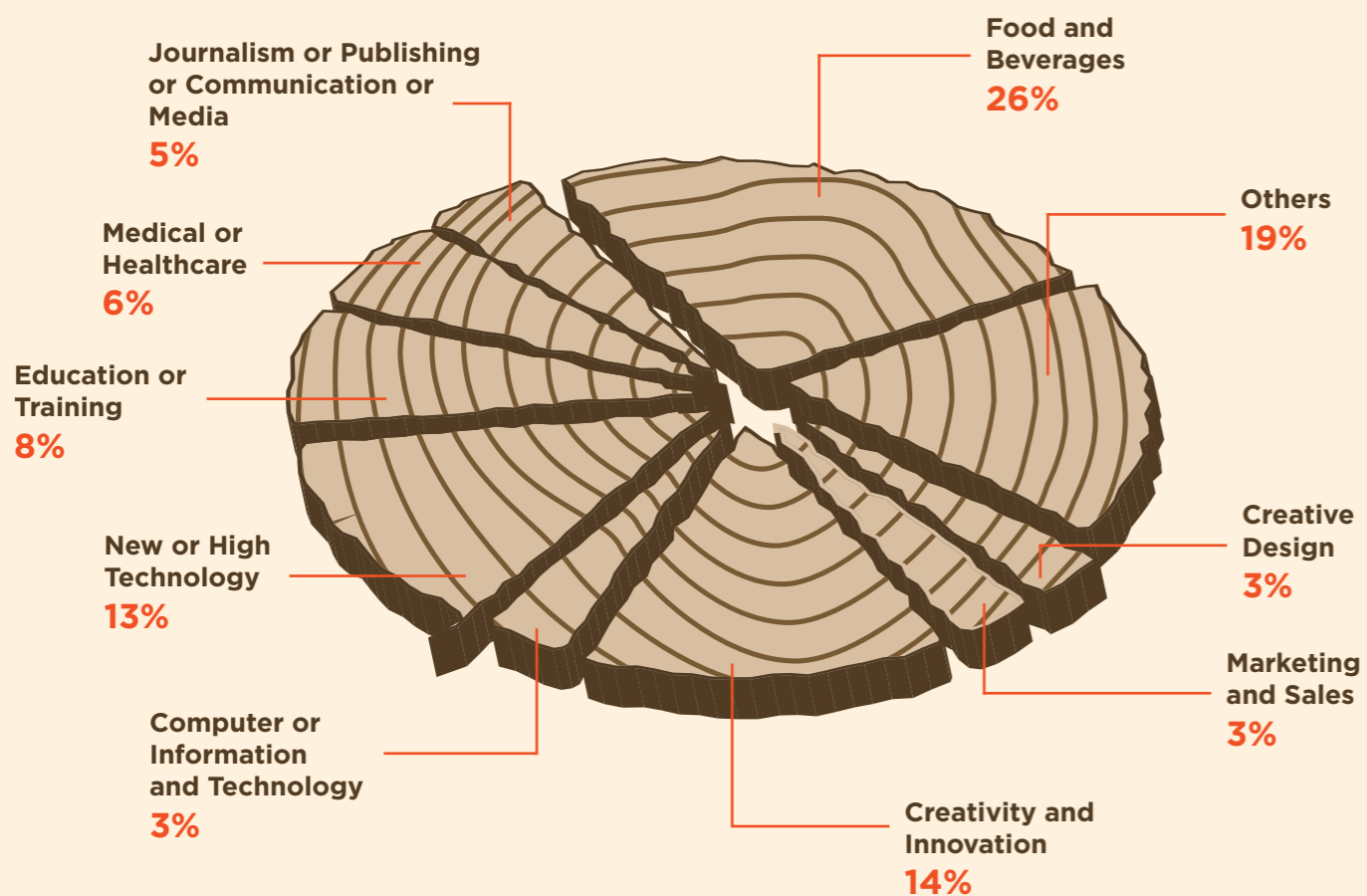
Each scheme has different objectives and target groups. For HSI 2.0 – Place and Train, the aim is to enhance the employability of Malaysian unemployed graduates, school leavers, and retrenched workers through job placement. Meanwhile for HSI 2.0 – B40 Development and HSI 2.0 – Gerak Insan Gemilang (GIG), the objective is to provide Malaysians with income generation opportunities.

The key objectives of HSI 2.0 are as follows:

- To ensure unemployed Malaysians find jobs during training.
- To support industry-identified courses for income generation and value chain advancement.
- To provide opportunities for Malaysians to increase their skills by participating in specialised training or obtaining professional certifications that support their career development.
- To provide industries with a skilled workforce for global competitiveness through upskilling programmes that focus on knowledge-based, high-tech, and high-value-added skills.

In 2023, HSI 2.0 successfully approved 1,985 trainees, involving 58 Training Providers offering a diverse range of 58 training courses.

Skills Area for HSI 2.0 in 2023



DEVELOPMENT

1. INITIATIVES DEVELOPMENT UNIT

The Initiatives Development Unit, commonly known as IDU, acts as a creator of initiatives. It is responsible for spearheading the development of new initiatives and enhancing existing ones, contributing significantly to the organisation’s overall growth.

1.1 New Initiative Development

The IDU has shifted its focus towards “concept exploration,” aiming to identify promising and feasible projects for the development of training programmes in Malaysia, with the goal of supplying skilled workers for various industries. Analysing, studying, and visualising serve as primary tasks integral to its success. Numerous incubation efforts, stakeholder engagements, and study groups have been undertaken to align the initiatives with current industry demands. These included:

- Women’s “Returnship” through Training and Hiring Intervention (WORTH IT)
- Homeless Empowerment through Agricultural Livelihood (HEAL)
- CCloud (Internet) Computing Knowledge Initiative (CLICK)
- Industry-Nurtured Network for Optimal Vocational Apprenticeship and Technical Education (INNOVATE)
- INDSF TVET Empowerment Programme (ITEP)
- SME Adoption Initiative (SAI)
- Training Needs Analysis (TNA) Scheme

1.2 HRD Corp Signature Programmes & STRIDE

The IDU also introduced two (2) initiatives called HRD Corp Signature Programmes, and Skilling for Talent Readiness and Innovation in the Digital Era (STRIDE) which was implemented in 2022.



In the two (2) years since its inception, HRD Corp Signature Programmes have effectively solidified their commitment to identifying additional collaboration partners through extensive engagement with industry experts. To attain the objective of maximising co-branded training programmes, the implementation of this initiative has been centred on HRD Corp nine (9) focus areas which are Industry 4.0, Green Technology/ Renewable Energy, FinTech, Smart Construction, Smart Farming, Aerospace Industry, Blockchain, Micro-credential, and Future Technology.

New Courses introduced under HRD Corp Signature Programmes

As of 2023, the IDU has identified fourteen (14) partners with distinctive training content offerings for both HRD Corp Signature Programmes and STRIDE initiatives. It also successfully secured nine (9) collaboration partners, resulting in a cumulative total of twelve (12) courses under HRD Corp Signature Programmes, as outlined below:

1. Women’s “Returnship” through Training and Hiring Intervention (WORTH IT)
2. Telecom Business and Strategy
3. 5G Masterclass
4. IoT & M2M Technologies
5. Certification in Instructional Design and Development
6. Senior Management Leadership
7. Industry 4.0 Architect
8. Agronomics: IoT & Solar Technology for Business
9. Expert Masterclass in ESG Sustainability Now and Beyond
10. Executive Certificate in Innovation and Strategy
11. Architecture Competency
12. Business Technology Strategy

Statistics

The IDU recorded a total of 472 Training Places across multiple locations in Malaysia, involving local and international collaborators.



1.3 Other Initiative: Engagement Session with Signature Programmes Collaboration Partners

On 23 November, a comprehensive engagement session brought together several of HRD Corp’s collaboration partners. The primary objectives of this session included:

1. Identify challenges.
2. Increase the number of training places or enrolment for each training initiative.
3. Re-strategise current marketing and sales plan.
4. Understand current gaps based on industry demands.

2. TVET EMPOWERMENT UNIT

The TVET Empowerment Unit, known as TEU, is tasked with mastering the complete spectrum of TVET. This effort is aimed at aiding HRD Corp in incorporating TVET into its training ecosystem and advocating for TVET promotion. The goal is to enhance the productivity of the company, thereby benefiting both employers and employees.

2.1 Engagement of HRD Corp Practical Centric Indicator Guidelines

The TEU has successfully introduced the HRD Corp Practical Centric Indicator, serving as a comprehensive guide for HRD Corp in mapping out all registered training courses within its training landscape. This strategic initiative is pivotal for assessing HRD Corp’s position in the broader TVET ecosystem. The gathered insights will be instrumental in formulating targeted strategies to fortify and elevate the quality of training provided by HRD Corp.

In the initial phase of the identification process, the TEU has taken proactive measures by conducting informative briefing sessions with HRD Corp’s registered Training Providers. The unit successfully engaged with 449 Training Providers and comprehensively evaluated 586 training courses. This marks a significant step forward in our commitment to enhancing the effectiveness and impact of HRD Corp training programmes.



2.2 Memorandum of Understanding (MoU) with Jabatan Pendidikan Politeknik dan Kolej Komuniti (JPPKK)

In a strategic move to elevate TVET courses within HRD Corp, the TEU has successfully forged a collaboration with one of Malaysia's leading TVET entities – polytechnics and community colleges. This collaboration was formalised through the signing of a Memorandum of Understanding (MoU) during the “*Majlis Peluncuran Transformasi Politeknik dan Kolej Komuniti 2030*” held at the Putrajaya International Convention Centre (PICC) on 4 December 2023.

The distinguished event was graced by Datuk Seri Dr Zahid Hamidi, Deputy Prime Minister and Minister of Higher Education, Dato' Seri Mohamed Khaled Nordin. Representing HRD Corp during the MoU signing was our Chief Executive, Datuk Wira Shahul Dawood.

This collaboration marks a significant stride toward enhancing TVET courses within the HRD Corp learning ecosystem. Moving forward, we aim to foster additional collaborations with various TVET players and providers to further enrich the TVET landscape under HRD Corp.

2.3 Participation in the 3rd ILO-Korea TVET Forum: Skills Development for an Inclusive Future for Asia and the Pacific Region

The ILO-Korea TVET Forum 2023 marked the third instalment of the bi-annual forum jointly hosted by the ILO, the Ministry of Employment and Labour of the Republic of Korea, and KOREATECH. This collaborative effort is dedicated to sustaining the region's pursuit of an inclusive future through heightened skills development and lifelong learning. The Forum provides a crucial platform for discussing the implementation of the ILO's Centenary Declaration for the Future of Work and the new strategy on Skills and Lifelong Learning 2030.

The Forum's objective is to assess and analyse the various national responses and progress achieved in advancing reforms within skills and TVET systems. It aims to present evidence of effective strategies while acknowledging challenges, with the intention of informing future policy and reform initiatives in the region. The Forum seeks to enrich discussions by sharing the experiences and perspectives of tripartite representatives and TVET institutions in the region.

HRD Corp, represented by Datuk Wira Shahul Dawood (Chief Executive), Mohamad Farizul Yahya (Chief Financial Officer), Mogan Arjunan (Vice President), Vivienne Goh (Vice President), Mior Shafarin (Senior Associate), and Farah Khairi Tan (Associate), actively participated in the Forum. In addition to attending, our delegation engaged in a meeting with ILO representatives to explore further collaboration between the two entities, aimed at developing global-scale training initiatives.

3. International Collaborations Unit

In 2023, HRD Corp independently established the newly formed the International Collaborations Unit (ICU). The role of ICU is to cultivate professional relationships with international organisations, facilitate the formalisation of strategic collaborations and monitor their outcomes as well as the coordination of international work visits with a specific focus on TVET as the main agenda for 2023.

3.1 International Work Visits

The ICU organised an International Work Visit to Cambodia as part of the MOU Exchange between Skills Development Fund (SDF) Cambodia and HRD Corp during the National Human Capital Conference and Exhibition (NHCCE) in October 2023.

The International Work Visit aimed to achieve the following objectives:

- a. To facilitate knowledge sharing between organisations
- b. To establish a long-term strategic partnership in promoting industry responsive skill development and enhancing the skills and competitiveness of SDF and HRD Corp's workforce
- c. To offer advisory services pertaining to training fund management

The initiative reflects HRD Corp's commitment to fostering international collaborations and sharing expertise for mutual benefits.

During this visit, HRD Corp engaged with key organisations and government agencies in Cambodia including:

- a. Ministry of Economy and Finance
- b. Skills Development Fund
- c. Ministry of Labour and Vocational Training
- d. Academy of Culinary Arts Cambodia

3.2 Strategic Collaborations formalised during NHCCE 2023

The ICU coordinated the MOU Exchange ceremony that took place during HRD Corp's flagship event, National Human Capital Conference & Exhibition (NHCCE) 2023. A total of 14 MOUs were exchanged among HRD Corp's strategic partners as a result of this successful coordination.

This MOU exchange occurred in two sessions, with the first session taking place during the opening ceremony and launch of NHCCE 2023. This session was jointly witnessed by KDYMM Seri Paduka Baginda Yang di-Pertuan Agong, Al-Sultan Abdullah Ri'ayatuddin Al-Mustafa Billah Shah Ibni Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah. Our Chief Executive, Datuk Wira Shahul Dawood and representatives from esteemed local and international organisations engaged in a formal exchange, solidifying collaborative agreements with the following entities:

International Labour Organization (ILO)



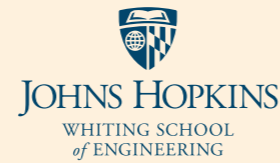
World Bank Group



Skills Development Fund (SDF) Cambodia



Johns Hopkins University (JHU)



Harvard Business Publishing



Udemy



CoachHub Coaching



UN Global Compact Network Malaysia & Brunei (UNGCMYB)



Menteri Besar Selangor (Incorporated)



Human Resource Standards Institute (HRSI)



University of Cyberjaya (UoC)



CENTEXS Commercial Services Sdn Bhd (CENTEXS)



Agensi Kaunseling dan Pengurusan Kredit (AKPK)



Asia Pacific University of Technology & Innovation (APU)



3.3 HRD Corp as Host for International Delegations

Additionally, the ICU hosted international delegations on behalf of HRD Corp who expressed keen interest in visiting with the specific purpose of learning from our organisation. This signifies a noteworthy interest from global partners showcasing HRD Corp’s experience and expertise in this field.

