



# PERDANA<sup>2022</sup>

## MAGAZINE

### HIGHLIGHTS

Perdana Discourse Series  
SME Leaders Programme  
CEO Forum 2022



## Foreword By

# Tan Sri Azman Hashim

Chairman, Board Of Trustees,  
Perdana Leadership Foundation



We greet 2023 with a new government in office and economic challenges to overcome. With GE-15 behind us, Malaysians look forward to more stability and clarity in terms of leadership and policy, particularly as the cost of living continues to rise and the global economy faces recession risks.

The past few years have underlined the importance of political stability to economic development, particularly in a small nation like ours. If we cast our minds to the past, the economic booms our country experienced, especially in the 80s and 90s, were only possible because we had stable politics and good leadership. We were fortunate enough to have a dialogue with the Prime Minister of those boom years, Tun Dr Mahathir Mohamad, as part of our Oral History, and excerpts of Tun's views on economic development are shared in this issue. We look forward to the concluding dialogue session with our Honorary President this year.

An important part of any economy would be the micro, small, and medium enterprises (MSME) sector. In May of 2022, we debuted our PLF SME Leaders Programme, designed to bring MSME leaders together, highlight their successes, and facilitate dialogue on the unique challenges of entrepreneurship. We are appreciative of the support from the Ministry of Entrepreneur Development and Cooperatives (MEDAC), especially from their Director-General, Dato' Suriani Ahmad, who graced our Opening, and from agencies, SME Corp and MDeC.

As we march into 2023, we should not forget the harsh lessons of the past three years, when the whole world was crippled by an invisible enemy, Covid-19. After the various lockdowns and restrictions, this year marked the first year that PLF organised our flagship PLF CEO Forum in-person, centred on the theme, "Major Trends Impacting the Malaysian Economy (& You)". Apart from the insightful sessions that we host with business leaders, a big draw of our Forum has always been the networking in between sessions and this edition proved no different. You can read about the event in this magazine; I also look forward to seeing you at the 2023 CEO Forum!

Happy reading and Happy New Year!

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YABhg Tun Dr Mahathir Mohamad

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04

Our Honorary President  
**A REMARKABLE RECOVERY**

06

Oral History  
**ON RACE-BASED POLICIES,  
FDIS, AND ECONOMIC GROWTH:  
A CONVERSATION WITH TUN DR  
MAHATHIR MOHAMAD**

09

PLF SME Leaders Programme 2022  
**KNOWLEDGE EXCHANGE  
FOR ENTREPRENEURSHIP  
EXCELLENCE**  
Knowledge. Skills. Network.

11

PLF SME Leaders Programme 2022  
**"BUSINESS LEADERS THRIVE  
WITH CONTINUOUS LEARNING  
AND SMART NETWORKING"**  
Keynote Address by Dato' Suriani  
Dato' Ahmad, Secretary-General of the  
Ministry of Entrepreneur Development  
& Cooperatives, Malaysia

12

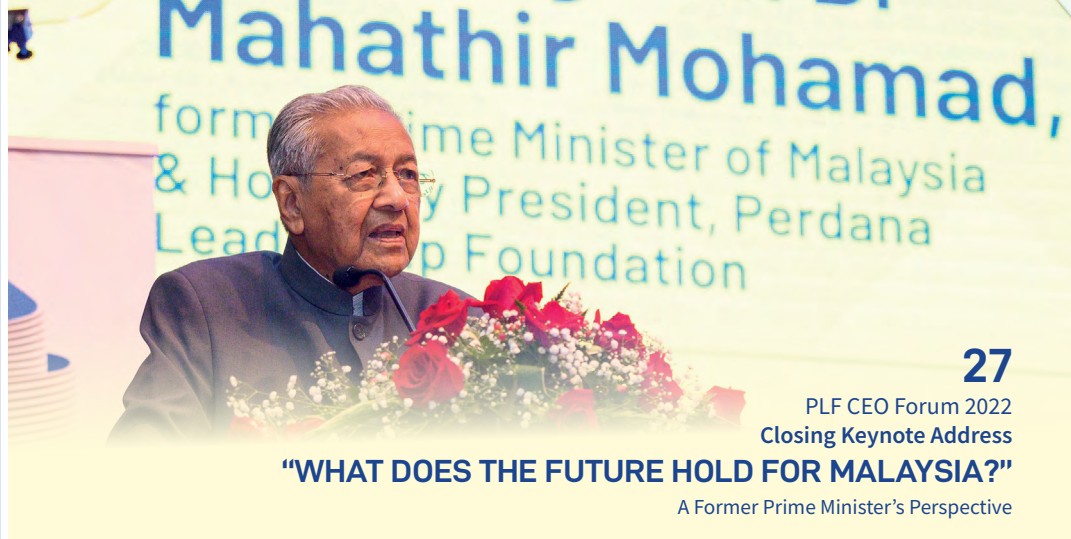
Perdana Discourse Series  
**WHAT IS THE FUTURE FOR  
MALAYSIAN TALENT?**  
A Discourse on Employment  
Trends and Skills

13

Perdana Discourse Series  
**"SKILLS TO NAVIGATE AN  
UNCERTAIN FUTURE"**  
An Excerpt from the Keynote Address by  
Dato' Professor Dr Elizabeth Lee Fuh Yen

14

Perdana Discourse Series  
**THE FUTURE OF EMPLOYMENT**  
A Panel Discussion at Perdana Discourse  
Series 22



27

PLF CEO Forum 2022  
**Closing Keynote Address**  
**"WHAT DOES THE FUTURE HOLD FOR MALAYSIA?"**  
A Former Prime Minister's Perspective

20

PLF CEO Forum 2022 | Keynote Speech  
**"GLOBAL CONFLICTS AND THEIR  
IMPACT ON MALAYSIA"**

21

PLF CEO Forum 2022 | Concurrent Session A  
**"ROBOTS AND METAVERSES:  
HARNESSING TECHNOLOGY FOR  
BUSINESS GROWTH"**

22

PLF CEO Forum 2022 | Concurrent Session B  
**"BETWEEN BRAIN DRAIN AND  
LABOUR SHORTAGE: MALAYSIA'S  
BATTLE FOR TALENT & MANPOWER"**

23

PLF CEO Forum 2022 | Concurrent Session C  
**"THE FUTURE OF RENEWABLE  
ENERGY"**

24

PLF CEO Forum 2022 | Concurrent Session D  
**"IN TRANSIT: STRENGTHENING  
MALAYSIA'S RESILIENCE AND  
COMPETITIVENESS AS A GLOBAL  
LOGISTICS HUB"**

25

PLF CEO Forum 2022 | Concurrent Session E  
**"INFLATION & THE MALAYSIAN  
CONSUMER"**

26

PLF CEO Forum 2022 | Concurrent Session F  
**"THE STATE OF MALAYSIAN  
GOVERNMENT FINANCES & THE  
IMPACT OF POLICY IMPERATIVES"**

29

Perdana Library Workshop  
**A DEEP DIVE INTO SUBJECT HEADINGS**  
Workshop on Library Congress Subject  
Headings (LCSH)

31

A Conversation with  
Tan Sri Rafidah Aziz  
**SETTING HIGH  
STANDARDS AND  
WHY GENDER  
SHOULD NOT BE  
AN OBSTACLE**  
An Excerpt from "A  
Conversation with  
Tan Sri Rafidah Aziz"



33

Recommended Reads  
**A SELECTION FROM OUR MONTHLY  
CURATED READS**

34

**BOOKS AND MERCHANDISE @PLF**

35

**ABOUT PLF**

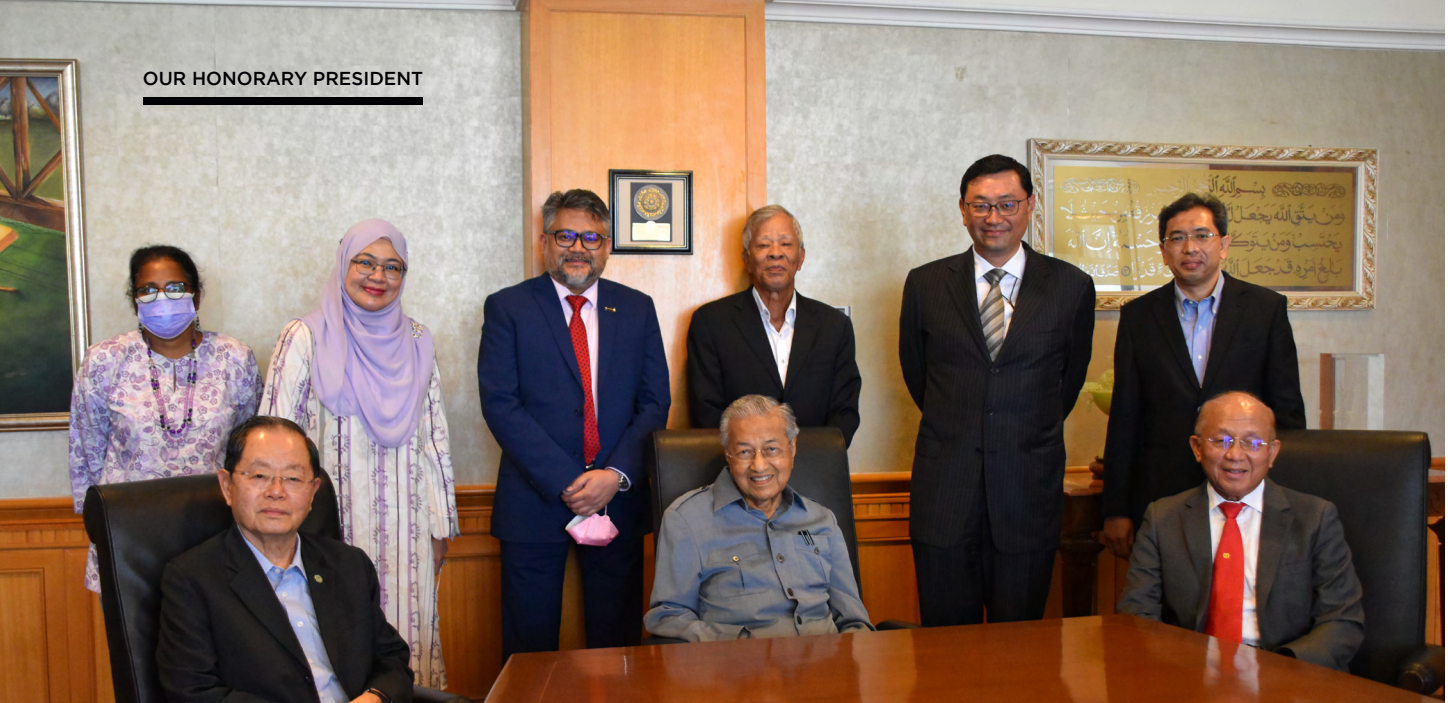


16

PLF CEO Forum 2022  
**A LIVELY GATHERING  
OF BUSINESS LEADERS**

TABLE  
OF  
CON-  
TENTS





PLF EXCO and Management paying a courtesy visit to Tun Dr Mahathir Mohamad

## A REMARKABLE RECOVERY

Our Honorary President, **Tun Dr Mahathir Mohamad** turned 97 years old in 2022 but is still actively contributing his thoughts and energy for the betterment of the nation through his writings, speeches, talks, and interviews.



Chairman of the Board, Tan Sri Azman Hashim, and EXCO members with Tun Dr Mahathir Mohamad

After a medical scare in early 2022, Tun was discharged from the National Heart Institute (IJN) in February, and on 9th February, made a surprise visit to Perdana Leadership Foundation. He met with PLF staff and enjoyed a short stroll by the lake, accompanied by his wife, **Tun Dr Siti Hasmah Hj Mohd Ali**, **Tan Sri Nik Mohamed Nik Yaacob** and **Puan Zarina Abu Bakar**. It took only a few weeks from that visit before Tun was back to his daily work routine, including taking the two flights of stairs to his office at PLF!



(L to R) Dato' Dr Vaseehar Hassan, Tun Dr Mahathir Mohamad, Mr Eddin Koo, and Tan Sri Nik Mohamed Nik Yaacob



Tun Dr Mahathir driving himself and Tun Siti to the airport



Tun Dr Siti Hasmah Hj Mohd Ali before departing for Langkawi



Tun Dr Siti Hasmah with Puan Rozlina Jamaludin and Puan Zarina Abu Bakar



After his discharge from hospital, Tun Dr Mahathir Mohamad and Tun Dr Siti Hasmah paid a short visit to PLF. Here they are with Tan Sri Nik Mohamed Nik Yaacob and Puan Zarina Abu Bakar.



Tun Dr Mahathir and Tan Sri Nik Mohamed





Tun Dr Mahathir Mohamad arriving at PLF's Raya event



Tun meeting guests at the Raya celebration



A group Hari Raya photo with Tun!

In April, PLF's EXCO led by Chairman **Tan Sri Azman Hashim** paid a courtesy visit to Tun Dr Mahathir Mohamad, and in May, Tun Dr Mahathir Mohamad and Tun Dr Siti Hasmah hosted a small Raya celebration with staff and invited guests. At the third session of PLF's Oral History in May, Tun shared his opinions on economic and current issues in Malaysia, and later in the month, spoke to an audience of business owners at PLF's debut SME Leaders event.

In November, PLF had the privilege of hosting Tun at the closing of PLF's CEO Forum 2022 where Tun spoke on "What Does the Future Hold for Malaysia?" (see page 28-29). November was also election season, and as Chairman of a new political party, Tun was active on the GE-15 campaign trail. Tun Dr Mahathir Mohamad concluded 2022 by announcing that while he would continue to work, he would be spending more time on writing about Malaysian history.



Tun delivering his virtual closing address at the PLF SME Leaders Forum

*"A key component to success be it in business or any other sector is to enjoy work. If you dedicate yourself to the job, you undertake and take pleasure in things you achieve, then work gives you pleasure. Again, from my own experience, I have never stopped working. In fact, I maintain the discipline of coming to the office early and leaving in the evening because I enjoy working."*

An excerpt from Tun's speech on "Achieving Success in Business and Life" at PLF SME Leaders 2022 on 25th May 2022.



PLF staff with Tun Dr Mahathir and Tun Dr Siti Hasmah before their departure to Langkawi, November 2022



## ON RACE-BASED POLICIES, FDIs, AND ECONOMIC GROWTH: A CONVERSATION WITH TUN DR MAHATHIR MOHAMAD



**A**s Malaysia's longest-serving Prime Minister, Tun Dr Mahathir Mohamad directed many of the economic strategies that industrialised Malaysia, and guided the country through the booms and recessions of the 80s and 90s. During his tenure as Malaysia's fourth PM, Foreign-Direct Investment (FDIs) soared from less than US\$1b in 1980 to US\$5.1bn in 1996 and exports grew from US\$13bn in 1981 to US\$112bn in 2000. He also wrested Malaysia from the brink of collapse during the Asian Financial Crisis through unorthodox capital controls. Given his wealth of experience, Tun Dr Mahathir Mohamad has a lot to share with regard to economic issues, whether of the past or of current times.

Perdana Leadership Foundation was privileged to be able to continue the conversation with him as part of our Oral History series on Malaysia's economic development. We present an excerpt of the conversation between Tun Dr Mahathir Mohamad and interviewers Dato' Dr Vaseehar Hassan and Mr Eddin Khoo that took place in May 2022.

The full transcript will be published by PLF following the 2023 concluding session.

### **Dato' Dr Vaseehar Hassan**

After nearly 65 years of independence, do you think we should move away from race-oriented economic policies like the New Economic Policy (NEP) and the New Development Policy (NDP), and move towards more means-oriented policies?

### **Tun Dr Mahathir Mohamad**

If there is going to be a movement, it has to begin with a movement on the ground among the people. We can forget about race and form a multi-racial party but if the ground has not changed, then we will lose when we contest. You are changing the top without changing the bottom. For example, there are Malays who are better educated today who live in urban or suburban areas, and who mix with Chinese and Indians. For them, multi-racialism is acceptable because they earn almost as much as the Chinese. They mix with the Chinese and they don't bother about the differences in race. But if you go to the kampung, the villagers there don't mix with the Chinese, so they don't understand the Chinese. On the other hand, if you go to a town centre, the majority are likely to be Chinese who will only accept a Chinese candidate, but not a Malay candidate.

These are the facts that we have to face.

A political party must take into consideration the fact that in this country, the Malays and the Chinese live apart. They don't mix except perhaps in suburban areas. There are some Malays contesting in urban constituencies where Malays are the majority and Chinese are in the minority. They may win, but in town centres where Chinese are the majority, you have to put up a Chinese candidate.

What is happening now, though, is that the Chinese are more mobile. They live in towns but they are rich, so they buy land, usually from Malays in suburban areas. The Malays then move out. So, the areas which used to be predominantly Malay with a Chinese minority now has a growing Chinese population because the Chinese have moved from town centres to suburban areas. They bought properties in a Malay area and the Malays lost their place. Malay candidates cannot contest there (and win). The Chinese can contest in the area or the Chinese determine who will win. When four Malay parties are contesting against each other, it is the Chinese minority that determines which party will win.



Demography is changing. It's changing because the rich will buy the land of the poor. The poor will have to retreat and the rich will occupy more land. For example, the population of Kuala Lumpur used to be 300,000 but today, it is nearly 2 million, while Greater KL has a population of more than 7 million.

A major proportion of KL's two (2) million residents are Chinese from other states. When the first Prime Minister, Tunku Abdul Rahman Putra Al-Haj, decided to draw up Malaysia's constituencies, he wanted the rural areas to be strongly represented in Parliament because they had been neglected by the British. "We must give a strong voice to the rural areas in Parliament so that their interests would be looked after by Parliament," he said. Hence, in rural areas, the ratio is about forty thousand people to one *wakil rakyat* (Member of Parliament) whereas for urban areas, the ratio is a hundred thousand people for one *wakil rakyat*. This was the outcome of Tunku Abdul Rahman's decision.

But people are mobile. They don't stay in one place; they are constantly moving. If ten thousand of the hundred thousand people (in the town centres) buy land from the Malays in suburban areas, the Malays would move out and the constituency may (eventually) have more Chinese than Malays. The demography will change. This is happening and it's going to continue to happen in future.

#### Mr Eddin Khoo

Tun, even as our country continues to play political musical chess, the region is starting to grow. We see the emergence of Indonesia as a major power and Vietnam as an economic force. We've seen the return of the Marcos dynasty in the Philippines. We were once in the Tiger Cub economic grouping in the 80s and 90s under your helm but things have changed so much. At that time, it was all about raw materials and low-cost labour. Today, it's about knowledge workers, high-speed communications, and world-class infrastructure, in which we are lagging.

Do you think we have it within us in the next five years to join the league of other Southeast Asian nations? If not, what is holding us back?

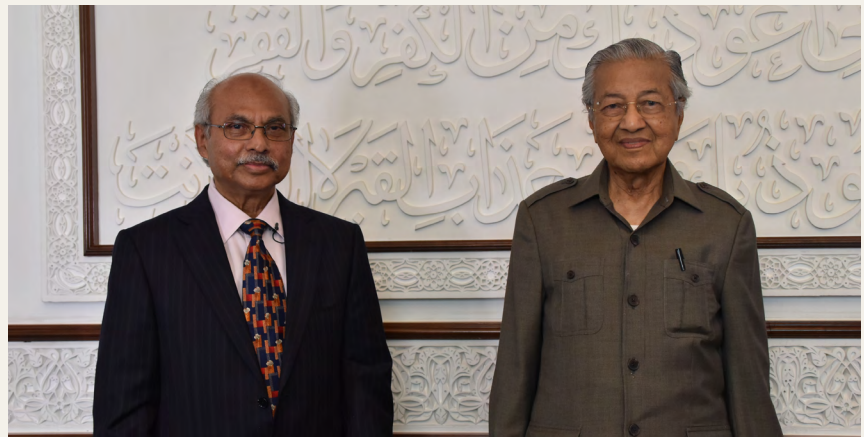
#### Tun Dr Mahathir Mohamad

It depends upon the leadership. If the leader has good ideas and is dedicated to developing the country, it can happen because the opportunities and basic infrastructure are there.

During the time of our rapid growth, other countries were watching closely and decided to follow our strategy. What was different about us? When newly independent countries became independent, they were usually cold

to attract FDIs, and are still using it. For example, President Joko Widodo recently met with (Tesla Inc CEO) Elon Musk and invited him to invest in Indonesia.

Indonesia and our other neighbours have accepted FDIs but we, on the other hand, have become hostile to these investments. Ministers won't even meet with companies that want to invest in Malaysia, or corrupt officials ask for money from potential investors. Because of this, investors go to Indonesia, Thailand, and Vietnam, the countries that emulated Malaysia in developing through FDIs.



towards their colonial masters and other foreigners. They wanted to grow by themselves. We were different. Although we were colonised by the British, we were willing to allow the British and other foreigners to do business in Malaysia. We introduced the concept of foreign direct investment where we provided incentives for investors. We were also friendly with the Japanese and persuaded them to invest in Malaysia. The FDIs enabled us to grow.