Study Visit from World Bank and National Labor Observatory (NLO) of Saudi Arabia

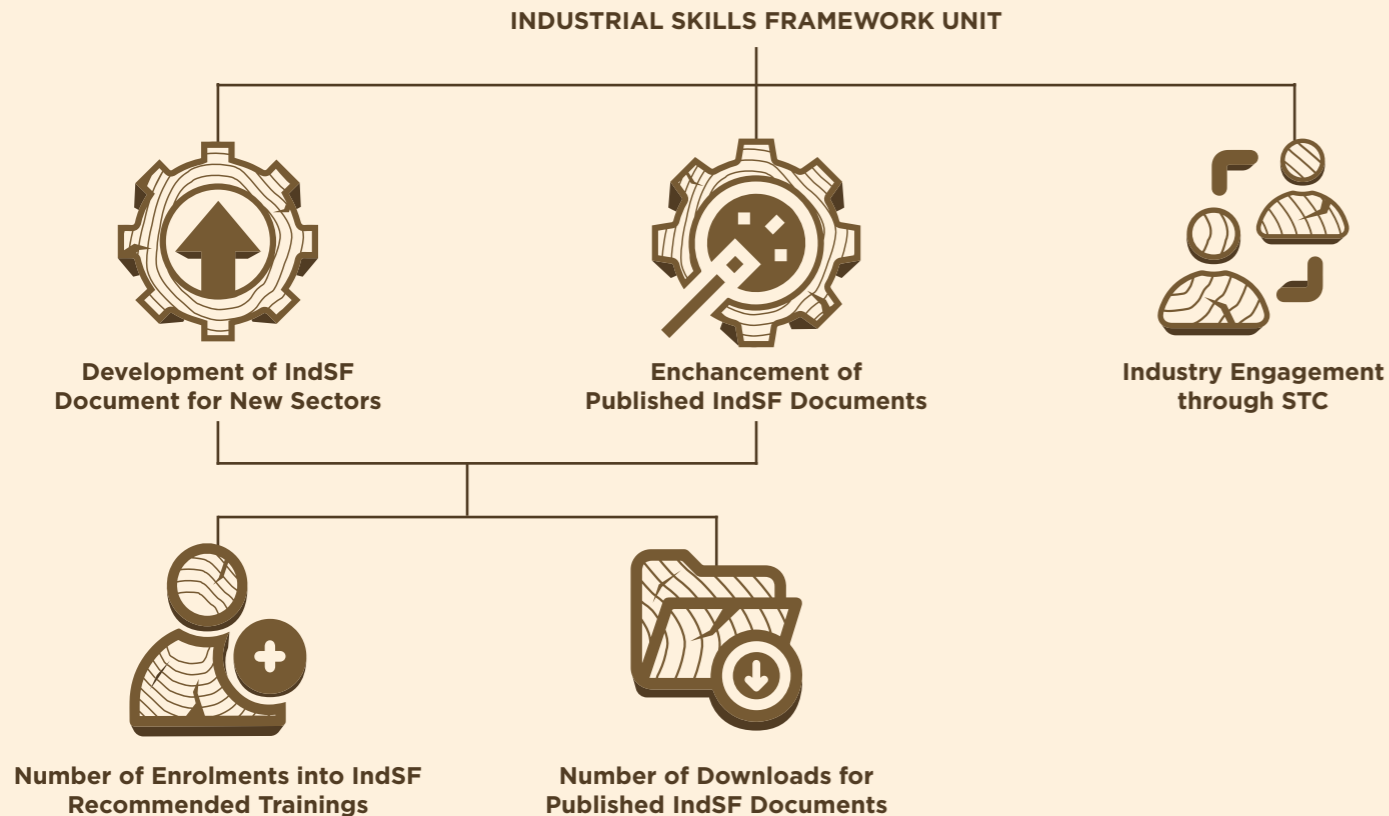
The World Bank and National Labor Observatory (NLO) initiated communication with HRD Corp to arrange a working visit centred on exploring strategies, regulatory framework, governance practices, administrative procedures, technical capabilities, product offerings and labour indicators within HRD Corp.

Study Visit from Skills Development Fund (SDF) Cambodia

The Skills Development Fund (SDF) of Cambodia initiated contact with HRD Corp to organise a work visit with the objective of gaining insights into HRD Corp’s experiences in fund mobilisation and management particularly on Malaysia’s levy system and skills development. The collaborative effort signifies the first of many exchanges of knowledge and best practices in these critical areas.

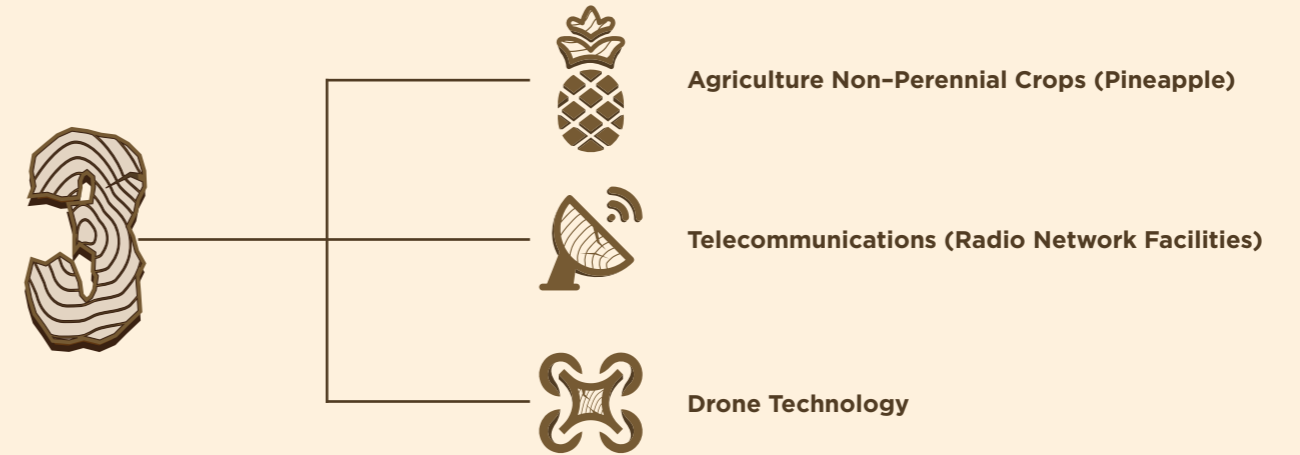
4. Industrial Skills Framework Unit

The Industrial Skills Framework (IndSF) Unit is responsible for identifying in-demand skill sets and competencies for Malaysia’s multi-industry workforce. The IndSF Unit collaborates closely with industry partners through three (3) main initiatives, as depicted below. These include the development of the IndSF document, enhancement of the published IndSF document, and industry engagement through the Sectorial Training Committee (STC). As of December 2023, the IndSF Unit has achieved significant milestones through these three main initiatives:



4.1 Development of the IndSF Document

The IndSF document was developed to identify comprehensive vital skills and competencies utilised at different job levels within various industries. Complementing this framework is the list of recommended training programmes and certifications designed to upskill the workforce in both critical technical and non-technical skills and competencies within various sub-sectors. Three IndSF documents have been developed in 2023, contributing to a total amount of 16 IndSF documents developed.



4.1.1 Industrial Skills Framework for Telecommunications (Radio Network Facilities)

The IndSF for Telecommunications (Radio Network Facilities) was developed by HRD Corp in collaboration with:

- i. Telekom Malaysia
- ii. Maxis Broadband Sdn Bhd
- iii. Celcom Digi Berhad
- iv. MEASAT Satellite Systems Sdn Bhd
- v. Malaysia Communications and Multimedia Commission (MCMC)
- vi. Digital Nasional Berhad (DNB)

This document covers the focus area of Radio Network Facilities within Malaysia’s Telecommunications industry. A summary of the job and skills description for IndSF Telecommunications (Radio Network Facilities) is provided below:



NEW IndSF Telecommunication (Radio Network Facilities)

- 31 Job Roles
- 178 Unique Training Programmes
- 117 Certification Courses
- 66 Unique Soft Skills
- 54 Unique Technical Skills

4.1.2 Industrial Skills Framework for Agriculture Non-Perennial Crops (Pineapple)

The IndSF for Agriculture Non-Perennial Crops (Pineapple) was developed by HRD Corp in collaboration with:

- i. FGV Holdings Berhad
- ii. Malaysian Pineapple Industry Board (MPIB)
- iii. Malaysia Productivity Corporation (MPC)
- iv. Malaysia Digital Economy Corporation (MDEC)

This document covers the Pineapple sub-sector within Malaysia’s agriculture industry. A summary of the job and skills description for IndSF Agriculture Non-Perennial Crops (Pineapple) is provided below:



NEW IndSF Agriculture Non-Perennial Crops (Pineapple)

- 8 Job Roles
- 61 Unique Training Programmes
- 7 Certification Courses
- 12 Unique Soft Skills
- 21 Unique Technical Skills

4.1.3 Industrial Skills Framework for Drone Technology

The IndSF for Drone Technology was developed by HRD Corp in collaboration with:

- i. Malaysia Aerospace Industry Association (MAIA)
- ii. Malaysian Research Accelerator for Technology & Innovation (MRANTI)

This document covers the job roles within the Drone Technology. A summary of the job and skills description for IndSF Drone Technology is provided below:



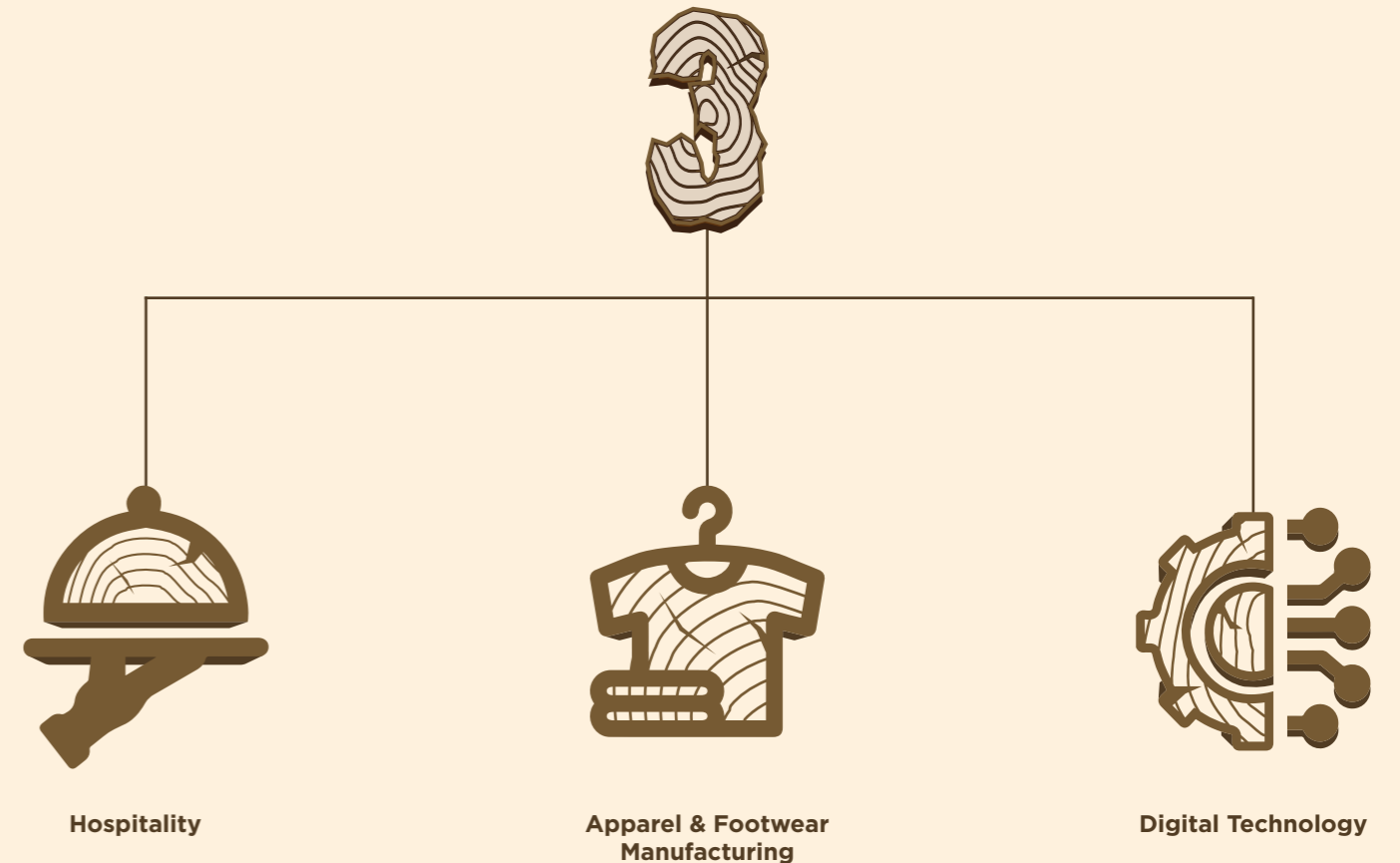
NEW IndSF Drone Technology

- 8 Job Roles
- 56 Unique Training Programmes
- 57 Certification Courses
- 49 Unique Soft Skills
- 44 Unique Technical Skills

4.2 Enhancement of Published IndSF Documents

Enhancement of IndSF documents is conducted on published IndSF documents that are available in the HRD Corp portal (<https://hrdcorp.gov.my/indsf>). Currently, there are 16 published IndSF documents that can be downloaded for FREE from the HRD Corp portal. Three IndSF documents have been enhanced in 2023 as follows:

IndSF Enhancement

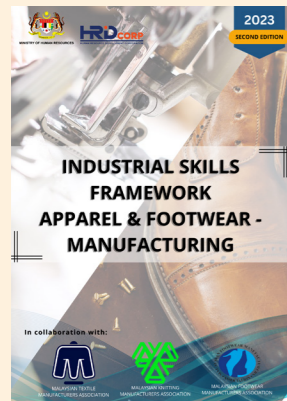


4.2.1 Industrial Skills Framework for Apparel & Footwear Manufacturing

The IndSF for Apparel & Footwear Manufacturing was developed by HRD Corp in collaboration with:

- i. Malaysian Textile Manufacturers Association (MTMA)
- ii. Malaysian Knitting Manufacturers Association (MKMA)
- iii. Malaysian Footwear Manufacturers Association (MFMA)

This document covers Maintenance and Production within Malaysia's apparel and footwear manufacturing industries. A summary of the job and skills description for IndSF Apparel & Footwear Manufacturing is provided below:



NEW
IndSF Apparel & Footwear Manufacturing

- 65 Job Roles
- 389 Unique Training Programmes
- 46 Certification Courses
- 44 Unique Soft Skills
- 80 Unique Technical Skills



IndSF Textile Manufacturing

- 60 Job Roles
- 460 Unique Training Programmes
- 167 Certification Courses
- 79 Unique Soft Skills
- 127 Unique Technical Skills

4.2.2 Industrial Skills Framework for Hospitality (2nd Edition)

The IndSF for Hospitality (2nd Edition) was developed by HRD Corp in collaboration with:

- i. Malaysian Association of Hotels (MAH)
- ii. Malaysia Budget & Business Hotel Association (MyBHA)

This document covers an extension of job positions within the Front Office, Housekeeping, Revenue Management, Sales and Marketing and Maintenance within Malaysia's Hospitality Industry. A summary of the job and skills description for IndSF Hospitality (2nd Edition) is provided below:



NEW
IndSF Hospitality 2nd Edition

- 61 Job Roles
- 48 Unique Training Programmes
- 136 Certification Courses
- 246 Unique Technical Skills



IndSF Hotel Industry

- 16 Job Roles
- 328 Training Programmes
- 327 Skills

4.2.3 Industrial Skills Framework for Digital Technology – Cybersecurity & Data Science

The IndSF for Digital Technology - Cybersecurity & Data Science was developed by HRD Corp in collaboration with:

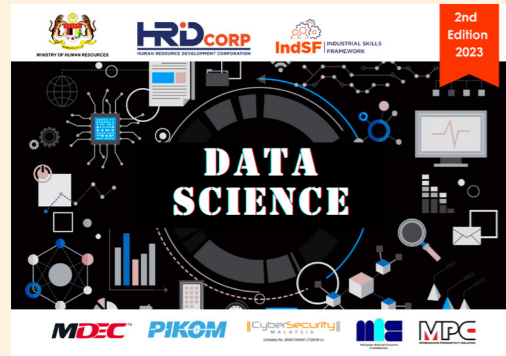
- i. Malaysia Digital Economy Corporation (MDEC)
- ii. PIKOM
- iii. Cybersecurity Malaysia
- iv. Malaysian National Computer Confederation (MNCC)
- v. Malaysia Productivity Corporation (MPC)

This document covers the focus area of Data Science and Cybersecurity within Malaysia's digital technology industry. A summary of the job and skills description for IndSF Digital Technology - Cybersecurity & Data Science is provided below:



NEW
IndSF Digital Technology 2nd Edition (Cybersecurity)

- 21 Job Roles
- 162 Certification Courses
- 95 Unique Soft Skills
- 120 Unique Technical Skills



NEW
IndSF Digital Technology 2nd Edition (Data Science)

- 15 Job Roles
- 17 Certification Courses
- 12 Unique Soft Skills
- 21 Unique Technical Skills



IndSF Digital Technology 1st Edition (Cybersecurity)

- 7 Job Roles
- 41 Certification Courses
- 8 Unique Soft Skills
- 16 Unique Technical Skills



IndSF Digital Technology 1st Edition (Data Science)

- 3 Job Roles
- 46 Certification Courses
- 15 Unique Soft Skills
- 20 Unique Technical Skills

4.3 Industry Engagement through Sectorial Training Committee (STC)

To elevate the human capital development of the local multi-industry workforce, it is vital for HRD Corp to ensure training content offered by Training Providers are aligned closely with the industries' needs for competencies, skills and knowledge. The 26 Sectorial Training Committees (STCs), encompassing 238 sub-sectors, were established with the primary goal of understanding the critical needs of the industry from its perspective. Below, the 26 STC sectors are listed along with their respective total compositions:





This strategic collaboration and partnership between HRD Corp and experts from the industry are also expected to facilitate a focused and guided utilisation of training funds. The committee, composed of experts from various industries, serves as an advisory and consultative body to HRD Corp regarding industry-specific training needs. The deliverables of the STC include:

Sectorial Training Committee (STC) Deliverables	Assist in the development of IndSF document
	Provide strategic input for certification-based training programmes and priority areas
	Promote levy utilisation
	Facilitate and organise seminars/conference to promote IndSF and human capital development agenda

Throughout 2023, extensive engagement sessions were conducted through STC Meetings with the 26 formed STCs. The STC meetings provided the unit with extensive strategic inputs, which, in turn, led to the development and enhancement of the IndSF Document for 2023, inputs on certification-based training programmes, priority areas, and promotion of levy utilisation for the industry. A summary of the STC engagements throughout 2023 is provided below:

STC Meetings

- A total of 74 STC meetings, each comprising four (4) sessions, have been conducted for the 26 formed STCs.

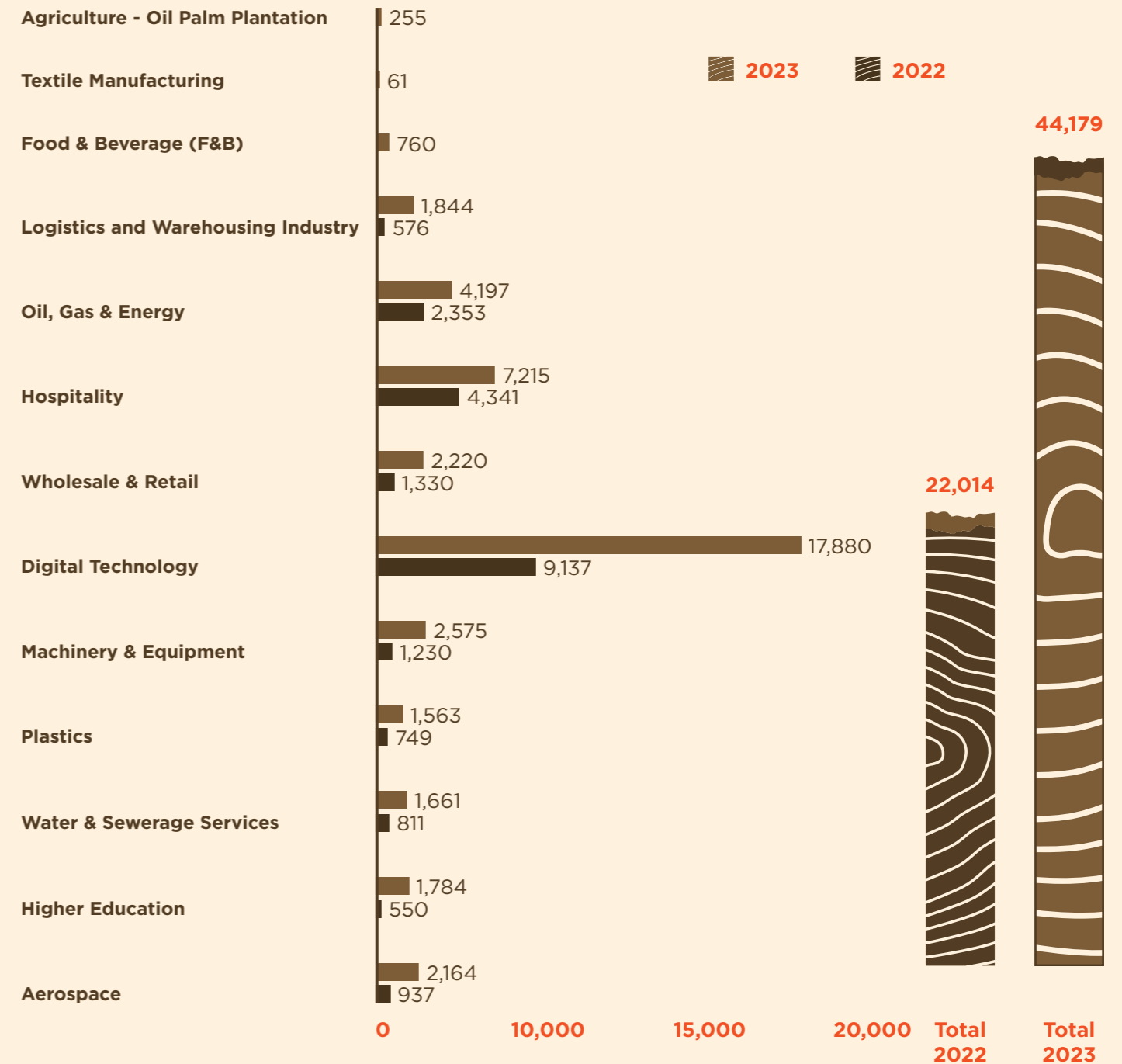
CE Engagement Session with Chairman of Sectorial Training Committee (STC)

- Conducted on 16 May 2023, the CE Engagement Session brought together 26 STC chairmen for a fruitful interaction with HRD Corp C-level executives.

Throughout these engagement sessions, strategic insights into the current and future training needs through associations-based industries were gathered. Additionally, the IndSF Unit has progressively worked on appointing more members while conducting meeting sessions to compile these strategic inputs.

4.4 Number of Downloads for Published IndSF Documents

Throughout 2023, the unit actively promoted and raised awareness about IndSF through engagement sessions and kept track of IndSF download numbers. This allowed the IndSF unit to effectively monitor and boost the use of the published IndSF documents.

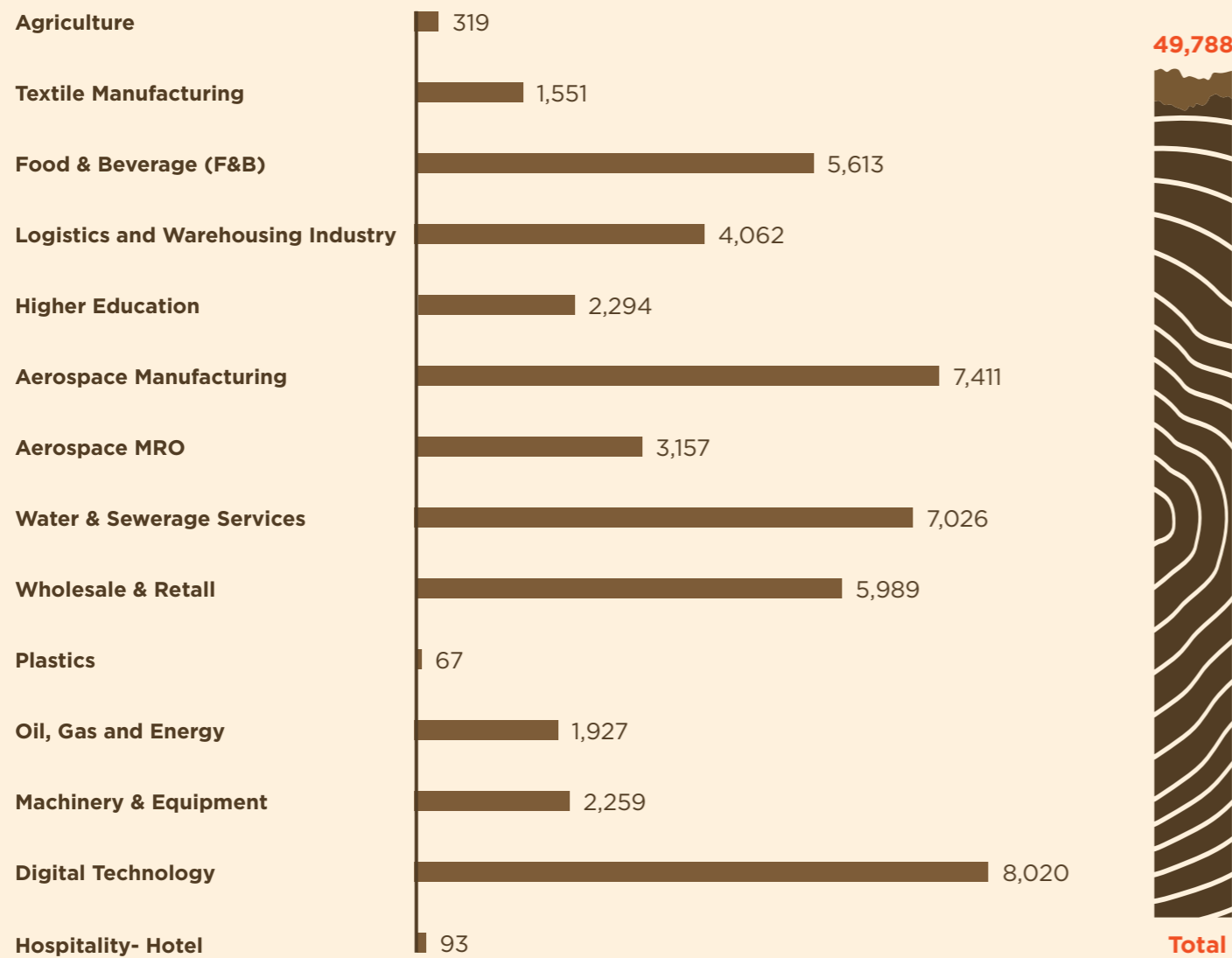


In 2023, the total number of downloads for IndSF documents amounted to 44,179, reflecting a notable increase of 22,165 downloads. The industry with the highest document downloads was Digital Technology, recording a total of 17,880 downloads, followed by Hospitality with a count of 7,215 documents. Conversely, the sector with the lowest IndSF document downloads was Textile Manufacturing, totalling at a mere 61 downloads.

4.5 Numbers of Enrolments into IndSF Recommended Training

In 2023, the IndSF unit systematically monitored employees' enrolment in recommended certification courses. Utilising the database from our published IndSF document, the unit actively tracked monthly enrolment figures throughout 2023. Below is a summary of employee enrolments in recommended certification courses achieved in 2023:

Enrolment in IndSF Recommended Certification Courses in 2023



The unit recorded a cumulative enrolments of 49,788 in all IndSF Recommended Certification Courses. Digital Technology leads the way with the highest enrolment, totalling 8,020 participants, followed by Aerospace Manufacturing, which registered 7,411 courses. In contrast, the Plastic industry exhibits the lowest enrolment rate with a total of 67 courses.