When we grew, Indonesia and other countries took notice. They saw that our strategy worked while their strategy of trying to develop the country by themselves was unsuccessful because they didn't have the expertise, capital, management skills, and market knowledge. So they copied our strategy

#### Dato' Dr Vaseehar Hassan

On Research and Development (R&D), Malaysia is spending only about 1% of our GDP on R&D versus the world average of 2.2%. Japan and Korea are spending much higher percentages. From your past experience and current observations, why do our government and companies seem reluctant to invest in R&D? What can be done to change the mindset?

#### Tun Dr Mahathir Mohamad

It's not in our culture. The idea of R&D was seen to work well when Thomas Edison studied electricity. Today, the application of electricity is far more widespread than even what Thomas Edison imagined. He thought it was only about lighting but electricity is also about power.





When you conduct research, you can see the potential for other applications. For example, at today's speed of communications, you can send information anywhere. This also means you can sell things better. Film companies used to make movies to be shown only in cinemas. But today, Netflix has thousands of films in their catalogue. They charge you relatively very little but the whole world is their customer base. Their success at leveraging on the speed and ease of data transfers depends on research. There are more opportunities that can leverage on information technology. Netflix is one of them. Animation is another. These are all the result of research.

We should put more money into research. Our people are capable researchers but we seem unconvinced (of their capabilities) because the people who run the government are not scientists. They don't know anything about research. So, they don't encourage research. Some may even consider it a waste of money. This is different from, for example, Korea.

Samsung is said to employ thousands of PhDs. You have to get people of that level of intelligence to do research but we don't. We give a small sum of money but expect good results.

#### Mr Eddin Khoo

Given all we've said about racial politics, economic policies, and so on, in 2018, you led a coalition that stood for certain reform-based policies and that broke the 64-year chokehold of the Barisan Nasional. What do you think that demonstrates as to what people's desires on the ground actually were?

#### Tun Dr Mahathir Mohamad

The situation in 2018 was unique. We had a government that was hated by everybody, regardless of race. The people couldn't get rid of this government because the government used money to stay in power. Also, the Malay voters would not vote for the Opposition because it was mainly made up of non-Malays. The Democratic Action Party (DAP) is non-Malay while the other party components are multi-racial. The Malays were unable to support them because they would be replacing a Malay government with a non-Malay government. However, they had to get rid of this Malay leader who they regarded as crooked. To get rid of him, you had to support the opposition, but the opposition was non-Malay.

That is where our party came in. We formed Bersatu and injected the

Malay element that was missing in the opposition. During the election (of 2018), many Malays and Chinese returned (to vote) because the main purpose was to get rid of Dato' Sri Najib Razak. That's all. They were not thinking of anything else.

As part of the Opposition, Bersatu was given 52 seats to contest but won only 13 seats. Because of this, the Malay element in Pakatan Harapan (PH) became smaller compared to the non-Malay element. Pakatan Harapan effectively became a non-Malay coalition. It won in 2018 because of the Malays' support through Bersatu, not just in terms of directly voting for Bersatu candidates but also in terms of voting for candidates of DAP, Parti Amanah Negara, and Parti Keadilan Rakyat (PKR). The Malays supported the Opposition mainly because they wanted to get rid of Dato' Sri Najib Razak. But once PH won, they realised that PH was not a Malay coalition.

Dato' Sri Najib Razak pointed this out and harped on the need to have a Malay-Muslim government. He leveraged on this point and persuaded Malay MPs from my party (Bersatu) and PKR (Dato Seri Azmin Ali and a few others) to cross over. When they crossed over, PH collapsed because we did not have the majority, and the losing coalition became the government. This is what happened. The 2018 election results were not typical. It was unique.





# KNOWLEDGE EXCHANGE FOR ENTREPRENEURSHIP EXCELLENCE

Knowledge. Skills. Network.

In 2022, Perdana Leadership Foundation debuted the **PLF SME Leaders Programme** themed, “Knowledge Exchange for Entrepreneurship Excellence”, a one-day mixed format event aimed at highlighting successful practices within SMEs and facilitating knowledge and idea-sharing for mutual enrichment. The event was sponsored by **Affin Bank, Pernas and Ambank.**

The event kicked off with an opening speech by PLF Chairman, **Tan Sri Azman Hashim**, followed by a speech by **Dato’ Suriani binti Dato’ Ahmad**, Secretary-General of the Ministry of Entrepreneur Development & Cooperatives, Malaysia, who provided some useful insights to the 100-odd entrepreneurs in attendance. A rare opportunity to dialogue with Tan Sri Azman Hashim, also took place later in the day in a Special Dialogue where Tan Sri shared his journey from accountant to business owner and entrepreneur-banker. The session’s Q and A proved popular as there were many who wanted to know more about the banker’s business and personal drives. Tan Sri Azman also reminded the audience of the value of persistent hard work and belief in oneself.

The SME Leaders programme also featured CEOs in three panel sessions, where they dealt with various aspects of starting and running a business, including building a long-lasting business, and challenges in innovation. These panel sessions were followed by shorter breakouts lead by business owners or trainers which enabled more dialogue and discussions among participants. Short informative talks by **Mr Rizal Nainy**, CEO of SME Corp Malaysia, & **Mr Redzuan**

**Affandi** of MDeC, complemented the interactive sessions by informing participants of the various funding options available for MSMEs as well as digitalisation routes and assistance that can be taken.

The big finale was a Closing Keynote Address by former Prime Minister and PLF Honorary President, **YABhg Tun Dr Mahathir Mohamad**, who unfortunately was only able to deliver his remarks via video as he was away overseas on the date of the event. Tun congratulated the participants on their achievements and reminded the audience that there was no short cut to success. You need to “roll up your sleeves and do the hard work”. He stressed the importance of enjoying your work, because it will boost your dedication and make achievement that much more meaningful. Tun also motivated the participants by reminding them that they were in no way inferior to those who’re already at the top.

“I know nowadays, it is popularly promoted the narrative that one should not work hard but to work smart. Indeed, why should one work for 10 hours if the result can be achieved in half the time. But such an adage should be read alongside another adage – “easy come easy go” meaning what you achieve easily will also diminish easily.”

It was a fitting close to the event, as it emphasised the values of leadership, commitment, and hard work, the qualities that successful leaders of businesses of any size are more than familiar with.



Thank you, everyone!





Puan Safura Atan facilitating the morning breakout session on innovation



Attentive participants at a breakout session



Q&A time!



A lively interaction with Puan Saliza Abdullah, CEO of BG Capital



Mr Chai Kien Poon of Funding Societies Malaysia



Mr Arthur Lai breaking down successful entrepreneurship traits



Tan Sri Azman Hashim sharing valuable business advice



Ms See Wai Hun, CEO of JurisTech & Puan Saliza Abdullah on "Building a Long-lasting Business"



Mr Zakariya Othman of TFX Islamic with moderator Ms Peggy Ng



Panel members of CEO Spotlight "Challenges in Innovation": Mr Azlan Shah (Kelava), Dr Hanafiah Yusoff (Robopreneur) & Ms Melissa Sim (AdEasy)



Mr Wong Kah Meng of FSM talks about funding options in Malaysia



Affin Bank, the event's gold sponsor



Ambank representatives in front of their booth



Mr Redzuan Affandi of MDEC giving key points on digitalisation



Proud reps from JurisTech



TFX reps ready to answer questions



A participant with Ms See Wai Hun



A participant posing a question to Tan Sri Azman Hashim



Mr Rizal Nainy, CEO, SME Corporation Malaysia, explaining "Funding Options & Grants for MSMEs"



Pernas, one of the event's sponsors





(L to R) Tan Sri Azman Hashim, Dato' Suriani &amp; Tan Sri Nik Mohamed

*"Lack of skilled labour can be a major cause for stagnating MSME growth. Just as it is imperative for MSMEs to digitalise and innovate to stay ahead, likewise, up-to-date hard and soft skills are key attributes for individuals to maintain a competitive edge. Encouraging continuous learning within the business establishment will further boost entrepreneurial capabilities and strengthen MSMEs participation in the economy."*

#### **Dato' Suriani on acquiring critical talent**

*"We must acknowledge that in a globalised world, trade and commerce can go well beyond the physical geography that an MSME is located in. The government, through various G-to-G cooperation and active representation in ASEAN and APEC fora, will continue to intensify efforts to improve market access and international market opportunities for MSMEs. Malaysian MSMEs must take advantage of the bilateral and regional agreements and cooperation that can facilitate cross-border trade, especially in ASEAN".*

#### **Dato' Suriani on internationalising strategically**

*"In June 2021, the ASEAN Coordinating Committee on Micro, Small and Medium Enterprises (ACCMSME) of which I am currently Chair, launched "ASEAN Access" which is a one-stop business information portal for ASEAN Small and Medium Enterprises (SMEs) with the tagline "Your Business Information Gateway to ASEAN and Beyond". One of the key features of this platform is ASEAN Access Match, which is a business matching platform that aims to boost trade within and beyond the ASEAN region."*

#### **Dato' Suriani on ASEAN Access**

# "BUSINESS LEADERS THRIVE WITH CONTINUOUS LEARNING AND SMART NETWORKING"

Keynote Address excerpts by Dato' Suriani Dato' Ahmad, Secretary-General of the Ministry of Entrepreneur Development & Cooperatives, Malaysia



Dato' Suriani binti Dato' Ahmad delivering her keynote speech

In her keynote address, **"Business Leaders Thrive with Continuous Learning and Smart Networking"**, Dato' Suriani binti Dato' Ahmad talked about the challenges faced by those in the MSME industry such as lack of access to working capital, inefficient processes leading to low productivity, low R&D resources, among others. She also admitted that Covid-19 has brought a long lasting impact on the industry, and urged entrepreneurs to take active actions that can help overcome these challenges. Chief among them are to keep up with digitalisation, acquire critical talents, and to strategically internationalise their business. Dato' Suriani also encouraged Malaysian MSMEs to visit **"ASEAN Access"**; a one stop business information web portal for ASEAN SMEs.

# WHAT IS THE FUTURE FOR MALAYSIAN TALENT?

A Discourse on Employment Trends and Skills



Tan Sri Nik Mohamed Yaacob, Executive Director of PLF, delivering his welcome remarks

will be prized skills alongside more technical and job-specific skills. She also urged tertiary institutions to be mindful of the quality of graduates they produce. Dato' Professor Dr Elizabeth Lee Fuh Yen answered questions from the audience on research and development (R&D) and the issues of underemployment and low wages among fresh graduates.

Dato' Professor Dr Elizabeth Lee Fuh Yen's keynote was followed by a panel session where **Dato' Ahmad Nadzarudin bin Abdul Razak**, Honorary Treasurer, Malaysian Employers Federation (MEF), **Ms See Wai Hun**, Co-Founder and Chief Executive Officer, JurisTech, and **Puan Noraliza Mohamad Ali**, Senior Deputy Executive Director, Malaysian Bureau of Labour Statistics, Department of Statistics Malaysia (DOSM), moderated by **Assoc Prof Dr Soo Wincci**, Conservatory of Music, Universiti Teknologi MARA (UiTM), elaborated on the subject matter from both the demand and supply side and answered a couple of concerns during the Q&A that followed. The sessions ended with gifts of appreciation from Perdana Leadership Foundation, presented by Tan Sri Nik Mohamed.

On 25th August 2022, Perdana Leadership Foundation successfully organised its 22nd Perdana Discourse Series themed **"Envisioning Malaysia's Future Employment: Trends vs Skills"**. More than 160 participants attended the discourse, the majority of whom were university students from various universities in Malaysia. The discourse focused on issues related to graduate employment, including and especially underemployment and post-pandemic shifts.

The Perdana Discourse Series is sponsored by **DRB-HICOM**.

In his welcome address, **Tan Sri Nik Mohamed Nik Yaacob, Executive Director of Perdana Leadership Foundation**, emphasised that for a developing country like Malaysia, talent plays a critical role, now even more than ever with the advent of the Information Age. It is also important that there are sufficient jobs in the country for Malaysian talents that graduate from universities.



Dato' Professor Dr Elizabeth Lee Fuh Yen delivering her keynote address

The keynote speaker, **Dato' Professor Dr Elizabeth Lee Fuh Yen, Chief Executive Officer, Sunway Education Group**, covered four key areas in her speech: Employment Trends – Globally, Employment Trends – Malaysia. What Malaysia's Future Employment Landscape Could Look Like; and lastly The Way Forward & What the Future Holds. In her keynote address, Dato' Professor Dr Elizabeth Lee Fuh Yen highlighted that the future will become more competitive with talent having to compete globally for good jobs. As such, skills such as cultural sensitivity, communications, and multi-lingualism

It was a lively discussion that merited more time than had been allocated, due to the subject matter and the huge concerns of Malaysian youth. Earning a living remains the next step for most university graduates. The pandemic underscored the challenge of finding meaningful and well-paying jobs that build on and develop a graduate's skillset. On the other end of the spectrum, employers also face a challenge in filling job vacancies with qualified candidates. The discourse surfaced these issues and brought to the fore some lesser-known concerns of both graduates and employers.





# "SKILLS TO NAVIGATE AN UNCERTAIN FUTURE"

An Excerpt from the Keynote Address by Dato' Professor Dr Elizabeth Lee Fuh Yen

Chief Executive Officer, Sunway Education Group

Perdana Leadership Foundation was privileged to host Dato' Professor Dr Elizabeth Lee Fuh Yen, Chief Executive Officer, Sunway Education Group as our keynote speaker at the 22nd Perdana Discourse Series. With more than 30 years' experience in the field of private education, Dato' Professor Dr Elizabeth Lee Fuh Yen has had a wealth of experience in dealing with Malaysia's graduates and their challenges after graduation. Under Dato' Professor Dr Elizabeth's leadership, Sunway Education Group has grown from just one institution into the dynamic group of over 20 institutions today.

## Speech Excerpt

*"Without a doubt, the future is both unknown but exciting. According to a 2017 report by the Institute for the Future & Dell Technologies, it is stated that 85 percent of the jobs that today's learners will be doing in 2030 have not been invented yet. So, what does this mean? **It means that we don't really know what we will know in the future.** Confused? Don't be. Essentially, it means we must educate and equip our youth with essential skills to navigate their unknown future. This refers to cross-functional, multi-dimensional, and interdisciplinary abilities that will hold them in good stead, regardless of the industry they are in.*

*Broadly, essential skills can be divided into 2 categories: mindset skills and participation skills. **Mindset skills** encompass the following:*

- Analytical and critical thinking
- Creative, curious and initiative-taking
- Problem-solving and being cognitively flexible
- Entrepreneurially minded, informed risk-takers
- Committed to and capable of lifelong learning

*On the other hand, **participation skills** include:*

- Technically and digitally literate
- Team-spirited, able to lead and collaborate
- Emotionally and culturally intelligent
- Environmentally concerned and socially responsible
- Trustworthy, professional and ethically minded

*So, the future is not just about the hard or technical skills – the robots and automation will take care of that. **We have to focus on the essential skills – the hand, head and above all, the heart.**"*

The full keynote speech can be accessed at <https://bit.ly/PDS22Keynote>

# THE FUTURE OF EMPLOYMENT

## A Panel Discussion at Perdana Discourse Series 22

Following Dato' Professor Dr Elizabeth Lee's keynote address, a lively panel discussion ensued among panellists **Dato' Ahmad Nadzarudin Abdul Razak**, Honorary Treasurer, Malaysian Employers Federation (MEF), **Ms See Wai Hun**, Co-Founder and Chief Executive Officer, JurisTech, **Puan Noraliza Mohamad Ali**, Senior Deputy Executive Director, Malaysian Bureau of Labour Statistics, Department of Statistics Malaysia (DOSM). The panel discussion was moderated by **Assoc Prof Dr Soo Wincci** of the Conservatory of Music, UiTM.

We present below a sampling of their remarks during the conversation. The transcript in full will be published in our PDS22 monograph, due out in 2023.



**Assoc Prof Dr Soo Wincci**

*"A decade ago, school and university fees were way cheaper, and you earned more when you started work. Nowadays, education is getting too commercial and unaffordable. People are stepping out of university and even before they start work, they are saddled with loans."*



**Dato' Ahmad Nadzarudin bin Abdul Razak**

*"Graduates need to do more research and find out what the employment market is looking for. At the same time, educational institutions also need to produce graduates that are immediately ready for the job market, or, to borrow a term that's frequently used now, graduates who are 'future-ready'."*



**Ms See Wai Hun**

*"I don't think graduates should immediately start a business. The reason is that there are two types of learning. One of them is academic learning. The other one is emergent learning through exposure, which you will not be able to get in university. I worked for multinationals and other firms before I started my company. When I started working, I realised that you needed to have management meetings, strategy plans, and all these kinds of stuff. But when you are a start-up, you won't know any of these things. Then, how do you do your pricing, your costing, and so on? You can't learn these. Even if you learn accounting and (how to analyse) your profit and loss statements (P&L), the learning is different than learning from experience."*



**Puan Noraliza Mohamad Ali**

*"Sometimes, the issue (of underemployment) is due to low wages, especially when compared with other countries. Diploma holders who enter the job market don't earn much, about RM2,000. It's not adequate when you already have a family and kids to take care of. The issues behind underemployment require close collaboration between the government and employers to ensure that we have a decent work environment for everybody to happily work and that there is also work-life balance."*





The attentive audience in PLF's auditorium



Assoc Prof Dr Soo Wincci opens the floor for Q&amp;A



Panel Moderator, Assoc Prof Dr Soo Wincci of UiTM



Q&amp;A in full swing

Panelist Ms See Wai Hun,  
CEO of fintech company, JurisTechPanelist Puan Noraliza Mohamad Ali of the  
Department of Statistics Malaysia (DOSM)Panelist Dato' Ahmad Nadzarudin Abdul Razak of  
the Malaysian Employers Federation (MEF)

All together now (panelists with Tan Sri Nik Mohamed Yaacob)



One for the album: Sunway Education Group team with Dato' Professor Dr Elizabeth Lee Fuh Yen

(From left to right) Tan Sri Nik Mohamed Yaacob, Dato' Professor Dr Elizabeth Lee Fuh Yen, and  
Prof Dato' Sr Dr Omar Osman, Vice Chancellor of DRB-HICOM University

We love wiefies! Universiti Utara Malaysia students and staff with panelists





Tan Sri Azman Hashim delivering his Opening Remarks



Bright and early: delegates at the Opening Session



The panellists of "Malaysia's Signposts and Hotspots: The Next Decade's Trends and Growth Areas"



(L to R) Tan Sri Nik Mohamed, Tan Sri Azman Hashim and Tan Sri Tee Hock Seng



Business leaders and senior executives at the Plenary Session

## Perdana Leadership Foundation CEO Forum 2022

# A LIVELY GATHERING OF BUSINESS LEADERS

More than 300 business leaders and senior executives attended the PLF CEO Forum 2022, themed "Major Trends Impacting the Malaysian Economy (and You)" on 1st November 2022 at the Berjaya Times Square Convention Centre in Kuala Lumpur. The 2022 Forum was PLF's first in-person event after three years, and featured more than 25 CEOs and senior leaders in nine keynote and concurrent sessions dealing with various challenges of the Malaysian business community.

The Forum opened with opening remarks by PLF's Board of Trustees Chairman, prominent banker **Tan Sri Azman Hashim**. He pointed out that while Malaysia has good economic fundamentals, there are headwinds impeding economic progress, such as the Russia-Ukraine war, inflationary pressures, China's economic slowdown, and our domestic political uncertainties. As in the past, the Malaysian business community has a role to play in terms of strengthening the economy and in providing input to the government on policy issues.

"The Malaysian business community plays a huge role in strengthening, fortifying, and reviving the economy. The PLF CEO Forum is where the business community can gather to discuss issues of common concern, such as economic policies, business trends, inflation, and the environment, as well as identify sectors that are growing in importance such as technology and logistics. With each Forum, (PLF) documents the points raised and compiles the notes for reference by policymakers," Tan Sri Azman added.

The opening remarks were followed by a lively Plenary Session "Malaysia's Signposts and Hotspots the Next Decade's Trends and Growth Areas" featuring **Tan Sri Che Khalib Mohamad Noh**, Group Managing Director, MMC Corporation Berhad, **Mr Eghwan Mokhzanee Muhammad**, CEO, AmBank Islamic Berhad, and economist **Dr Nungsari Radhi**. The session was moderated by Dr Yeah Kim Leng of Sunway University.

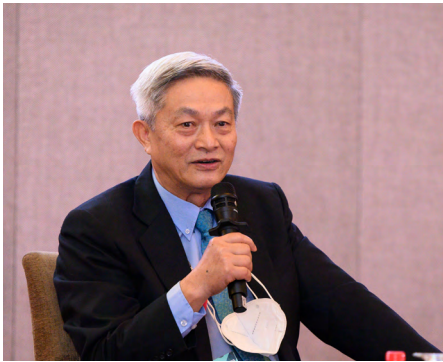
**Dr Yeah Kim Leng** provided a background of the economy in his first remarks, pointing out that while Malaysia achieved a commendable 3.1% growth in 2021, its rate of growth was slower when compared with more advanced economies. He was confident of a more robust outlook for 2022, and solicited the views of the panellists as to the direction of the Malaysian economy.