REGIONAL OPERATIONS

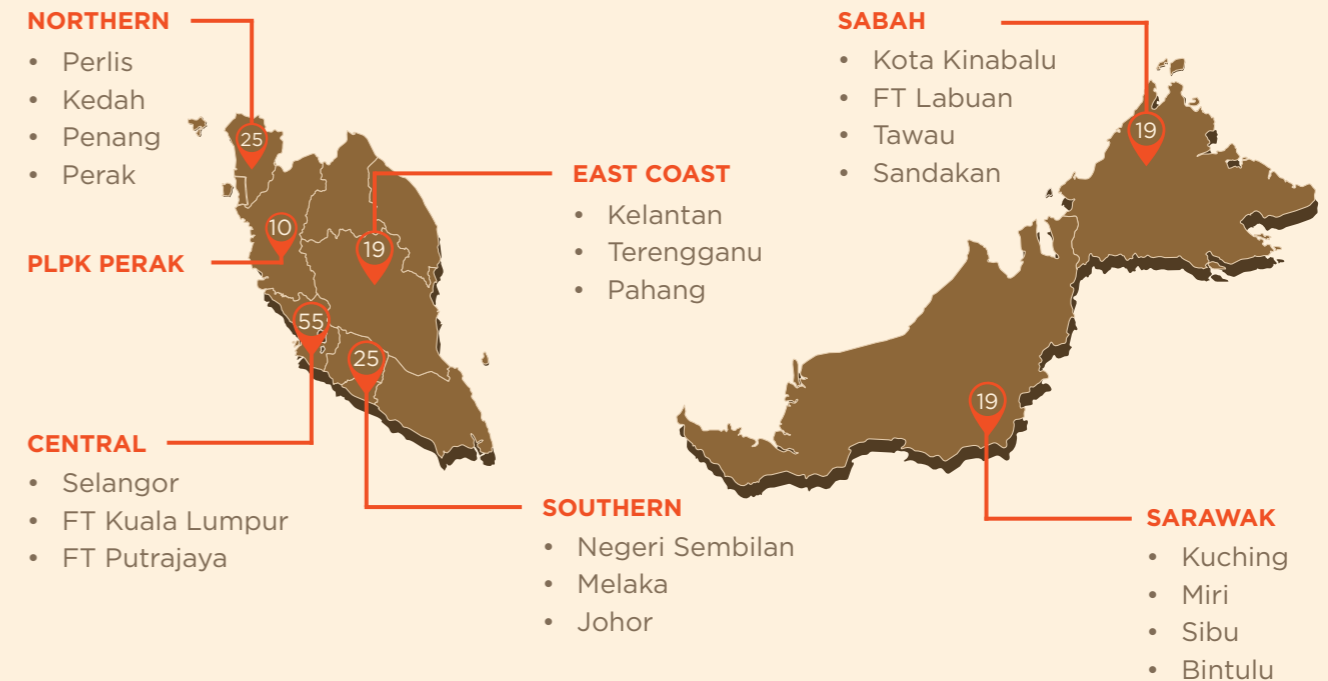
Two years ago, HRD Corp embarked on a strategic effort to consolidate its branch offices into regional offices, marking a significant milestone in its mission to empower individuals and fuel the growth of the Malaysian workforce, beyond Klang Valley. As the primary authority on training and employability in the nation, HRD Corp's expansion has enabled the delivery of high-skilled training to all target groups nationwide.

At HRD Corp Regional Offices, the team prioritises efficiency, engagement, and excellence. With comprehensive capabilities to swiftly manage field issues, they ensure streamlined processes and faster turnaround times. They lead stakeholder engagement within their region/state, driving impactful training activities and maximising levy utilisation. As ambassadors of HRD Corp's services, they also promote all initiatives offered by HRD Corp to external stakeholders and employers, fostering a culture of continuous growth and development.

Roles of Regional Operations Division



Staff Strength by Region



Regional Operations' Performance and Achievements in 2023

No	Key Performance Indicators (KPIs)	Performance	
1	Training Places	2,289,163	64% increase
2	Financial Assistance Levy Utilisation	RM1,763.96 million RM1,453.16 million	98% increase 70% utilisation (target: 65%)
3	Active SMEs *in Levy Schemes	40%	11.5% increase
4	Active Training Providers	68%	-
5	Income Generation	RM44.16 million	73% cost analysis
6	Community Development (PLPK - Individual)	2,212	39.44% usage of overall 2023 budget

Approved Training Places by Scheme and Region in 2023

Scheme/Region	Central (Legacy)	Central (New Sector)	East Coast	Northern	Sabah	Sarawak	Southern	Grand Total
FWT	70	19	483	16	1	-	-	589
ITS	3,310	2,549	684	1,285	307	445	1,393	9,973
OJT	1,807	3,628	2,201	1,791	828	596	1,194	12,045
RPL	98	15	67	124	16	-	37	357
SBL	197,777	156,796	13,662	48,232	10,477	12,941	42,967	482,852
HCC	638,220	478,136	44,529	283,293	31,565	53,473	240,657	1,769,873
SLB	1,552	5,891	2,470	967	471	1,196	867	13,414
SLDN	25	-	-	35	-	-	-	60
Grand Total	842,859	647,034	64,096	335,743	43,665	68,651	287,115	2,289,163

Approved Financial Assistance by Scheme and Region in 2023

Scheme/Region	Central (Legacy)	Central (New Sector)	East Coast	Northern	Sabah	Sarawak	Southern	Grand Total
ALAT	7,913,565.55	5,870,006.53	735,177.43	2,705,409.33	601,500.92	804,006.58	1,969,589.04	20,599,255.38
CBT	3,056,441.67	875,275.00	-	445,400.00	-	-	30,000.00	4,407,116.67
FWT	46,800.00	78,900.00	786,144.08	460,800.00	1,800.00	-	-	1,374,444.08
IT	888,957.25	972,360.05	304,557.15	697,467.37	229,590.03	148,434.58	524,825.34	3,766,191.77
ITS	6,141,327.58	4,655,701.92	1,160,130.58	2,414,525.01	436,103.26	731,402.35	2,529,904.74	18,069,095.44
OJT	1,483,744.56	9,748,354.27	1,945,675.00	1,749,089.70	607,909.20	468,100.00	1,318,373.52	17,321,246.25
RPL	34,800.00	5,100.00	20,100.00	37,200.00	4,800.00	-	12,300.00	114,300.00
SBL	78,459,092.38	80,189,775.39	5,599,792.61	21,679,795.25	4,598,284.71	6,286,692.10	16,312,434.13	213,125,866.57
HCC	557,085,338.91	406,609,828.20	38,279,323.00	206,987,564.75	31,741,051.23	57,495,464.93	179,138,546.27	1,477,337,117.29
SLB	849,701.30	4,372,819.99	335,187.48	424,925.99	223,505.21	835,319.56	653,736.65	7,695,196.18
SLDN	2,500.00	-	-	149,500.00	-	-	-	152,000.00
Grand Total	655,962,269.20	513,378,121.35	49,166,087.33	237,751,677.40	38,444,544.56	66,769,420.10	202,489,709.69	1,763,961,829.63

Top 5 Skills Area by Region

Region	Skills
Central (Legacy)	<ul style="list-style-type: none"> - Management & Leadership - Safety - Operation Management - Productivity - Quality
Central (New Sector)	<ul style="list-style-type: none"> - Management & Leadership - Sales, Marketing, Customer Service & Retail - Productivity - Operation Management - Finance & Accounting
East Coast	<ul style="list-style-type: none"> - Management & Leadership - Safety - Operation Management - Finance & Accounting - Legal & Law
Northern	<ul style="list-style-type: none"> - Management & Leadership - Safety - Quality - Productivity - Operation Management
Sabah	<ul style="list-style-type: none"> - Safety - Management & Leadership - Sales, Marketing, Customer Service and Retail - Operation Management - Hospitality & Tourism
Sarawak	<ul style="list-style-type: none"> - Safety - Management & Leadership - Operation Management - Quality - Finance & Accounting
Southern	<ul style="list-style-type: none"> - Safety - Management & Leadership - Finance & Accounting - Linguistics - Quality

Leading Industries in Upskilling the Workforce by Region

Region	Skills
Central (Legacy)	<ul style="list-style-type: none"> - Information & Communication - Manufacturing - Services - Transportation & Storage
Central (New Sector)	<ul style="list-style-type: none"> - Construction - Wholesale & Retail Trade - Financial & Insurance/Takaful - Real Estate Activities - Activities of Holding Companies
East Coast	<ul style="list-style-type: none"> - Services (Accommodation & Food Service) - Manufacture of Refined Petroleum Products - Construction - Agriculture, Forestry & Fishing
Northern	<ul style="list-style-type: none"> - Manufacturing (E&E) - Services (Accommodation & Food Service) - Architectural and Engineering - Activities Related to Technical Consultancy - Construction
Sabah	<ul style="list-style-type: none"> - Services (Accommodation & Food Services) - Wholesale & Retail Trade - Agriculture, Forestry & Fishing - Construction
Sarawak	<ul style="list-style-type: none"> - Professional, Scientific & Technical Activities - Wholesale & Retail Trade - Manufacturing - Construction
Southern	<ul style="list-style-type: none"> - Manufacturing (E&E) - Construction - Services - Wholesale & Retail Trade - Agriculture, Forestry & Fishing

Regional Grant Applications Scorecard for 2023

In 2023, our efforts to improve customer experience led to significant achievements. We saw a notable increase in grant applications, alongside an improved average 19 hours processing time from our SLA of 24 hours, highlighting our dedication to efficiency. The rise in active employers applying for training grants demonstrates our responsiveness to stakeholder needs. These accomplishments reflect our commitment to provide professional and accessible support. Moreover, our levy utilisation rate stands at an impressive 64.58%, showcasing effective resource management and benefiting our stakeholders.

Region		Grant Applications Received	Active Employers with Grant Applications (%)	Levy Utilisation by Employers (%)
Central (Legacy)	2022	> 89,000	42	50.55
	2023	> 123,000	49	82.86
Central (New Sector)	2022	> 59,000	28	22.95
	2023	> 95,000	45	55.84
East Coast	2022	> 9,700	22	49.25
	2023	> 13,000	32	71.26
Northern	2022	> 38,700	31	50.28
	2023	> 54,700	41	72.26
Sabah	2022	> 7,200	21	34.57
	2023	> 12,000	36	57.47
Sarawak	2022	> 14,500	24	41.58
	2023	> 20,000	37	60.11
Southern	2022	> 38,800	31	49.87
	2023	> 53,000	42	73.38

Regional Engagement Sessions in 2023

In 2023, our commitment to expanding our reach and enhancing our impact was evident as we facilitated engaging sessions for over 40,000 individuals across seven (7) regions. These sessions provided opportunities for personal and professional growth, covering a range of topics including industry insights, skills development, and tailored guidance. Programmes under this effort included Industry Leaders Sharing Session, Learning X-Change Session, Chief Executive Engagement Session, and Focus Group Discussions.

Region	No. of Sessions	No. of Participants
Central (Legacy)	567	1,830
Central (New Sector)	587	3,917
East Coast	349	4,514
Northern	710	13,300
Sabah	261	1,929
Sarawak	1,691	3,586
Southern	715	13,051
Total	4,880	42,127

Regional Operations' 2024 Vision

The Regional Operations Division is committed to continued operational excellence, guided by a comprehensive strategic vision. Our aim is to enhance service delivery at regional offices, solidifying our position as the HRD Corp One-Stop Solution. Addressing regional and state-specific human capital needs is a priority, supported by targeted focus areas.

Additionally, we are dedicated to improving our industry identity and branding, with plans to establish new offices for broader outreach. Through internal realignment, we aim to enhance service value to stakeholders, including Registered Employers, Trainers, and Training Providers. We remain steadfast in our commitment to extensive and high quality service delivery to our stakeholders, in our effort to enhance the local community training and development landscape.

Integrating these focal points into our strategic roadmap, we will embark on a transformative journey towards a dynamic and responsive Regional Operations Division, shaping the future of human capital development in 2024.

Training and Community Development Centre, Perak

We opened our first Training and Community Development Centre in Tapah, Perak, on 16 October 2022 with the aim of supporting the local community in Perak through various learning, development, and socio-economic initiatives. These programmes included upskilling and reskilling in areas that will enhance the marketability and employability of community members, as well as preparation for admission to higher education institutions, Technical and Vocational Education and Training (TVET) institutions, and National Dual Training System (SLDN) programmes.



Total Job Placements and Registrations to Educational Institutions



Total Number of Advisory Consultations Conducted



Total Community Members Training Programme Participation



Total Stakeholder Collaboration

Financial Statements



DIRECTORS' REPORT

The Directors have pleasure in submitting their report and the audited financial statements of the Company for the financial year ended 31 December 2023.

PRINCIPAL ACTIVITIES

As set out in the Pembangunan Sumber Manusia Berhad Act, 2001, the main objective of the Company is the imposition and collection of human resources development levy for the purpose of promoting the training and development of employees, apprentices and trainees and the establishment and administration of the human resources development fund.

The functions of the Company are:

- (a) to assess and determine the types and extent of employees', apprentices' and trainees' training and retraining in keeping with the human resources needs of industries;
- (b) to promote and stimulate manpower training; and
- (c) to determine the terms and conditions under which any financial assistance or other benefits are to be given.

There have been no significant changes in the nature of these activities during the financial year.

RESULTS

Net surplus for the financial year

RM

81,293,272

RESERVES AND PROVISIONS

All material transfers to or from reserves or provisions during the financial year are disclosed in the financial statements.

DIVIDEND

No dividend has been paid, declared, or proposed by the Company since the end of the previous financial year. The Directors do not recommend the payment of any dividend in respect of the financial year ended 31 December 2023.

DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

Datuk Abu Huraira Bin Abu Yazid (Chairman)	(Appointed as Chairman on 22 January 2024)
Mr Ahsim @ Oyok Bin Jamat (Deputy Chairman)	(Appointed as Director on 21 August 2023)
Dato' Sri Khairul Dzaimie Bin Daud	(Appointed as Director on 7 February 2024)
Datuk Wira Shahul Hameed Bin Shaik Dawood (Chief Executive)	
Dr Zainah Binti Shariff	
Dr Mohd Syukri Bin Ahmad Sudari	
Dato' Raiha Azni Binti Abd Rahman	(Reappointed as Director on 11 January 2023)
Mr Tan Huang Kew	(Appointed as Director on 16 January 2023)
Dato' Palaniappan A/L Joseph	(Reappointed as Director on 23 June 2023)
Dr Helena Eian Yeut Lan (Alternate to Dato' Palaniappan A/L Joseph)	(Reappointed as Alternate Director on 23 June 2023)
Datuk Abdul Kadir Bin M.E Sikkandar	(Reappointed as Director on 7 August 2023)
Dato' Seri Chan Kong Yew	(Appointed as Director on 7 August 2023)
Mr Dzulkernain Bin Hassan	(Appointed as Director on 7 August 2023)
Mr Gan Boon Khim	(Appointed as Director on 7 August 2023)
Mr Ong Chin Seong	(Appointed as Director on 7 August 2023)
Mr Ahmad Rizal Bin Adnan	(Appointed as Director on 14 August 2023)
Datuk Rajasekharan A/L Ramasamy	(Reappointed as Director on 21 August 2023)
Dr Wan Nur Ibtisam Binti Wan Ismail	(Appointed as Director on 27 November 2023)
Datuk Rosli Bin Yaakub	(Reappointed as Director on 22 January 2024)
Mdm Lin Azura Binti Yahya (Alternate to Datuk Rosli Bin Yaakub)	(Reappointed as Alternate Director on 22 January 2024)
Datuk Seri Jamil Bin Salleh	(Cessation as Director on 10 January 2023)
Dato' Ruhaidini Binti Abd Kadir	(Cessation as Director on 10 January 2023)
Datin Erni Dekritawati Yuliana Binti Buhari	(Cessation as Director on 10 January 2023)
Dato' Kamalakannan A/L Kaliaperumal	(Cessation as Director on 10 January 2023)
Dato' Asri Bin Ab. Rahman	(Cessation as Director on 10 January 2023)
Mdm M. Vickneswari A/P R. Muthukrishnan	(Cessation as Director on 10 January 2023)
Dato' Abdul Latif Bin Haji Abu Seman	(Cessation as Director on 25 April 2023)
Mr Zahid Bin Ismail (Alternate Director to Dato' Abdul Latif Bin Haji Abu Seman)	(Cessation as Alternate Director on 25 April 2023)
Datuk Muhd Khair Razman Bin Mohamed Annuar	(Cessation as Director on 18 May 2023)
Datuk Chia Hui Yen	(Cessation as Director on 20 August 2023)
Dato' Amran Bin Ahmad	(Cessation as Director on 7 February 2024)

As specified in Section 7 of the Pembangunan Sumber Manusia Berhad Act, 2001, members of the Board of Directors (including the positions of Chairman and Deputy Chairman) shall be appointed by the Minister charged with the responsibility for human resources, which currently is the Minister of Human Resources.

DIRECTORS' BENEFITS

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, being arrangements with the object or objects of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the Directors or the fixed salary of a full time employee of the Company as disclosed in Note 24 to the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

DIRECTORS' REMUNERATION

Directors' remuneration of the Company for the financial year ended 31 December 2023 was as follows:

	2023
	RM
Fees	1,306,350
Salaries, allowances and performance incentive	1,782,427
Defined contribution plan	268,607
	3,357,384

INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

The Company affected Director's liability insurance during the financial year to protect the Directors of the Company against potential costs and liabilities arising from claims brought against the Directors.

During the financial year, the total indemnity and insurance premium paid for the Directors and Officers of the Company amounted to RM30,000.

There was no indemnity given to or insurance effected for the auditors of the Company during the financial year.

OTHER STATUTORY INFORMATION REGARDING THE COMPANY

(I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Company were prepared, the Directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and have satisfied themselves that there are no known bad debts to be written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operation of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
 - (i) which would necessitate the writing off of bad debts or render the amount of the provision for doubtful debts in the financial statements of the Company inadequate to any material extent;
 - (ii) which would render the values attributed to current assets in the financial statements of the Company misleading; and
 - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
 - (i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Company for the financial year in which this report is made; and
 - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which will or may affect the ability of the Company to meet its obligations as and when they fall due.

**OTHER STATUTORY INFORMATION REGARDING THE COMPANY
(continued)**

(III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Company misleading.

AUDITORS

The auditors, BDO PLT (LLP0018825-LCA & AF 0206), have expressed their willingness to continue in office.

AUDITORS' REMUNERATION

The auditors' remuneration of the Company for the financial year ended 31 December 2023 is RM125,000.

Signed on behalf of the Board in accordance with a resolution of the Directors.

**DATUK ABU HURAIRA
BIN ABU YAZID**

Chairman

Kuala Lumpur
28 May 2024

**DATUK WIRA SHAHUL HAMEED
BIN SHAIK DAWOOD**

Director

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 151 to 190 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Company as at 31 December 2023 and of the financial performance and cash flows of the Company for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors.

**DATUK ABU HURAIRA
BIN ABU YAZID**

Chairman

Kuala Lumpur
28 May 2024

**DATUK WIRA SHAHUL HAMEED
BIN SHAIK DAWOOD**

Director

STATUTORY DECLARATION

I, Mohamad Farizul Bin Yahaya, being the officer primarily responsible for the financial management of Pembangunan Sumber Manusia Berhad, do solemnly and sincerely declare that the financial statements set out on pages 151 to 190 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly)
declared by the above-named at)
Kuala Lumpur this)
28 May 2024)

**MOHAMAD FARIZUL BIN YAHAYA
CA 33133**

Before me:

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF PEMBANGUNAN SUMBER MANUSIA BERHAD
(A Company Limited by Guarantee) (Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Pembangunan Sumber Manusia Berhad, which comprise the statement of financial position as at 31 December 2023 of the Company, and the statement of comprehensive income, statement of changes in equity and statement of cash flows of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 151 to 190.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at 31 December 2023, and of its financial performance and its cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards (MFRSs), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and Other Ethical Responsibilities

We are independent of the Company in accordance with the By-Laws (on *Professional Ethics, Conduct and Practice*) of the Malaysian Institute of Accountants (By-Laws) and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants* (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Company that give a true and fair view in accordance with MFRSs, IFRS Accounting Standards, and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Company, the Directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control of the Company.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Company, including the disclosures, and whether the financial statements of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

BDO PLT
201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Kuala Lumpur
28 May 2024

Lee Wee Hoong
03316/07/2025 J
Chartered Accountant

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2023

ASSETS	Note	2023 RM	2022 RM
Property, plant and equipment	5	94,075,492	71,680,338
Right-of-use assets	6	1,430,764	247,731
Investment properties	7	134,034,066	135,668,628
Staff loans	8	838,016	996,662
Investments	9	1,445,786,329	869,697,176
Other receivables	10	115,869,961	195,448,793
Cash and bank balances	11	2,458,442,634	2,302,068,090
TOTAL ASSETS		4,250,477,262	3,575,807,418
EQUITY AND LIABILITIES			
LIABILITIES			
Lease liabilities	6	1,639,912	448,569
Derivative financial liabilities	12	34,250,091	46,340,439
Human Resources Development Fund	13	3,564,678,878	2,986,024,483
Strategic Fund	14	2,360,150	2,384,843
Unutilised Levy	15	31,797,488	57,181,807
General Reserves II	16	13,014,809	8,780,987
Government grants	17	38,708,110	36,964,396
Payables and accruals	18	90,020,076	55,898,047
TOTAL LIABILITIES		3,776,469,514	3,194,023,571
EQUITY			
Retained earnings		471,240,083	389,946,811
Reserves	19	2,767,665	(8,162,964)
TOTAL EQUITY		474,007,748	381,783,847
TOTAL EQUITY AND LIABILITIES		4,250,477,262	3,575,807,418

*The accompanying notes form an integral part of the financial statements.

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Note	2023 RM	2022 RM
Income			
Operating income	20(a)	190,169,001	132,590,998
Non-operating income	20(b)	70,921,799	67,356,658
Development activities income	20(c)	47,306,462	47,242,048
Strategic Fund income	20(d)	24,693	5,391,672
Total income		308,421,955	252,581,376
Expenses			
Operating expenses	21(a)	(148,976,211)	(107,372,893)
Non-operating expenses	21(b)	(14,638,161)	(62,785,901)
Development activities expenses	21(c)	(47,306,462)	(47,242,048)
Programmes expenses under Strategic Fund	14	(24,693)	(5,391,672)
Total expenses		(210,945,527)	(222,792,514)
Surplus before taxation		97,476,428	29,788,862
Taxation	22	(16,183,156)	-
Net surplus for the financial year		81,293,272	29,788,862
Other comprehensive income, net of tax			
Items that may be reclassified subsequently to profit or loss:			
Debt investments measured at fair value through other comprehensive income		11,069,700	(7,101,000)
Reversal of expected credit losses on debt investments measured at fair value through other comprehensive income		(139,071)	(107,284)
Total other comprehensive income/(loss) for the financial year, net of tax		10,930,629	(7,208,284)
Total comprehensive income for the financial year		92,223,901	22,580,578

* The accompanying notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Retained earnings RM	Fair value reserves RM	Total RM
At 1 January 2022	360,157,949	(954,680)	359,203,269
Net surplus for the financial year	29,788,862	-	29,788,862
Other comprehensive loss	-	(7,208,284)	(7,208,284)
Total comprehensive income/(loss)	29,788,862	(7,208,284)	22,580,578
At 31 December 2022/1 January 2023	389,946,811	(8,162,964)	381,783,847
Net surplus for the financial year	81,293,272	-	81,293,272
Other comprehensive income	-	10,930,629	10,930,629
Total comprehensive income	81,293,272	10,930,629	92,223,901
At 31 December 2023	471,240,083	2,767,665	474,007,748

* The accompanying notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	2023 RM	2022 RM
Cash flows from operating activities		
Cash generated from operations:		
Cash receipts from training providers and others	274,887,659	5,864,978
Cash payments to vendors	(191,644,005)	(152,599,455)
Cash flows changes from operating activities	83,243,654	(146,734,477)
Cash from Human Resources Development Fund:		
Receipts from registered employers	2,123,543,313	1,805,270,322
Payments to registered employers	(1,518,732,953)	(758,336,002)
Cash flows changes after Human Resources Development Fund	688,054,014	900,199,843
Cash from Trust Funds and Government grants:		
Payments to registered training providers	(77,921,059)	(182,634,213)
Receipts from government allocation	32,333,618	129,564,602
Cash flows changes after Trust Funds and government grants	(45,587,441)	(53,069,611)
Net cash from operating activities	642,466,573	847,130,232

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023 (continued)

	Note	2023 RM	2022 RM
Cash flows from investing activities			
Acquisition of plant and equipment	5	(18,833,081)	(38,871,749)
Acquisition of property	5	(16,007,000)	(3,884,863)
Acquisition of investments		(602,994,236)	(324,796,880)
Dividends received		8,285,616	4,249,430
Net repayment from employees		158,646	165,507
Proceeds from disposal of investments		72,699,620	27,537,718
Proceeds from disposal of plant and equipment		921,269	310,000
Interest received		70,385,044	58,178,619
Withdrawals/(Placements) of deposits with maturity more than three (3) months		506,733,178	(645,593,665)
Net cash used from/(in) investing activities		21,349,056	(922,705,883)
Cash flows from financing activity			
Payments of lease liabilities, representing net cash used in financing activity	6	(707,907)	(1,183,914)
Net increase/(decrease) in cash and cash equivalents		663,107,722	(76,759,565)
Cash and cash equivalents at the beginning of financial year		130,875,530	207,635,095
Cash and cash equivalents at the end of financial year	11	793,983,252	130,875,530

* The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2023

1 CORPORATE INFORMATION

Pembangunan Sumber Manusia Berhad (the Company) is a company limited by guarantee, incorporated and domiciled in Malaysia.

The registered office and principal place of the business of the Company is located at Level 7, Wisma HRD Corp, Jalan Beringin, Damansara Heights, 50490 Kuala Lumpur.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 28 May 2024.

2 PRINCIPAL ACTIVITIES

As set out in the Pembangunan Sumber Manusia Berhad Act, 2001, the main objective of the Company is the imposition and collection of human resources development levy for the purpose of promoting the training and development of employees, apprentices and trainees and the establishment and administration of the human resources development fund.

The functions of the Company are:

- (a) to assess and determine the types and extent of employees', apprentices' and trainees' training and retraining in keeping with the human resources needs of industries;
- (b) to promote and stimulate manpower training; and
- (c) to determine the terms and conditions under which any financial assistance or other benefits are to be given.

There have been no significant changes in the nature of these activities during the financial year.

3 BASIS OF PREPARATION

3.1 Statement of compliance

The financial statements of the Company have been prepared in accordance with Malaysian Financial Reporting Standards (MFRSs), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

3 BASIS OF PREPARATION (continued)

3.2 Basis of measurement

The financial statements of the Company have been prepared on the historical cost basis except for the following items, which are measured based on the measurement bases stated below:

Items	Measurement bases
Derivative financial instruments	Fair value
Non-derivative financial instruments at FVTPL	Fair value
Debt and equity securities at FVOCI	Fair value

3.3 Functional and presentation currencies

The financial statements are presented in Ringgit Malaysia (RM), which is also the functional currency of the Company.

3.4 Use of estimates and judgements

The preparation of financial statements in conformity with MFRSs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revision to accounting estimates are recognised in the period in which the estimates are reviewed and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have a significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

- Note 6: Extension options and incremental borrowing rate in relation to leases entered into during the year.
- Note 25: Measurement of expected credit losses (ECL) and fair value.