The first panellist to weigh in was **Tan Sri Che Khaleb** who stressed that for real growth to take place, there has to be proper implementation of plans and ideas. He pointed out that for many of the country's issues, whether economic or otherwise, the solutions are available, but the commitment to see the ideas through, as well as political will, is often lacking. Tan Sri also alluded to the cost of doing business. Malaysia was a country with enviable resources and strategic strengths including good infrastructure, he said, but all these would not be sufficient to attract high-quality investments to Malaysia if the cost of doing business remains high.





Panellist Dr Nungsari Radhi explaining the chasm between the real and monetary sides of the economy



Dr Yeah Kim Leng as moderator

Economist **Dr Nungsari Radhi** elaborated on the financialisation of the global and Malaysian economy, to the extent that there is a dichotomy between the real economy and the monetary side. The chasm leads to inequity in terms of wealth distribution, he pointed out. In Dr Nungsari's view, Malaysia needs to grow its real economy and generate higher demand, and the best way to achieve this is for trade to increase, especially when Malaysian businesses to venture abroad.

Banker **Eghwan Mokhzanee Muhammad** focused on the main trends he believes will shape the economy going forward: climate change as part of wider ESG (Environmental, Social and Governance) initiatives, digitalisation, and structural changes arising from Covid-19. Mr Eghwan believes that growth areas for Malaysia are in logistics, financial services, renewable energy, and healthcare. The moderator wrapped up the discussion with a reminder that there is more uncertainty and ambiguity in the world, and **for Malaysia to thrive in the coming era**, we need to have the right institutions, the right infrastructure, and most importantly, the right policies.

#### Dr Yeah Kim Leng

"I would like to echo what Tan Sri Azman Hashim has mentioned about the current economic developments and the challenges we are facing. We have been recovering since the pandemic downturn in 2020, when the economy experienced its second-largest contraction in Malaysian economic history. For this year, our recovery is in full swing. We have a fairly robust outlook for 2022. But based on the movement of the Global Purchasing Managers' Index (PMI) which dipped below 50.0 recently, headwinds are gathering."

#### Tan Sri Che Khaleb

"People envy Malaysia for many reasons. One, Malaysia is strategically located. Number two, we have all the resources that everybody wants, including oil and minerals. And the third is that, no matter how critical we are of our education system, we have plenty of educated people in this country. What we need to do (to succeed) is put these strengths together and harness the advantages that we have. But investors will move

away from Malaysia when the cost of doing business is too high or doing business becomes too complicated because there are too many conditions to meet."

#### Dr Nungsari Radhi

"What has happened, especially since the late 1980s, is that the capital market or financial innovation has grown to the extent that some people would argue that there is a disconnect between the real side of the economy and the monetary side of the economy. Even in a small country like Malaysia today, the total equity and debt market is twice or more of its GDP. Basically, you're saying that you need twice as much equity and debt to produce half the amount of output. This dichotomy between the monetary and real sides of the economy has resulted in inequity on the distribution side. There are a lot of people on the real side of the economy who have not benefited (from economic growth). That becomes a problem."

#### Mr Eghwan Mokhzanee Muhammad

"Currently, one of the key conversations taking place globally is in relation to climate change, specifically in the financial services sector. Traditionally, most banks will extend financing based on credit risk assessments. Today, we are overlaying with either an ESG risk assessment or a climate change classification. When it comes to renewable energy, Malaysia is extremely well-poised to grow in this area. Other growth areas are in healthcare, as we have an established private healthcare sector, financial services especially with Islamic-based banking and digitalisation of services, and logistics."



Mr Eghwan Mokhzanee Muhammad elaborating on changes in the financial sector



Tan Sri Che Khalib Mohamad Noh sharing his opinions



A group photo with PLF's Executive Director, Tan Sri Nik Mohamed Nik Yaacob



Q&A session in full swing



A delegate poses a question on Malaysia's food industry





Grand entrance: All eyes on Tun Dr Mahathir Mohamad



We love the hat and appreciate the question by architect Ar. Aimee Roslan



Full house at the Opening Session



Tan Sri Vincent Tan sharing his views on English proficiency



Tun Dr Mahathir and Tun Dr Siti Hasmah with the event secretariat



Tun Dr Mahathir and Tun Dr Siti Hasmah with IIUM student volunteers



Hajah Mahuran Saro of TalentCorp at Session B "Between Brain Drain and Labour Shortage"



A light moment with Mr Zulkifli Zainal Abidin of Sime Darby Plantation







A peek inside our programme book



Tan Sri Azman Hashim delivering his welcome remarks



Jazz artist Noryn Aziz serenading our delegates during lunch



Dialogue on Global Conflicts and Their Impact on Malaysia



Full house at the Closing Session



Pre-session discussion between Dato' Dr Vaseehar and Dato' Dr Shazalina



Emeritus Prof Datuk Norma Mansor



Question time!



Prof Jomo Kwame Sundaram & Mr Nicholas Khaw of KRI



Mr Firdaos Rosli of BIMB, and Mr Shahridan Faiez of CAP



Mr Lee Heng Guie of SERC



Panellists of "Robots and Metaverses: Harnessing Technology for Business Growth" with session coordinators



Wefie in session: (L to R) Mr Fazil Irwan Som, Dato' Azman Shah Mohd Yusof, Dato' Paduka Hamie Appala Nakkiah, and Mr Mark Jason Thomas



Delegates at a concurrent session



Panellists of Session C "The Future of Renewable Energy in Malaysia"



# "GLOBAL CONFLICTS AND THEIR IMPACT ON MALAYSIA"

## KEYNOTE SPEECH



Dato' Dr Shazelina Zainul Abidin

No man is an island, goes the quote. The same applies to countries and businesses, especially in today's hyper-connected world. A major conflict in one part of the world will have repercussions throughout the globe, especially economic ones, which means business leaders need to be vigilant and prepared. To provide some understanding on Malaysia's stand on international conflicts, PLF invited Dato' Dr Shazelina Zainul Abidin, the Director-General of IDFR, to deliver a keynote address on "Global Conflicts and Their Impact on Malaysia".

Dato' Shazelina explained that in its 65 years as an independent nation, Malaysia has managed to steer away from conflict, despite being an active nation on the global stage (by 2004, Malaysia had established more than 100 diplomatic offices in countries spanning the globe, an indication of its seriousness in becoming an international player). However, as a small trading nation, global conflicts will affect Malaysia as they disrupt supply chains and resource availability.

"Conflicts will always have a negative impact. The only ones that benefit from a military conflict are those that supply arms to the warring factions. Since Malaysia doesn't, it is in our best interest to stay away from conflict, to not be drawn into a conflict by choosing one side over another, especially when we don't have to. In political terms, we call it a non-aligned

stand. We are not hedging our bets – we just don't want to be the mousedeer caught in between the two elephants," Dato' Dr Shazelina said.

"Relations is the link that Malaysia has with either the country in conflict, or a country that is severely affected by the conflict. Malaysia trades with nearly all the countries in the world, including territories that are not sovereign. It has consistently been in the list of the top 25 largest trading nations in the world. Even if Malaysia does not have close relations with a country in conflict, it is bound to have relations with a country that is suffering from the spillover effects of that conflict, and that, will of course affect trade, investments and other links that we may have with the country concerned," she elaborated.

In the dialogue that followed with moderator Dato' Dr Vaseehar Hassan, both speaker and moderator agreed that as no country can remain completely insulated from the shocks of any major conflict, diversification is key. Since the 1980s, Malaysia has diversified its markets and supply chains while politically, it has sought to expand its circle of friends. It was also important to understand that while the United Nations exists to be a stabilising factor in geo-politics, conflicts will continue to occur in the world, hence nations and businesses need to have alternative plans in place.



Among the delegates who attended the session



Dato' Dr Vaseehar responding to Dato' Dr Shazelina's remarks



Group photo with PLF's Executive Director, Tan Sri Nik Mohamed Nik Yaacob

### KEYNOTE SPEAKER

Dato' Dr Shazelina Zainul Abidin, Director-General, Institute of Diplomacy and Foreign Relations (IDFR), Ministry of Foreign Affairs

### MODERATOR

Dato' Dr Vaseehar Hassan, Associate, Kets de Vries Institute



# "ROBOTS AND METAVERSES: HARNESSING TECHNOLOGY FOR BUSINESS GROWTH"

Moderator **Datuk Dr Hamzah Kassim** of The iA Group, opened the session with a background of the metaverse and how it and the digital space has developed in the last few years. With the current inflationary environment and the threat of a future recession, countries are turning towards the digital universe for new sources of growth.

**Mr Amir Zakwan Anuar** of Aerodyne said that his company is building a metaverse which is a digital reality to help their clients manage assets in a virtual space without having to be on-site. Aerodyne is also in the defence industry, providing defence technology in terms of surveillance, intelligence, and border monitoring. He stressed that Aerodyne's focus is on building defensive, not offensive, tech.

MDEC CEO, **Ts Mahadhir Aziz**, elaborated on the role of MDEC in accelerating and assisting digital adoption by businesses in Malaysia, especially with the metaverse or virtual worlds on the horizon. On the question of grants to the industry, he highlighted that MDEC is looking into existing grants and other assistance, and may consider restructuring them to better fit present and future needs.

On tech talent, **Ms Aireen Omar** of Capital A commented that high-demand industries and skills related to metaverse-building such as UI, UX design, cybersecurity, and cloud infrastructure still lack talent, which is needed if Malaysia is to be competitive regionally and globally. She also noted that metaverse technology could allow for quality education to be widely accessible by its sheer scalability.

The panel concluded that **the impact of technology such as the metaverse on business is positive**, as it could take businesses to the next level of growth.

The full session's summary will be made available at [www.perdanaceoforum.com](http://www.perdanaceoforum.com).



## PANELLISTS

- 1 Ts Mahadhir Aziz, Chief Executive Officer, Malaysia Digital Economy Corporation (MDEC)
- 2 Ms Aireen Omar, President (Ventures), Capital A
- 3 Mr Amir Zakwan Anuar, Chief Strategy Officer, Aerodyne

## MODERATOR

Datuk Dr Hamzah, Co-Founder & Chief Executive Officer, The iA Group (2nd from right)



Panel session in full swing

*"I think the first step is identifying and accepting that it (the metaverse) is a concept that you're building applications on. If we were to look at it from an automotive point of view, to be simplistic, the metaverse is like your internal combustion engine. You need to build an internal combustion engine first, then you can build a car, or an aeroplane, or a helicopter. It's both down to the metaverse, which is an enabler, and the applications that will be built on it."*

**Mr Amir Zakwan Anuar**

*"I think in terms of Artificial Intelligence (AI), we have to come up with a plan. We have the national AI roadmap...but we have to really look at what we have, and what we should do with it. I'm leaning towards coming up with big and significant projects for people to participate in. For example, if we take the metaverse or web 3.0 or even AI, and leverage the strengths that we have within the creative content, animation and other industries, where do we go from there?"*

**Ts Mahadhir Aziz**

*"Technology should be accessible to all, not just a few. It needs to be affordable and the entire population should have easy access to it. We talked about the metaverse and big data, but the knowledge and applications are probably accessible to only 10% or less of the population. So, there are still many things to be done, such as building skills to fill the demands of IR 4.0. There is high demand for even basic skills such as digital marketing, not to mention product UI, UX design, cybersecurity and cloud infrastructure. We don't have enough talent and many corporations are importing talent which is not sustainable."*

**Ms Aireen Omar**

*"We are facing some very strong winds of recession and inflation. At the same time, various countries are looking for new sources of growth...The metaverse is at a very critical early-stage development but once it gets adopted, it will impact many sectors of the economy, including shopping, live entertainment, education, health and fitness, digital media, virtual real estate, and the NFT sector. When it comes to the metaverse, we are still in the conceptual stage, but many countries have begun to invest in this new area."*

**Datuk Dr Hamzah Kassim**

# "BETWEEN BRAIN DRAIN AND LABOUR SHORTAGE: MALAYSIA'S BATTLE FOR TALENT & MANPOWER"



Mr Mahmood Razak & Puan Hajah Mahuran

CONCURRENT SESSION B

Is Malaysia on the losing end of the battle for brains and brawn? It's estimated that there are 2 million Malaysians who have emigrated abroad with the annual number said to be increasing in recent years. A quarter of Malaysian emigres are skilled professionals, including doctors, engineers and scientists. Meanwhile, the race to accelerate the country's economic growth requires highly-skilled human resources, and industries lament that there is not enough talent to go around.

Session B, "Between Brain Drain and Labour Shortage", started with the moderator, **Mr Chiam Hsing Ren's** provocative question: "Do you think Malaysia has a brain drain problem?"

Talent Corp's **Hajah Mahuran Saro Hajah Mahuran Saro** responded that this was not a new issue as Malaysians have gone abroad for work for many decades. She proposed that the term "brain drain" be changed to brain gain or brain circulation, as **work abroad is brain gain to Malaysian talent** and can prove to be a boon to the country in the end. Nevertheless, TalentCorp is continuously working to monitor the work environment in Malaysia and abroad to ensure ideal job and work environments for Malaysian talents. TalentCorp also runs various programmes to encourage high-level talents to return, such as the My Heart Programme.

Her sentiments were echoed by Sime Darby's **Mr Zukifli Zainal Abidin** and AwanBiru's **Mr Farul Azim** who argued that Malaysians who work abroad experience a "brain gain" due to the international work experience. DRB HICOM's **Mr Mahmood Razak** pointed out that starting salaries and career prospects are part of the enticements of working abroad, a point which Mr Farul illustrated with his experience as a returning expatriate from the US.

The panellists discussed the changing work expectations, especially among millennial employees who look for work-life balance and hybrid work policies. The discussion also touched on how talent can prepare for the new global market place and all panellists agreed that good communication skills were essential for marketability both inside and outside of Malaysia.

"Other than salary and skills, we have to look into work-life balance. This is the global scenario where work-life balance is vital for the younger or millenium generation. TalentCorp has a programme related to work-life balance to make the workplace more conducive."

**Puan Hajah Mahuran Saro Dato' Haji Sariki**

"Brain drain is a direct impact of globalisation. As a country, we also want to export our talents to work outside (Malaysia) and the fact that they get jobs abroad is not necessarily a bad thing. We can't avoid brain drain as most countries in the world face the same phenomena. At our company, we have benefited from foreign talents who have joined our firm, especially to work on our new electric vehicle project."

**Mr Mahmood Razak Bahman**

"With everyone now opening up to remote work and learning to use tools such as Google Meet or Zoom, there are more opportunities. Covid-19 forced people to use tech much more than before; most people, including my 75-year old mother, now know how to use QR codes and the like. We have been forced to turn to tech and to digitise, and the speed of digitalisation is amped up."

**Mr Farul Azim Mohd Ghazali**

"We see larger numbers of people leaving organisations not because of salary but because the organisations are unable to provide any development (path) for them. We employ the best talents in digital and in the current scenario, individuals with unique skills are demanding skills development programmes. Today, salary is still an important consideration, but so are skills and knowledge growth."

**Mr Zulkifli Zainal Abidin**



## PANELLISTS

- 1 Mr Farul Azim Mohd Ghazali, Director, Technology Solutioning, AwanBiru Technology Berhad
- 2 Hajah Mahuran Saro Dato' Haji Sariki, Vice-President, Group Research, Development & Policy and Malaysian Professional Talent, TalentCorp Malaysia
- 3 Mr Zulkifli Zainal Abidin, Chief Human Resource Officer, Sime Darby Plantation
- 4 Mr Mahmood Razak Bahman, Head, Group Strategic Communications, DRB-HICOM Berhad

## MODERATOR

Mr Chiam Hsing Ren, Chief Growth Officer, SEEK Asia (2nd from left)



# "THE FUTURE OF RENEWABLE ENERGY"

This session highlighted the roadmap and framework for renewable energy in Malaysia. **Mr Saiful Hakim** of SEDA explained the target trajectory of renewable energy, highlighting its targets and the key actions to be taken. Malaysia's framework favours large scale projects, and the representatives from **Sime Darby Plantation & Gentari** explained their efforts and achievements to help Malaysia achieve Net Zero (carbon emissions) by 2050. **Mr Yeoh Keong Hann** of YTL put forward the idea that we should pool our renewable energy resources in both Peninsular & East Malaysia, allowing Malaysia to be a green energy hub for South-East Asia. **Mr Akhramsyah** agreed, and added that Malaysia could also explore some alternative or niche sources of renewable energy such as low-head hydro power, and ocean thermal energy conversion.

*"At the end of 2021, SEDA published a roadmap (to 2035) for Malaysia called the MyRER (Malaysia Renewable Energy Roadmap). In this roadmap, we identified the target for Malaysia to support the nation's aspiration to become a net zero country by 2050. The roadmap not only discusses annual targets, but also highlights studies done in exploring potential renewable energies that are not yet viable such as wind and geothermal. The roadmap also identified key strategic pillars and its challenges, along with key actions to be done to achieve net zero."*

**Mr Saiful Hakim bin Abdul Rahman**

*"We started looking at our decarbonising journey way back in 2010. We looked into a few things; energy consumption, carbon emissions, and renewable energy sources that we can use in our operations...We also started looking at other potential renewable energy sources that we can use, mainly solar. As one*



## PANELLISTS

- 1 Mr. Rashyid Redza Anwarudin, Chief Sustainability Officer, Sime Darby Plantation
- 2 Mr Saiful Hakim bin Abdul Rahman, Director, Strategic Planning Division, Sustainable Energy Development Authority (SEDA) Malaysia
- 3 Mr. Syed Malek Faisal Syed Mohamad, Head of RE Malaysia & SEA, Gentari, Petronas
- 4 Mr Akhramsyah Muammar Ubaidah bin Tan Sri Sanusi, Founder & CEO, Kitaran Tabah Sdn Bhd
- 5 Mr Yeoh Keong Hann, Executive Director, YTL Power International Berhad

## MODERATOR

Mr Romil Shamsudin, Founder & CEO, Sustainability Engineering Sdn Bhd (left)



Mr Syed Malek, Mr Akhramsyah, and Mr Yeoh Keong Hann

*of the largest landowners in Malaysia, we looked at our lands' potential to harvest solar energy, so we started looking at areas that are otherwise unproductive because we are not able to plant palm trees, and we converted some of them to solar farms. We worked with a partner to participate in LSS1 (Large Scale Solar), and we now have a solar farm up and running. In the recent LSS4, we also submitted a few bids, and we have some successful ones. So we are looking at that potential area to explore further."*

**Mr Rashyid Redza Anwarudin**

*"The idea of Gentari is to develop a business that's able to provide Net Zero solutions, not just to decarbonise Petronas to support our Net Zero aspirations, but also part of a new business to grow Petronas in managing this energy transition. The three main businesses within Gentari are 1) Renewable Energy, 2) Clean Hydrogen, and 3) Green Mobility which currently carries the focus on Electric Vehicle (EV). With renewable energy, we have a very ambitious target that we need to achieve so that we can bring it at scale, and at pace."*

**Mr Syed Malek Faisal Syed Mohamad**

*"Kitaran Tabah started earlier this year (2022) in January, and we started engaging with Bursa-listed companies, and what we found was that the level of awareness (of ESG) was a concern. In board and c-suite levels, it's good but c-suite minus one and further down, that's where the awareness is concerning, as those levels are crucial to achieve meaningful reduction of emissions. Many of our conversations turned into awareness exercises of the type of emissions, and what needed to be done to first mitigate, then reduce, then eventually offset the emissions."*

**Mr Akhramsyah Muammar Ubaidah bin Tan Sri Sanusi**

*"Malaysia should be building a transmission line from Sabah and Sarawak, connecting the grid to the Peninsular, and then making Peninsular Malaysia a green energy hub. Once we have that cheap baseload power, we can attract more foreign industries to industrial areas such as Pengerang, Johor, or Ulu Jelai, Pahang, among others. Malaysia is also strategically placed within ASEAN. If we can pool the energy from our own resources, and make it into an industry, it can generate income for Malaysia or be used to birth more industries. I believe that our country as a whole needs to think bigger."*

**Mr Yeoh Keong Hann**

# "IN TRANSIT: STRENGTHENING MALAYSIA'S RESILIENCE AND COMPETITIVENESS AS A GLOBAL LOGISTICS HUB"



Moderator, Mr Fazil Irwan Som of Penang Halal International, and Panellists

CONCURRENT SESSION D

The logistics sector, including seaports, had their best years during the Covid-19 global pandemic, in contrast with most other economic sectors. The discussion in this session centred on the logistic sector's sustainability during the pandemic as well as current and future challenges.

In his opening remarks, moderator **Mr Fazil Irwan Som** of Penang Halal International mentioned that as Malaysia is the 24th largest trading nation in the world, logistics and ports are crucial to the Malaysian economy. **Dato' Azman Shah Mohd Yusof** of Northport (Malaysia) Bhd stressed that ports were part of the nation's "frontliners" during the pandemic with staff having to work during lockdowns to ensure smooth arrival, processing, and delivery of goods. It was a unique situation that nevertheless led to the world behaving differently, post-pandemic. The sector would welcome new policies that take the new norms into account without hurting the sector's economic value. New norms bring new opportunities but they need to be done right.