4 CHANGES IN MATERIAL ACCOUNTING POLICIES

4.1 New MFRSs adopted during the financial year

The Company adopted the following Standards of the MFRS Framework that were issued by the Malaysian Accounting Standards Board (MASB) during the financial year:

Title	Effective Date
MFRS 17 <i>Insurance Contracts</i>	1 January 2023
Amendments to MFRS 17 <i>Initial Application of MFRS 17 and MFRS 9 - Comparative information</i>	1 January 2023
Amendments to MFRS 101 <i>Disclosure of Accounting Policies</i>	1 January 2023
Amendments to MFRS 108 <i>Definition of Accounting Estimates</i>	1 January 2023
Amendments to MFRS 112 <i>Deferred Tax related to Assets and Liabilities arising from a Single Transaction</i>	1 January 2023
Amendments to MFRS 112 <i>International Tax Reform - Pillar Two Model Rules</i>	Refer paragraph 98M of MFRS 112

Material accounting policy information

The Company adopted amendments to MFRS 101, *Presentation of Financial Statements* and MFRS Practice Statements 2 - *Disclosure of Accounting Policies* from 1 January 2023. The amendments require the disclosure of “material”, rather than “significant”, accounting policies. These amendments also provide guidance on the application of materiality to disclosure of accounting policies, assisting entities to provide guidance on the application of materiality to disclosure of accounting policies, assisting entities to provide useful, entity-specific accounting policy information that users need to understand other information in the financial statements.

Although the amendments did not result in any changes to the Company's accounting policies, it impacted the accounting policy information disclosed in the financial statements. The material accounting policy information is disclosed in the respective notes to the financial statements where relevant.

Adoption of the other Standard/Amendments did not have any material effect on the financial performances or position of the Company.

4.2 New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2024

Title	Effective Date
Amendments to MFRS 107 and MFRS 7 <i>Supplier Finance Arrangements</i>	1 January 2024
Amendments to MFRS 16 <i>Lease liability in a sale and leaseback</i>	1 January 2024
Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i>	1 January 2024
Amendments to MFRS 101 <i>Non-current Liabilities with Covenants</i>	1 January 2024
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

4 CHANGES IN MATERIAL ACCOUNTING POLICIES (CONTINUED)

4.2 New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2024 (continued)

The Company is in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable for the future financial years.

5 PROPERTY, PLANT AND EQUIPMENT

	Note	2023 RM	2022 RM
Cost:			
Property	5.1	51,278,575	37,765,215
Plant and equipment	5.2	131,430,454	110,545,970
		182,709,029	148,311,185
Accumulated depreciation:			
Property	5.1	20,735,174	20,302,993
Plant and equipment	5.2	67,898,363	56,327,854
		88,633,537	76,630,847
Carrying amounts:			
Property	5.1	30,543,401	17,462,222
Plant and equipment	5.2	63,532,091	54,218,116
		94,075,492	71,680,338

5 PROPERTY, PLANT AND EQUIPMENT (continued)

5.1 Property

	Freehold land RM	Buildings RM	Total RM
Cost:			
At 1 January 2022	1,591,200	32,289,152	33,880,352
Additions	-	3,884,863	3,884,863
At 31 December 2022 /1 January 2023	1,591,200	36,174,015	37,765,215
Additions	-	16,007,000	16,007,000
Disposal	-	(384,778)	(384,778)
Reclassification	-	(2,108,862)	(2,108,862)
At 31 December 2023	1,591,200	49,687,375	51,278,575
Accumulated depreciation:			
At 1 January 2022	-	19,911,236	19,911,236
Charge for the financial year	-	391,757	391,757
At 31 December 2022 /1 January 2023	-	20,302,993	20,302,993
Charge for the financial year	-	720,488	720,488
Disposal	-	(231,464)	(231,464)
Reclassification	-	(56,843)	(56,843)
At 31 December 2023	-	20,735,174	20,735,174
Carrying amounts:			
At 31 December 2022	1,591,200	15,871,022	17,462,222
At 31 December 2023	1,591,200	28,952,201	30,543,401

5 PROPERTY, PLANT AND EQUIPMENT (continued)

5.2 Plant and equipment

	Motor vehicles RM	Renovation RM	Furniture and office fittings RM	Office equipment RM	ICT Systems RM	Total RM
Cost:						
At 1 January 2022	1,869,199	7,420,216	1,829,452	16,587,410	44,808,056	72,514,333
Additions	1,308,929	-	27,071	239,261	37,296,488	38,871,749
Disposal	(840,112)	-	-	-	-	(840,112)
At 31 December 2022 /1 January 2023	2,338,016	7,420,216	1,856,523	16,826,671	82,104,544	110,545,970
Additions	484,156	6,569,423	194,094	496,435	11,088,973	18,833,081
Disposal	-	(33,700)	(14,885)	(8,874)	-	(57,459)
Reclassification	-	2,108,862	-	-	-	2,108,862
At 31 December 2023	2,822,172	16,064,801	2,035,732	17,314,232	93,193,517	131,430,454
Accumulated depreciation:						
At 1 January 2022	1,611,601	4,859,701	1,820,537	15,790,637	27,435,744	51,518,220
Charge for the financial year	240,799	535,958	8,584	549,700	4,251,858	5,586,899
Write off/Disposal	(777,265)	-	-	-	-	(777,265)
At 31 December 2022 /1 January 2023	1,075,135	5,395,659	1,829,121	16,340,337	31,687,602	56,327,854
Charge for the financial year	325,672	879,010	22,304	154,232	10,185,675	11,566,893
Write off/Disposal	-	(29,488)	(14,868)	(8,871)	-	(53,227)
Reclassification	-	56,843	-	-	-	56,843
At 31 December 2023	1,400,807	6,302,024	1,836,557	16,485,698	41,873,277	67,898,363
Carrying amounts:						
At 31 December 2022	1,262,881	2,024,557	27,402	486,334	50,416,942	54,218,116
At 31 December 2023	1,421,365	9,762,777	199,175	828,534	51,320,240	63,532,091

5 PROPERTY, PLANT AND EQUIPMENT (continued)**5.3 Material accounting policy information****(a) Recognition and measurement**

Items of property, plant and equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

(b) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date they available for us.

The estimated useful lives for the current and comparative periods are as follows:

Building	50 years
Renovation	10 years
Motor vehicles	5 years
Furniture and office fittings	5 years
Office equipment	5 years
Information and Communication Technologies (ICT) System	5 years

6 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

Right-of-use assets	Buildings RM	Office equipment RM	ICT Systems RM	Total RM
Carrying amount				
At 1 January 2022	593,227	187,693	545,433	1,326,353
Additions	702,229	-	-	702,229
Remeasurement	(593,497)	-	-	(593,497)
Depreciation	(543,931)	(97,990)	(545,433)	(1,187,354)
At 31 December 2022 / 1 January 2023	158,028	89,703	-	247,731
Additions	1,833,897	-	-	1,833,897
Depreciation	(565,135)	(85,729)	-	(650,864)
At 31 December 2023	1,426,790	3,974	-	1,430,764

6 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

Lease liabilities	Buildings RM	Office equipment RM	ICT Systems RM	Total RM
Carrying amount				
At 1 January 2022	836,581	204,142	422,932	1,463,655
Additions	702,229	-	-	702,229
Remeasurement	(621,076)	-	-	(621,076)
Lease payments	(636,684)	(114,984)	(432,246)	(1,183,914)
Interest expense	66,529	11,832	9,314	87,675
At 31 December 2022 /1 January 2023	347,579	100,990	-	448,569
Additions	1,833,896	-	-	1,833,896
Lease payments	(607,523)	(100,384)	-	(707,907)
Interest expense	61,495	3,859	-	65,354
At 31 December 2023	1,635,447	4,465	-	1,639,912

6.1 The Company leases a number of buildings that run between one (1) year to four (4) years, with an option to renew the lease after that date. Leases of buildings and office equipment comprise only fixed payments over the lease term.

6.2 The following are the amounts recognised in profit or loss:

	2023 RM	2022 RM
Included in non-operating expenses:		
Depreciation charge of right-of-use assets	650,864	1,187,354
Interest expense on lease liabilities	65,354	87,675
Included in operating expenses:		
Expense relating to leases of low-value assets	1,420,097	1,108,322
	2,136,315	2,383,351

6.3 At the end of the financial year, the Company had total cash outflow for leases of RM2,128,004 (2022: RM2,292,236).

6 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

6.4 Extension options

Some lease of buildings contain extension options exercisable by the Company before the end of the non-cancellable contract period. Where practicable, the Company seeks to include extension options in new leases to provide operational flexibility. The Company assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Company reassess whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

Buildings	Lease liabilities recognised (discounted) RM	Potential future lease payments not included in lease liabilities (discounted) RM	Historical rate of exercise of extension options %
2023	1,635,447	609,736	91
2022	347,579	-	100

6.5 Significant judgements and assumptions in relation to lease entered into during the year

The Company assesses at lease commencement by applying significant judgement whether it is reasonably certain to exercise the extension options. The Company considers all facts and circumstances including its past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help them determine the lease term.

The Company also applied judgement and assumption in determining the incremental borrowing rate of the respective leases. The Company first determines the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, and value of economic environment of the respective leases.

6.6 Material accounting policy information

(a) Recognition and measurement

Right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of the lease liabilities.

6 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

6.6 Material accounting policy information (continued)

(b) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the earlier of the estimated useful lives of each item of right-of-use assets or at the end of the lease term.

The estimated useful lives for the current and comparative periods are as follows:

Buildings	Up to 4 years
Office equipment	5 years
ICT Systems	4 years

(c) Recognition exemption

The Company has elected not to recognise right-of-use assets and lease liabilities for short term leases that have a lease term of 12 months or less and leases of low-value assets of RM20,000 and below. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

7 INVESTMENT PROPERTIES

	2023 RM	2022 RM
Cost:		
At 1 January/31 December	145,476,000	145,476,000
Accumulated Depreciation:		
At 1 January	9,807,372	8,172,810
Depreciation charge for the financial year	1,634,562	1,634,562
At 31 December	11,441,934	9,807,372
Carrying amount		
At 31 December	134,034,066	135,668,628
Fair value		
At 31 December	139,414,500	139,414,500

7 INVESTMENT PROPERTIES (continued)

7.1 Investment properties are commercial properties that are leased to third parties for two (2) to three (3) years (2022: two (2) to three (3) years) term and renewable at the end of the lease period subject to an increase clause. The Company does not charge variable lease payments that do not depend on an index or rate.

7.2 The following are recognised in profit or loss:

	2023 RM	2022 RM
Lease income	4,373,212	4,865,778
Direct operating expenses:		
- income generating investment properties	982,625	834,293
- non-income generating investment properties	439,842	420,893

7.3 The Company has aggregate future minimum operating lease receivable as at the end of each reporting period as follows:

	2023 RM	2022 RM
Less than one (1) year	3,942,425	3,875,733
One (1) to two (2) years	2,300,257	2,667,474
Two (2) to three (3) years	105,066	1,774,110
Three (3) to four (4) years	-	105,066
Total undiscounted lease payments	6,347,748	8,422,383

7.4 Fair value information

Fair value of the investment properties for disclosure purposes was estimated by the Directors based on a valuation performed by an independent professional valuer, as well as by reference to the market values of comparable properties and categorised as Level 3 in the fair value hierarchy.

7.5 Material accounting policy information

Investment properties are initially measured at cost, including transaction costs. After initial recognition, investment properties are stated at cost less any accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated to write off the costs or valuation of the investment properties to their residual values on a straight-line basis over the estimated useful lives. The principal depreciation periods for the investment properties are eighty-nine (89) years.

8 STAFF LOANS

	2023 RM	2022 RM
Computer loans	63,113	50,339
Housing loans	774,903	946,323
	838,016	996,662

Housing loans and Computer loans are granted to eligible employees of the Company, bearing interest of 4% and Nil per annum respectively (2022: 4% and Nil per annum). Staff loans are repayable over the term stipulated in the individual agreements with the eligible employees up to a maximum of 5 years and 25 years for computer loans and housing loans, respectively.

9 INVESTMENTS

2023	Unit trust RM	Shares RM	RCCPS RM	Bonds/ Sukuk Total	Total RM
Fair value through profit or loss	135,536,474	612,770,943	170,307,062	-	918,614,479
Fair value through other comprehensive income	-	-	-	527,171,850	527,171,850
	135,536,474	612,770,943	170,307,062	527,171,850	1,445,786,329

2022	Unit trust RM	Shares RM	RCCPS RM	Bonds/ Sukuk Total	Total RM
Fair value through profit or loss	81,120,250	352,472,276	-	-	433,592,526
Fair value through other comprehensive income	-	-	-	436,104,650	436,104,650
	81,120,250	352,472,276	-	436,104,650	869,697,176

The Company has written put and call options over its investments in quoted equity securities of RM610,325,189 (2022: RM341,560,270) as disclosed in Note 12 to the financial statement.

10 OTHER RECEIVABLES

	2023 RM	2022 RM
Accrued interest receivables	62,794,665	35,133,067
Deposits	558,228	120,351,808
Other receivables	47,984,133	23,765,922
Total receivables	111,337,026	179,250,797
Prepayments	4,532,935	16,197,996
	115,869,961	195,448,793

Included in other receivables is an amount of RM37.0 million (2022: RM16.5 million) representing government grant receivable from Government of Malaysia.

11 CASH AND BANK BALANCES

	2023 RM	2022 RM
Fixed deposits placed with licensed banks	1,421,382,528	1,353,919,014
Fixed deposits placed with other financial institutions	985,256,808	918,237,578
	2,406,639,336	2,272,156,592
Cash and bank balances	51,803,298	29,911,498
	2,458,442,634	2,302,068,090
Cash and bank balances as reported in the statement of financial position	2,458,442,634	2,302,068,090
Less: Deposits with maturity of more than three months	(1,664,459,382)	(2,171,192,560)
	793,983,252	130,875,530
Cash and cash equivalents as reported in the statement of cash flows	793,983,252	130,875,530

12 DERIVATIVE FINANCIAL LIABILITIES

	2023 RM	2022 RM
Derivatives at fair value through profit or loss		
- Put options	71,386,130	39,739,810
- Call options	(105,636,221)	(86,080,249)
	(34,250,091)	(46,340,439)

The Company uses call and put option contracts to manage price risk exposures arising from certain equity investments held. These put options permit the holder to put the shares held by the Company back to the original vendor at the Company's original purchase price plus premium ranged between 8.0% to 8.5% (2022: 8.0% to 8.5%) per annum, while the call options permit the holder to call the shares held by the Company at the Company's original purchase price plus premium ranged between 8.0% to 8.5% (2022: 8.0% to 8.5%) per annum.

The put options are exercisable during the period of 30 days after one (1) year anniversary of the Company's purchase of the equity investment, while the call options are exercisable anytime for a period of one (1) year from the date the Company's purchase of the equity investment. The put options shall lapse upon exercise of the call options respectively, vice versa.

13 HUMAN RESOURCES DEVELOPMENT FUND (HRDF)

	Note	2023 RM	2022 RM
At 1 January		2,986,024,483	1,958,422,746
Add: Levy collected		2,133,118,906	1,809,458,813
Re-registration	16	241,853	140,849
		5,119,385,242	3,768,022,408
Less: Training grant disbursed		(1,518,732,953)	(758,336,002)
Transferred to General Reserves II			
- deregistration	16	(7,479,460)	(4,538,031)
Unutilised levy	15	(18,918,358)	(14,935,401)
Overpayment of levy refunded		(9,575,593)	(4,188,491)
		3,564,678,878	2,986,024,483
At 31 December		3,564,678,878	2,986,024,483

Payments of human resources development levy by employers are credited into the Human Resources Development Fund on a cash receipt basis. This fund will be disbursed to employers and training providers for the approved training grants on claim basis.

For employers who have been deregistered due to cessation of business (relocation to other countries, insolvency, winding-up, receivership, etc.) and for employers who do not conduct training for their workers for a period of two years, the employers' levy received shall be forfeited by the Company.

14 STRATEGIC FUND

	Note	2023 RM	2022 RM
At 1 January		2,384,843	6,869,201
Add: Receivables from Training Providers		-	907,314
Less: Income recognised for the year	20	(24,693)	(5,391,672)
At 31 December		2,360,150	2,384,843

The Strategic Fund is for the purpose to implement several strategic initiatives with the aim of empowering the quality and employability of the Malaysian human capital through reskilling and up-skilling programmes, for the benefit of both registered and non-registered employers of the sectors covered by the Company, including PENJANA Initiative which was implemented in conjunction with the announcement by the Honourable Prime Minister of Malaysia on 5th June 2020.

15 UNUTILISED LEVY

	Note	2023 RM	2022 RM
At 1 January		57,181,807	87,572,954
Add: Transfer from HRDF	13	18,918,358	14,935,401
Add: Transfer from General Reserve II	16	3,003,785	1,915,500
		79,103,950	104,423,855
Less: Development activities expenses		(47,306,462)	(47,242,048)
At 31 December		31,797,488	57,181,807

Unutilised levy are levy collected from employers which remained unutilised when the employers have been deregistered due to cessation of business or the levy were unutilised for a period of two (2) years. The unutilised levy is allocated to HRD Corp Strategic Incentives (HSI) which was initiated in 2021 with two pillars, employability/income creation and industry based for all Malaysians.

16 GENERAL RESERVES II

	Note	2023 RM	2022 RM
At 1 January		8,780,987	6,299,305
Add: Transfer from HRDF	13	7,479,460	4,538,031
		16,260,447	10,837,336
Less: Unutilised levy			
- failure to re-register within 2 years	15	(3,003,785)	(1,915,500)
Re-registration	13	(241,853)	(140,849)
At 31 December		13,014,809	8,780,987

General Reserves II was established to remit the transfer of levy balances from the accounts of employers who had been deregistered under Section 16(2) Pembangunan Sumber Manusia Berhad Act, 2001. These funds will be transferred back to the Human Resources Development Fund account if the employer is re-registered within a period of two (2) years from the date of deregistration. The employer shall continue to be eligible to receive any financial assistance or other benefits to which the employer was entitled prior to deregistration.

17 GOVERNMENT GRANTS

	2023 RM	2022 RM
Apprenticeship Fund	3,576,680	3,781,133
HR Certification Body Fund	64,535	217,705
RPEL (Non-HRDF) Fund	10,227,967	8,913,843
SME Incentive (Non-HRDF) Fund	8,177,541	6,594,180
Outplacement Centre Programme Fund	3,191,842	3,191,842
GENERATE Fund (PTPK)	2,856,110	2,856,110
ILJTM and Other TVET	592,296	592,296
GENERATE Fund (B-19)	1,562,270	1,562,270
Skim Latihan Dual Nasional (B-19)	4,127	4,127
Industrial Revolution 4WRD (IndREV 4) - B.11	2,500,000	2,500,000
TVET for B40 (LATIHAN TVET B40)	2,299,739	2,433,668
Industry 4WRD - Reskilling	3,655,003	4,317,222
	38,708,110	36,964,396

17 GOVERNMENT GRANTS (CONTINUED)

17.1 The movement of government grants are as follows:

	2023 RM	2022 RM
At 1 January	36,964,396	38,307,601
Add: Government allocation	32,333,618	129,564,602
	69,298,014	167,872,203
Less: Utilisations	(30,589,904)	(130,907,807)
At 31 December	38,708,110	36,964,396

17.2 Material accounting policy information

Government grants received are held in trust by the Company. The Company has an obligation to distribute the government grants in accordance with the instructions of the Government. Government grants allocation and the corresponding expenses are offset and shown as net in the statement of financial position.

The purpose and usage of the government grants are as follows:

(i) *Apprenticeship Fund*

The fund is the government allocation used to finance course fees charged by training providers for conducting off-the-job training for apprentices who undergo apprenticeship training.

(ii) *Human Resource (HR) Certification Body Fund*

The Company received an allocation from the Government to initiate the HR Certification programmes. Establishment of the HR Certification is one of the strategic approaches identified to enhance the quality of human resource management by human resource practitioners.

(iii) *RPEL (Non-HRDF) Fund*

The objective of Recognition of Prior Experiential Learning (RPEL) Fund for Non-HRDF is to enable worker who does not have formal qualification to be awarded Sijil Kemahiran Malaysia (SKM) certification which in line with the government's effort to increase the number of skilled workers in Malaysia.

(iv) *SME Incentive (Non-HRDF) Fund*

The SME Training Incentive Fund for Non-HRDF is to encourage SME employers to continuously and systematically train their employees to increase their level of competency. PSMB has engaged Hay Group to implement the Diagnosis for SMEs to identify the competency gaps.

17 GOVERNMENT GRANTS (CONTINUED)

17.2 Material accounting policy information (continued)

(v) *Outplacement Centre Programme Fund*

The objective of 1Malaysia Outplacement Centre is to act as a one-stop centre for Malaysian retrenched workers to assist them by up-skilling or reskilling with the required competencies to enhance their employability and assisting them to secure employment either within the same or different industries. PSMB was injected with the allocation of RM5 million in March 2016.

(vi) *Graduates Enhancement Programme for Employability (GENERATE) Fund*

The allocation was injected by the government to PSMB to enhance the employability of Malaysian graduates. The objectives were to equip, develop and assist unemployed graduates with high end skills and competencies that are required by the industries, relevant working experience, exploring new route paths for their careers and job placement.

(vii) *Enrolment of Students in ILJTM and Other TVET Institutions Fund*

The objective of this fund is to create awareness among Indian students in secondary schools about ILJTM and set up a support structure in targeted ILJTMs.

(viii) *Skim Latihan Dual Nasional (SLDN)*

The objective of this fund is to increase the supply of skilled workers to the industry. The SLDN programme is a combination of theory and practical at approved training centres with emphasis on structured "on the job" training at the premises of sponsoring employers.

(ix) *Industrial Revolution 4WRD (IndREV 4) - B.11*

The objective of this fund is to provide opportunities for Malaysian workers to upgrade their skills by participating in training based on high value-added industries which enhance their career development and to earn better income. The scheme assists SME employers through consultations in the provision of high-tech human resources before the adoption of Industrial 4.0 elements to increase productivity.

(x) *TVET for B40 (LATIHAN TVET B40)*

The objective of this fund is to nurture Malaysian talent through skills' development and capacity building programmes which are geared towards Technical and Vocational Education and Training (TVET) and up-lifting the livelihood of the B40 income group.

(xi) *Industry 4WRD - Reskilling*

The fund is the government allocation under the Ministry of International Trade and Industry (MITI) to finance training programmes in driving digital transformation of the manufacturing and related services sectors in Malaysia.

18 PAYABLES AND ACCRUALS

	2023 RM	2022 RM
Other payables	57,693,273	44,512,084
Accrued expenses	16,143,647	11,385,963
Tax Payable	16,183,156	-
	90,020,076	55,898,047

19 RESERVES

	2023 RM	2022 RM
Fair value reserves	2,767,665	(8,162,964)

The fair value reserves comprise the cumulative net change in the fair value of debt securities designated at fair value through other comprehensive income/(loss) until the assets are derecognised or impaired.

20 INCOME

	2023 RM	2022 RM
(a) Operating income		
Fee income from training providers	11,227,668	7,548,183
Dividend and interest income from fixed deposits and investment	106,332,258	76,519,256
Interest income from loan to staff	32,807	40,500
Interest income from bank balance	704,139	21,161
Other income	3,909,492	699,120
Lease income	4,373,212	4,865,778
Service fee	45,318,748	28,667,842
Penalty on late payment of levy	6,304,666	3,193,227
Income from training and consultancy	756,264	6,372,950
Income from National HRD Conference	11,209,747	4,662,981
	190,169,001	132,590,998
(b) Non-operating income		
Fair value changes of investments	35,922,478	67,002,221
Fair value changes of derivatives	34,096,526	-
Gain on disposal of property, plant and equipment	763,724	247,153
Reversal of expected credit loss impairment	139,071	107,284
	70,921,799	67,356,658

20 INCOME (CONTINUED)

	Note	2023 RM	2022 RM
(c) Development activities income			
Human Resource Development Corp Strategic Incentives		47,306,462	47,242,048
(d) Strategic Fund income	14	24,693	5,391,672
Total income		308,421,955	252,581,376

The Company has disaggregated income into various categories in the following which is intended to depict its nature, amount and timing.

	2023 RM	2022 RM
Revenue from contracts with customers		
Recognised at point in time	74,817,093	50,445,183
Recognised over time	47,331,155	52,633,720
Total revenue from contracts with customers	122,148,248	103,078,903
Other income		
Dividend and interest income from fixed deposits and investment	106,332,258	76,519,256
Interest income from loan to staff	32,807	40,500
Interest income from bank balance	704,139	21,161
Other income	3,909,492	699,120
Lease income	4,373,212	4,865,778
Gain on disposal of property, plant and equipment	763,724	247,153
Fair value changes of investments and derivatives	70,019,004	67,002,221
Reversal of impairment on expected credit loss	139,071	107,284
	186,273,707	149,502,473
Total income	308,421,955	252,581,376

21 EXPENSES

	2023 RM	2022 RM
(a) Operating expenses		
Auditor's remuneration - current year	125,000	120,000
Consultancy services	2,648,073	4,399,608
Corporate Social Responsibility (CSR)	4,663,855	5,850,512
Directors' fees and remuneration	3,357,384	3,310,265
Lease expenses	1,420,097	1,108,322
Legal and professional fees	944,487	645,514
Motor Vehicle Loan Subsidy	23,272	18,316
National HRD Conference	10,931,895	4,042,014
Office supplies	553,731	472,692
Other expenses	1,369,573	1,758,431
Printing expenses	561,084	492,021
Promotional activities	7,203,110	2,583,743
Property management	2,289,400	1,986,711
Repairs and maintenance	15,723,375	10,482,348
Staff costs	73,071,538	53,716,091
Stamps and postage	307,918	299,702
Strategic development activities	16,299,460	5,685,087
Training and consultancy	722,132	5,842,468
Transportation and packaging	-	16,116
Travelling and accommodation	4,897,717	2,881,961
Utilities	1,863,110	1,660,971
	148,976,211	107,372,893
(b) Non-operating expenses		
Depreciation for property, plant and equipment	12,287,381	5,978,656
Depreciation for investment properties	1,634,562	1,634,562
Depreciation for right-of-use assets	650,864	1,187,354
Fair value changes of derivatives	-	53,880,373
Finance cost from lease liabilities	65,354	87,675
Loss on termination of lease	-	17,281
	14,638,161	62,785,901

21 EXPENSES (CONTINUED)

	2023 RM	2022 RM
(c) Development activities expenses for:		
Human Resource Development Corp Strategic Incentives	47,306,462	47,242,048

22 TAXATION

There is no tax charged for the current and the previous financial year since the Company is exempted from the payment of income tax in respect of statutory income in relation to all of its sources of income for two (2) years from year of assessment 2021 until the year of assessment 2022.

The numerical reconciliation between the tax expense and the product of accounting profit multiplied by the applicable tax rate of the Company is as follows:

	2023 RM	2022 RM
Surplus before tax	97,476,428	29,788,862
Tax at Malaysian statutory tax rate of 24% (2022: 24%)	23,394,343	7,149,327
Tax effect in respect of:		
Non-allowable expenses	15,971,037	30,758,580
Income not subject to tax	(25,367,018)	(37,907,907)
Deferred tax assets not recognised	2,184,794	-
	16,183,156	-

Deferred tax assets have not been recognised for the following amount as at the date of financial position it is not probable that taxable income would be available against which the deductible temporary differences or unabsorbed tax losses can be utilised in the foreseeable future.