In contrast to the seaports, air cargo was restricted. According to **Mr Mark Jason Thomas** of MAB Kargo Sdn Bhd, the drop in demand was one of the biggest challenges they faced. Planes were grounded due to Covid-19 restrictions and the closure of international borders. Sustainability of the business became a real issue but MAB Kargo managed to pull through because of the immense support they received from the key players in the industry.

**Datuk Paduka Hamie Appala Nakkiah** of Biforst Holding Sdn Bhd touched on the issue of low productivity, which he said was partly caused by "leakages of connectivity" between value chains. Seaports, air cargo and land logistics are critical elements of value chains but when exchanges of information are lacking, connections break down. These breakdowns can lead to major productivity and efficiency setbacks. Malaysia needs to address this issue to remain competitive, especially against our ASEAN neighbours, as well as incorporate more technology into the logistics eco-system to raise productivity.

The panelists also discussed policies with all calling for policymakers to look into encouraging digitalisation for higher productivity.

*"In terms of efficiency, a study done by a Canadian investment bank last year of 22 major ports in the world during the pandemic found that Port Klang was the most efficient during the pandemic. This is only possible because we stood firm, remained open, and acted as a value chain as opposed to acting in silos."*

**Dato' Azman Shah Mohd Yusof**

*"Digitalisation is the cornerstone of success for any organisation. There are two ways of looking at it. One is internal digitalisation adoption, where our co-workers can embark on utilising the digital space to increase productivity and make jobs more efficient. Secondly, and more important, is embarking on digitalisation for the front-end to ensure the best customer experience."*

**Mr Mark Jason Thomas**

*"We don't have a body that looks into the entire bandwidth of supply chains for streamlining costs and operations. Until that happens and policies follow suit we will not solve the logistics challenges of this country. The logistics sector is currently under a "Divide and Rule" approach which ultimately may not be the best for our customers."*

**Datuk Paduka Hamie Appala Nakkiah**

*"We've been focusing a lot on cost reduction. But one of the obvious ways to upgrade the industry is digitalization. However, a recent study says that most of the companies that embark on digitalization are large companies. The SMEs are still focused on cost reduction because digitalisation is a high-cost affair to them."*

**Mr Fazil Irwan Som**



## PANELLISTS

- 1 Dato' Azman Shah Mohd Yusof, Chief Executive Officer, Northport (Malaysia) Bhd
- 2 Dato' Paduka Hamie Appala Nakkiah, Group Managing Director, Biforst Berhad
- 3 Mr Mark Jason Thomas, Chief Executive Officer, MAB Kargo Sdn Bhd

## MODERATOR

Mr Fazil Irwan Som, Chief Executive Officer, Penang Halal International (left)



# "INFLATION & THE MALAYSIAN CONSUMER"

In this session, the panellists discussed about inflation and the Malaysian consumer. The moderator, **Dato' Dr Vaseehar Hassan Abdul Razack**, spoke that while inflation is becoming a global issue, we are more fortunate in Malaysia compared to the US and Europe. While **Mr Lee Heng Guie** agreed that government subsidies has kept inflation in Malaysia at manageable levels, he voiced his concerns that the subsidies are unsustainable. Mr Lee shared how the Malaysian government or central bank could formulate policy to mitigate the impact of rising prices. A targeted subsidy should also be considered, where aid is provided for people who are truly deserving of help.

The session continued with **Dr Shahridan Faiez** highlighting the social impact of inflation. He emphasised that different social groups would feel the pain differently, with the impact hardest on the low-income group and unemployed. He suggested that more innovative approaches should be taken to help these communities improve their livelihood. **Mr Firdaos Rosli** shared some statistics on inflation in Malaysia and globally. He pointed out how unemployment rates in Malaysia has fallen, but inflation has risen. The major culprit of the latter, he said, was the rise in the price of crude oil due to the Russian invasion of Ukraine.



Mr Firdaos Rosli explaining Malaysia's inflation rate



## PANELLISTS

- 1 Mr Lee Heng Guie, Executive Director, Socio-Economic Research Centre (SERC)
- 2 Mr Firdaos Rosli, Chief Economist, Bank Islam Malaysia Berhad
- 3 Dr Shahridan Faiez, Advisor on Economic Matters, Consumers' Association of Penang

## MODERATOR

Dato' Dr Vaseehar Hassan Abdul Razack, Associate, The Kets de Vries Institute (2nd from left)



Dato' Dr Vaseehar Hassan & Mr. Lee Heng Guie

The panellists concluded that the government needs to allocate resources more efficiently with targeted subsidies, a proper accountability framework as well as robust delivery system.

*"Hopefully, the new government will have some pragmatic economic policies that will not hurt people while not over-indulging in giving handouts."*

**Dato' Dr Vaseehar Hassan Abdul Razack**

*"We don't want an 'inflation scare', when people expect their earnings to buy less in future because prices are expected to go up. Consumers need to know how to adopt smart spending habits to maintain an acceptable standard of living."*

**Mr Lee Heng Guie**

*"As far as Malaysia is concerned, we have to decide as a nation what sort of economic model is best for us. When it comes to subsidy targeting, the keyword is not 'subsidy', but 'targeting' because there is a tendency for governments to either under- or over-target."*

**Mr Firdaos Rosli**

*"My conclusion (on inflation) is that one, it's about people. Two, we need to recognize that different people are affected differently. Three, we need to pay more attention to the mechanisms (of policy) because very often what is articulated doesn't get translated on the ground."*

**Dr Shahridan Faiez**



Dr Shahridan Faiez sharing the consumers' perspective

# "THE STATE OF MALAYSIAN GOVERNMENT FINANCES & THE IMPACT OF POLICY IMPERATIVES"



Prof Jomo and Mr Nicholas Khaw

*"Many factors beyond our control have a significant impact on our budget, such as US interest rates, the war in Ukraine, drought in China, floods in Pakistan, and so on. These factors can affect food and fuel prices which impact inflation here. As such, we need a more sustainable budget in which we consider the types of revenues and expenditures that we desire. I'm encouraged by some of the policy discussions on fiscal responsibility, subsidies and tax reforms."*

**Mr Nicholas Khaw**

*"Petrol subsidies is the single largest subsidy by far, and it is huge. It varies from day to day, depending on price fluctuations, and continues to be a major problem, given the way prices are going...The Malaysian fiscal system, both on the revenue side and on the expenditure side, has been substandard. It has never really risen to the challenges one would expect from a country that claims it wants to accelerate development on the one hand and also have greater economic equity on the other."*

**Prof Dr Jomo Kwame Sundaram**

CONCURRENT SESSION F

In concurrent Session F: "The State of Malaysian Government Finances and The Impact of Policy Imperatives", the moderator **Datuk Emeritus Prof Dr Norma Mansur** opened the discussion by pointing out that Malaysia's tax revenue as a percentage of GDP remains low compared to selected Organization for Economic Co-operation and Development (OECD) countries such as Australia, Japan, South Korea, and the United Kingdom. While these countries generally show an increasing trend in tax revenue relative to GDP, Malaysia's is declining for both direct and indirect taxes. **Mr Nicholas Khaw** highlighted that Malaysia's revenues have been significantly supported by dividends from Petronas; however, this is unsustainable.

One of the most crucial issues that the government needs to concentrate on is tax reform. According to **Prof Dr Jomo Kwame Sundaram**, there were discussions about a decade ago on the rationalisation of subsidies as Malaysia's narrow tax base combined with a generalised subsidy is unsustainable. The Malaysian fiscal system on the income and expenditure side have been subpar. On the revenue side, the Malaysian tax system has been regressive since the colonial era. Taxes need to be raised, but they must be raised as equitably as possible. This cannot be done overnight but it must be done over the long term.

Panel members emphasised that **the right budget is needed** for Malaysia's finances to sustain long-term economic growth.

*"Throughout the Covid-19 pandemic, Malaysia's tax revenues were adversely affected, dropping from RM264 billion in 2019 to RM225 billion in 2020. Revenues, however, are expected to recover slightly to RM234 billion, mainly due to the one-off prosperity tax and commodity-related taxes, along with Petronas dividends of about RM25 billion."*

**Datuk Emeritus Prof Dr Norma Mansur**



Delegates at the Session



## PANELLISTS

- 1 Prof Dr Jomo Kwame Sundaram. Senior Adviser, Khazanah Research Institute
- 2 Mr Nicholas Khaw. Trustee of Khazanah Research Institute & Head of Research at Khazanah Nasional Berhad

## MODERATOR

Datuk Emeritus Prof Dr Norma Mansur. Director of Social Wellbeing Research Centre, University of Malaya (left)





Tun Dr Mahathir answering questions from the audience

# "WHAT DOES THE FUTURE HOLD FOR MALAYSIA?"

A Former Prime Minister's Perspective

The closing session of PLF's CEO Forums is always the highlight of the event, especially when former Prime Minister of Malaysia, Tun Dr Mahathir Mohamad, is keynote speaker. At the 2022 CEO Forum, Tun Dr Mahathir shared his thoughts on "What Does the Future Hold for Malaysia?" with the 300-strong audience. We present excerpts from his speech as well as the Q and A session.

*"Going forward, there will be more events and occurrences that will not fit into any of our models of predictions and analysis. In short, the uncertainties that we face, whether they are economic or political, are likely to continue."*

*For businesses and even governments, it means longer-term projections and forecasting models may no longer be useful as they will be less accurate. We know from the past that not even the most sophisticated economic modelling could foretell of the Asian Currency Crisis nor the 2008 financial meltdown. Because of our connectedness with each other, the causes and consequences of events have become more complex and more widespread."*

*It is time for us to revise our assumptions and forecasting models because the world is shifting away from the post-World War II, industrial equilibrium. It is moving rapidly towards a new digital-dominated and information-driven equilibrium that requires new approaches."*

*"...In the past, Malaysia has overcome seemingly insurmountable obstacles, right from where we began our journey as a young nation. When the world predicted we would descend into violence and economic disaster, we proved them wrong. We became a modern, industrialised nation, an economic beacon in the region."*

**Just as history gives us great lessons** for the future, so, too, it can **give us faith and hope** that, just like in the past, this nation of ours can overcome the challenges of the present and the future."



The full text of the speech can be accessed at:  
<https://perdanaceoforum.com/media-2022/>



Delegates in the ballroom



(L to R) Tun Dr Siti Hasmah, Dato' Dr Shazalina, and Tan Sri Nik Mohamed



Tan Sri Vincent Tan sharing a light moment with Tun Dr Mahathir Mohamad





Altogether now!