	2023 RM	2022 RM
Unabsorbed capital allowances	11,323,896	-
Other temporary differences	(2,220,586)	-
	9,103,310	-

23 EMPLOYEE BENEFITS

	2023 RM	2022 RM
Wages, salaries and performance incentive	57,807,983	43,834,528
Contributions to defined contribution plans	6,397,126	4,884,007
Social security contributions	596,911	433,356
Other benefits	8,269,518	4,564,200
	73,071,538	53,716,091

24 DIRECTORS' FEES AND REMUNERATION

	2023 RM	2022 RM
Fees	1,306,350	1,389,000
Salaries, allowances and performance incentive	1,782,427	1,709,207
Defined contribution plan	268,607	212,058
	3,357,384	3,310,265

25 FINANCIAL INSTRUMENTS

25.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows:

- a. Fair value through profit or loss (FVTPL)
- b. Amortised cost (AC)
- c. Fair value through other comprehensive income (FVOCI)
 - Debt instruments (DI)

2023	Carrying Amount RM	AC RM	FVTPL RM	FVOCI-DI RM
Financial assets				
Staff loans	838,016	838,016	-	-
Investments	1,445,786,329	-	918,614,479	527,171,850
Other receivables (excluding prepayment)	111,337,026	111,337,026	-	-
Cash and bank balances	2,458,442,634	2,458,442,634	-	-
	4,016,404,005	2,570,617,676	918,614,479	527,171,850

2023	Carrying Amount RM	AC RM	FVTPL RM	FVOCI-DI RM
Financial liabilities				
Lease liabilities	1,639,912	1,639,912	-	-
Derivative liabilities	34,250,091	-	34,250,091	-
Human Resources Development Fund	3,564,678,878	3,564,678,878	-	-
Strategic Funds	2,360,150	2,360,150	-	-
Unutilised Levy	31,797,488	31,797,488	-	-
General Reserve II	13,014,809	13,014,809	-	-
Government grants	38,708,110	38,708,110	-	-
Payables and accruals	90,020,076	90,020,076	-	-
	3,776,469,514	3,742,219,423	34,250,091	-

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.1 Categories of financial instruments (continued)

2022	Carrying Amount RM	AC RM	FVTPL RM	FVOCI-DI RM
Financial assets				
Staff loans	996,662	996,662	-	-
Investments	869,697,176	-	433,592,526	436,104,650
Other receivables (excluding prepayment)	179,250,797	179,250,797	-	-
Cash and bank balances	2,302,068,090	2,302,068,090	-	-
	3,352,012,725	2,482,315,549	433,592,526	436,104,650
Financial liabilities				
Lease liabilities	448,569	448,569	-	-
Derivative liabilities	46,340,439	-	46,340,439	-
Human Resources Development Fund	2,986,024,483	2,986,024,483	-	-
Strategic Funds	2,384,843	2,384,843	-	-
Unutilised Levy	57,181,807	57,181,807	-	-
General Reserve II	8,780,987	8,780,987	-	-
Government grants	36,964,396	36,964,396	-	-
Payables and accruals	55,898,047	55,898,047	-	-
	3,194,023,571	3,147,683,132	46,340,439	-

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.2 Net gains and losses arising from financial instruments

	2023 RM	2022 RM
Net gains/(losses) on:		
Financial assets at FVTPL	35,922,478	67,002,221
Financial liabilities at FVTPL	34,096,526	(53,880,373)
Debt instruments at FVOCI:		
Recognised in profit or loss	139,071	107,284
Recognised in other comprehensive income	11,069,700	(7,101,000)
Reclassified from other comprehensive income to profit or loss	(139,071)	(107,284)
	11,069,700	(7,101,000)
	81,088,704	6,020,848

25.3 Financial risk management

The Company has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.4 Credit risk

Credit risk is the risk of a financial loss to the Company if the counterparty to a financial instrument fails to meet its contractual obligations. The Company's exposure to credit risk arises principally from the individual characteristics of each counterparty in its receivables investment in debt securities and cash and bank balances. There are no significant changes as compared to prior periods.

(a) Cash and bank balances

The cash and bank balances are held with banks and financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

These banks and financial institutions have low credit risks. In addition, some of the bank balances are insured by government agencies. Consequently, the Company is of the view that the loss allowance is not material and hence, it is not provided for.

(b) Other receivables and staff loans

Credit risks on other receivables are mainly arising from Grant receivable from the Government which is considered to have low credit risk.

Other receivables also comprise deposits paid for office buildings and fixtures rented. These deposits will be received at the end of each lease term. The Company manages the credit risk together with the leasing arrangement.

The Company considers staff loans to have low credit risk considering these loans are repayable through salary deduction.

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

As at the end of the reporting period, the Company is of the view that the loss allowance for other receivables and staff loans are not material and hence, it is not provided for.

(c) Investment in debt securities

It is Company policy to assess the credit risk of investments before entering contracts. The Company's review includes external ratings, when available, and in some cases bank references. Investment limits are established and approval from the Management Investment Committee is required.

The Company limits its exposure to credit risk by investing only in liquid debt securities and only with counterparties that have a credit rating of at least AA3 from Rating Agency Malaysia (RAM) and AA- from Malaysian Rating Corporation Berhad (MARC).

The Company monitors changes in credit risk by tracking published external credit ratings. 12-month and lifetime probabilities of default are based on historical data supplied by Bloomberg for each credit rating.

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

The movement in the impairment loss for debt securities at FVTOCI during the year was as follows:

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.4 Credit risk (continued)

(c) Investment in debt securities (continued)

	12-month ECL	
	2023 RM	2022 RM
At 1 January	147,963	255,247
Reversal for the financial year	(139,071)	(107,284)
At 31 December	8,892	147,963

25.5 Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's exposure to liquidity risk arises principally from its obligation to disburse various training grants.

The Company maintains a level of cash and bank balances and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

Maturity analysis

The table below summarises the maturity profile of the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments.

2023	Contractual cash flow RM	Under 1 year RM	1-2 years RM	2-5 years RM
Non-derivative financial liabilities				
Lease liabilities*	1,754,006	979,338	377,745	396,923
Human Resources Development Fund	3,564,678,878	3,564,678,878	-	-
Strategic Fund	2,360,150	2,360,150	-	-
Unutilised Levy	31,797,488	31,797,488	-	-
General Reserve II	13,014,809	13,014,809	-	-
Government grants	38,708,110	38,708,110	-	-
Payables and accruals	90,020,076	90,020,076	-	-
	3,742,333,517	3,741,558,849	377,745	396,923

* Discount at weighted average incremental borrowing rate of 7.51% per annum.

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.5 Liquidity risk (continued)

Maturity analysis (continued)

2022	Contractual cash flow RM	Under 1 year RM	1-2 years RM	2-5 years RM
Non-derivative financial liabilities				
Lease liabilities*	460,388	244,233	216,155	-
Human Resources				
Development Fund	2,986,024,483	2,986,024,483	-	-
Strategic Fund	2,384,843	2,384,843	-	-
Unutilised Levy	57,181,807	57,181,807	-	-
General Reserve II	8,780,987	8,780,987	-	-
Government grants	36,964,396	36,964,396	-	-
Payables and accruals	55,898,047	55,898,047	-	-
	3,147,694,951	3,147,478,796	216,155	-

* Discount at weighted average incremental borrowing rate of 7.51% per annum.

25.6 Market risk

(a) Equity price risk

Equity price risk arises from the Company's investments in equity securities.

Risk management objectives, policies and process for managing the risk

To manage its price risk arising from investments in equity securities, the Company diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Company. Management of the Company monitors the investments on an individual basis. All buy and sell decisions are approved by the Management Investment Committee of the Company.

In addition, the Company has entered into call/put options with counterparties, where applicable, to manage equity price risk exposure (see Note 12).

Equity price risk sensitivity analysis

This analysis assumes that all variables remain constant and the Company's equity instruments move in correlation with the FTSE Bursa Malaysia KLCI (FBMKLCI).

A change of 100 points of the KLCI Index at the end of the reporting period would have increased or decreased the fair value of the equity investment classified as fair value through profit or loss by RM42.1 million (2022: RM29.0 million).

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.6 Market risk (continued)

(b) Interest rate risk

The Company's investments in fixed rate debt securities and loans to its staff are exposed to a risk of change in their fair value due to changes in interest rates. Investments in equity securities and short term receivables and payables are not significantly exposed to interest rate risk. Exposure to interest rate risk.

Exposure to interest rate risk

The interest rate profile of the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period are as follows;

2023	Effective Interest Rate %	Within 1 year RM	More than 1 year RM	Total RM
Fixed rate instruments				
Fixed deposits	2.10 - 5.30	843,474,019	1,563,165,317	2,406,639,336
Staff loans	4.00	82,629	755,387	838,016
Investment in debts securities	3.45 - 5.40	-	527,171,850	527,171,850
		843,556,648	2,091,092,554	2,934,649,202

2022	Effective Interest Rate %	Within 1 year RM	More than 1 year RM	Total RM
Fixed rate instruments				
Fixed deposits	1.75 - 5.30	1,977,352,165	294,804,427	2,272,156,592
Staff loans	4.00	97,812	898,850	996,662
Investment in debts securities	3.45 - 4.98	5,025,500	431,079,150	436,104,650
		1,982,475,477	726,782,427	2,709,257,904

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.6 Market risk (continued)

(b) Interest rate risk (continued)

Fair value sensitivity analysis for fixed rate instruments

The Company does not account for any fixed rate financial assets and liabilities at fair value except for investment in debt securities which are carried at FVTOCI. Therefore, a change of 10 basis points in interest rates for fixed rate investment in debts securities would have increased or decreased its fair value and subsequently the Company's equity by RM12,288,000 (2022: RM10,307,000) and RM11,732,000 (2022: RM9,838,000) respectively.

Cash flow sensitivity analysis

Sensitivity analysis for fixed deposits and staff loans as at the end of the reporting period was not presented as fixed rate instruments are not affected by changes in interest rates.

25.7 Fair value of financial instruments

The carrying amounts of cash and bank balances, receivables, payables and accruals reasonably approximate their fair values due to the relatively short term nature of these financial instruments.

The following table below analyses other financial instruments at fair value.

2022	Carrying amount RM	Total fair value RM	Level 1 RM	Level 2 RM	Level 3 RM
Financial assets					
Measured at fair value:					
Unit trust	135,536,474	135,536,474	135,536,474	-	-
Shares	612,770,943	612,770,943	612,770,943	-	-
RCCPS	170,307,062	170,307,062	-	-	170,307,062
Bonds/Sukuk	527,171,850	527,171,850	527,171,850	-	-
Not measured at fair value:					
Fixed deposits	2,406,639,336	2,434,296,095	-	2,434,296,095	-
Financial liability					
Measured at fair value:					
Option contracts	34,250,091	34,250,091	-	-	34,250,091

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.7 Fair value of financial instruments (continued)

2022	Carrying amount RM	Total fair value RM	Level 1 RM	Level 2 RM	Level 3 RM
Financial assets					
Measured at fair value:					
Unit trust	81,120,250	81,120,250	81,120,250	-	-
Shares	352,472,276	352,472,276	352,472,276	-	-
Bonds/Sukuk	436,104,650	436,104,650	436,104,650	-	-
Not measured at fair value:					
Fixed deposits	2,272,156,592	2,284,438,326	-	2,284,438,326	-
Financial liability					
Measured at fair value:					
Option contracts	46,340,439	46,340,439	-	-	46,340,439

Level 2 Fair Value**Non-derivatives financial asset**

Fair value of fixed deposits, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest rate at the end of the reporting period.

Transfers between Level 1 And Level 2 fair values

There has been no transfer between Level 1 and Level 2 fair values during the financial year (2022: no transfer in either direction).

Level 3 Fair Value

The following table shows reconciliation of Level 3 fair values:

	2023 RM	2022 RM
Derivatives		
At 1 January	(46,340,439)	11,142,315
Additions	(68,346,617)	7,539,934
Settlement	46,340,439	(11,142,315)
Net fair value gain/(loss) recognised in profit or loss	34,096,526	(53,880,373)
At 31 December	(34,250,091)	(46,340,439)

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.7 Fair value of financial instruments (continued)

Level 3 Fair Value (continued)

The fair values of put and call options of the Company are the differences between the strike prices and the underlying prices. The Company has adopted the Black Scholes option pricing model in deriving the fair values of the put and call options. The key inputs and assumptions in estimating the fair values include risk free interest rate and volatility. The estimated fair value would increase/decrease if the interest rate were lower/higher or volatility were higher/lower.

	2023 RM	2022 RM
RCCPS		
At 1 January	-	-
Additions	170,000,000	-
Net fair value gain recognised in profit or loss	307,062	-
At 31 December	170,307,062	-

RCCPS is a financial instrument in a form of preference shares that has the characteristic of a redeemable, cumulative and convertible attached. The calculation of fair value is based on a Discounted Cash Flow (DCF) model with equity risk premium as a component of return on equity.

Sensitivity analysis

	Profit or loss	
2023	Increase RM	Decrease RM
Derivatives		
Interest rate (50 basis point movement)	(34,267,216)	(34,232,966)
Volatility (100 basis point movement)	(34,284,341)	(34,215,841)
RCCPS		
Interest rate (50 basis point movement)	170,392,216	170,221,908
Volatility (100 basis point movement)	170,477,369	170,136,755

25 FINANCIAL INSTRUMENTS (CONTINUED)

25.7 Fair value of financial instruments (continued)

Level 3 Fair Value (continued)

Sensitivity analysis (continued)

	Profit or loss	
2022	Increase RM	Decrease RM
Derivatives		
Interest rate (50 basis point movement)	(46,363,609)	(46,317,269)
Volatility (100 basis point movement)	(46,386,779)	(46,294,099)

Valuation process applied by the Company for Level 3 fair value

The Company has an established control framework in respect to the measurement of fair values of financial instruments. This includes a valuation team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values, and reports directly to the Chief Financial Officer. The valuation team regularly reviews significant unobservable inputs and valuation adjustments.

26 CAPITAL MANAGEMENT

The Company's objective when managing capital is to maintain a strong capital base, so as to sustain its human resources development activities. There were no changes in the Company's approach to capital management during the financial year.

27 COMMITMENTS

	2023 RM	2022 RM
Capital commitments		
Capital expenditure in respect of purchase of plant and equipment:		
Contracted but not provided	41,205,561	71,102,392

28 RELATED PARTIES

For the purpose of these financial statements, parties are considered to be related to the Company if the Company has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Company either directly or indirectly. The key management personnel include all the Directors of the Company. Directors' fees and remuneration are disclosed in Note 24.

The Company is a company limited by guarantee which is being administered by the Minister of Human Resources which is controlled by the Government of Malaysia. Entities that are directly controlled by the Government of Malaysia are collectively referred to as government-related entities to the Company. The Government of Malaysia and bodies controlled or jointly controlled by the Government of Malaysia are related parties of the Company.

The Company enters into transactions with many of these bodies, which include but are not limited to purchasing of goods, including use of public utilities and amenities, and the placing of bank deposits.

All the transactions entered into by the Company with the government-related entities are conducted in the ordinary course of the Company's businesses on negotiated terms or terms comparable to those with other entities that are not government-related.

The Company is principally involved in the imposition and collection of human resources development levy for the purpose of promoting the training and development of employees, apprentices and trainees and the establishment and administration of the human resources development fund. These services have been established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties. The Company has collectively, but not individually significant transactions with related parties.



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