Following his keynote address, Tun Dr Mahathir Mohamad answered various questions from the audience in a session moderated by PLF Executive Director, Tan Sri Nik Mohamed Nik Yaacob.

**Q: What are the industries that Malaysia should embark on, besides agriculture, to become an economic “hotspot” for foreign investors, just like Singapore?**

**Tun Dr Mahathir Mohamad:** Malaysia became industrialised through foreign direct investment because it (then) lacked technology, capital, knowledge about managing large productions and factories, and knowledge of the market. We invited foreigners to come to Malaysia (to invest), and they brought some of their industries into Malaysia. But the time has come when we need to change the way we industrialise the country. If you look at Japan, Korea, and China, they did not just wait for foreign direct investment. They acquired technology and invested in big industries for the world market, and not just their domestic market. There have been instances of this in Malaysia. When we went into plantations, for example, we were the top country in canned pineapple. Later, we dominated the

world in the production of rubber, and subsequently, palm oil. Today, Malaysia is the world’s largest supplier of rubber gloves. We need to identify what else we can produce that is for the world market, not just the local market. We should compete with existing brands, produce for the world market, and become the biggest producers of whatever product that we used to import.

**“A GOOD COUNTRY CAN BECOME BAD WITH A BAD LEADER. A BAD COUNTRY CAN BECOME GOOD WITH A GOOD LEADER.”**

**Tun Dr Mahathir Mohamad**



Tun Dr Mahathir delivering his speech, “What Does the Future Hold for Malaysia?”

**Q: I would like to get some wise advice from Tun on how our Muslim world, especially my country, Bangladesh, can develop.**

**Tun Dr Mahathir Mohamad:** Developing a country is fairly easy, but you need the political will to do it. Sometimes, politicians are more interested in their own positions rather than in their contribution towards the development of the country. There is nothing mysterious about Malaysia’s development; we simply had a government that was dedicated to make Malaysia a fully developed country by 2020. Unfortunately, before that was achieved, the government changed, and the new government was not as interested in achieving the target set by the previous government. We have not become a fully developed nation because the government has not pursued development goals. A good country can become bad with a bad leader. A bad country can become good with a good leader.



# A DEEP DIVE INTO SUBJECT HEADINGS

## Workshop on Library Congress Subject Headings (LCSH)



Facilitator and student

The task of cataloguing books and documents is more technical than it may seem. With a number of standards to comply with, revisions to keep track of, and technical tools to get to know, cataloguers need to upgrade and refine their skills on a regular basis.

To assist librarians, the Perdana Library organised a 3-day workshop on Library of Congress Subject Headings on the 3rd-5th of October 2022. The workshop was conducted by an experienced facilitator, **Puan Hamidah binti A Rahman**, former senior lecturer from UiTM Puncak Perdana, who has many years of cataloguing experience under her belt.



Checking references and examples

The workshop was attended by 43 participants from 20 organisations and covered various learning theories as well as practical exercises. Puan Hamidah made sure participants fully grasped the basics of LCSH, before moving on to the more complex aspects of assigning subject headings. As the workshop was held at PLF itself, there were no problems in sourcing books for the cataloguers' hands-on exercises!

The participants were also treated to a full tour of Perdana Library which included a detour to the Putrajaya Lake lakeside for photos. The three-day workshop ended on a high note with requests for follow-up lessons. If you are a librarian, check out our upcoming Perdana Library workshops.

### 2023 Perdana Library Workshops

1. Knowledge Management Workshop  
27th February - 1st March 2023
2. Dewey Decimal Classification (DDC) Workshop  
6th - 9th March 2023
3. Library of Congress Classification (LCC) Workshop  
12 - 15 June 2023

Visit [www.perdana.org.my](http://www.perdana.org.my) for more info



Members of the Secretariat, Puan Lina and Puan Magdalena



Librarians putting theory into practice





Presentation in progress



Puan Hamidah checking a participant's work



Lakeside group photo



The obligatory selfie!



# SETTING HIGH STANDARDS AND WHY GENDER SHOULD NOT BE AN OBSTACLE

An Excerpt from “A Conversation with Tan Sri Rafidah Aziz”

**T**an Sri Rafidah Aziz was Malaysia's longest-serving Minister of International Trade and Industry, holding the position from 1987 to 2008. As Minister, Tan Sri charted a firm path for Malaysia's growth as a trading nation within the ASEAN region and internationally. Under her leadership, Malaysia successfully negotiated numerous trade deals and carved concessions from multilateral agreements such as the AFTA. PLF was privileged to have had interviews with the former Minister as part of our Oral History series. Our conversations are published in “A Conversation with Tan Sri Rafidah Aziz”. Below, in commemoration of her latest autobiography, we share an excerpt.

## SETTING HIGH STANDARDS

**Q | Do you believe that Malaysia is already a world-class economy?**

**Tan Sri Rafidah Aziz |** I learnt at quite a young age that we must always set higher standards. Our achievements must be benchmarked against the best, so that we can aim higher, and be the best everywhere. It is only when we aim high that we can find out where our shortcomings are, and improve ourselves. Then we can be truly excited about our achievements. I feel that we must never lower our standards. Nowadays, I tell people not to be content with small achievements. We should not be looking at superficial numbers, either, such as rankings, for example. We are the 28th most competitive nation in the world, and



everybody glorifies that. But when I dig further into the rankings, I find that we are lagging behind in many areas. We rank very low in technological

readiness, as well as in other areas that matter most: education and training. We are simply not there yet. We may rank very highly in primary education

and healthcare – congratulations on that – but in terms of higher education and training, we rank very low.

The only saving grace is our private sector, due to competition. Thanks to our private sector, we can somewhat call ourselves technologically sophisticated. But our private sector's technological sophistication is due to business factors, and not due to a culture of innovation. We need to keep this in mind.

Very early on, I learned about standards. We cannot be *jaguh kampung* (village champion) where we are champions only among ourselves, but absolutely nothing when compared to others. We cannot be like that, can we? We are, after all, a part of the global community. We are on the world stage. We should be benchmarked for reference by others. I think that would signify we are respected by other nations.

I remember a visit to a third world country. Their officials were so proud of their best hotel, which was actually a six-storey building. They asked whether we had a multi-storey building in Malaysia, and I said, "Yes, we do. In Penang, the KOMTAR building is 65 storeys high." They were so shocked to hear that. They had been proud of their six-storey building and here in Malaysia, we had a 65-storey building! Their problem was that they did not benchmark themselves against other nations.

In 1970, I joined my late husband in St Louis, USA. It was my first trip to the US. The people over there were very curious about us when they learnt we were from Malaysia. They asked us a bunch of questions like the cars that we drove and so on. I don't blame them because Malaysia back then was not well known. In fact, they didn't even know where Malaysia was on the map. The point is, when we can benchmark ourselves against the US and other developed nations, it shows that we (Malaysians) mean business.

Of course, we have to prove ourselves, and not just talk about it.

This is what drives me in my work: to make Malaysia on par with, or better than, the best nations in the world.

## WOMEN

**Q | Did you face challenges because of your gender, especially as there were so few women at the time, particularly those with an academic background, in politics?**

**Tan Sri Rafidah Aziz** | There is no difference between men and women. What men are capable of doing, women can do the same and more, and vice versa. There are some men who assume that just because they are men, they are good. What's important is not the physical attributes, but what is inside the mind and heart. That is what makes us human. I would rather be judged by my ability and competence, than be judged by how sweet my smile is, by how I look, and of course, by my gender.

If you have good leadership traits, your gender is not a factor. Those who can't recognise leadership traits in women are stupid and blind. As for women, you just have to perform well. There is no glass ceiling, none whatsoever. These are all just psychological barriers, planted in your mind by outdated masculine thinking. The only ceiling is your own mind.

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**"A Conversation with Tan Sri Rafidah Aziz"** can be purchased at the Perdana Leadership Foundation (please contact [library@perdana.org.my](mailto:library@perdana.org.my) / 03-88858961) or from MPH Bookstores nationwide, at the price of RM29.90. The e-book version is available at [www.plfpublications.com](http://www.plfpublications.com) for RM22 (US\$4.99).



## “RAPID-FIRE RAFIDAH: BEING MALAYSIAN FIRST”

**Tan Sri Rafidah Aziz's Autobiography**

### Synopsis:

Sometimes known as “The Iron Lady” for her forthright manner and unflinching stances on matters related to her ministerial portfolio, among others, Tan Sri Rafidah Aziz has more than made her mark on domestic politics and the world stage as Malaysia's longest-serving woman Member of Parliament and longest-serving international trade and industry minister. Now, more than a decade after retiring, she has penned this memoir, in which she reflects on her formative years, her political career and the personalities she met during her years of service, and her life in retirement. Pulling no punches, she also shares her thoughts on politics, the nation, and what Malaysians need to do to move the country forward.

*An excellent and long-awaited memoir by one of Malaysia's longest-serving politicians, “Rapid-Fire Rafidah” is published by MPH Publications and available at MPH Bookstores.*



The Perdana Library is home to more than 12,000 books, and close to 280,000 digital records. We share our curated reads from our collection each year that we believe would be of interest to our readers. Here are a selection of our curated titles.



January

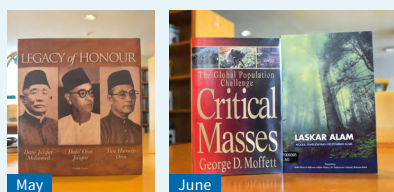
February



March



April



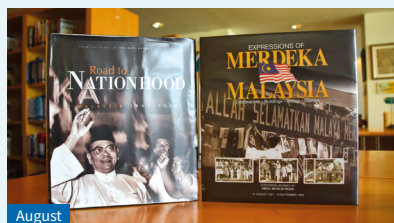
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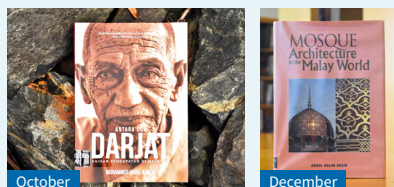


July

September



August



October

December



November

### January | Health

#### Healing Herbs of Malaysia.

By Dr W.E. Wan Hassan

### February | Tunku Abdul Rahman Managing Malaysia, Management Challenges.

Edited by Ng Teh Chuan, Barbara Skadianh-Tey, Seow Mei Ling

#### Tunku: An Odyssey of a Life Well-Lived and Well-Loved.

By Kobkua Suwannathat Pian

### March | Notable Women of Malaysia

#### A Bouquet of Jasmines. Friends and Family Remember Kak Endon.

Coordinated by Yayasan Budi Penyayang Malaysia

#### Jejak Seorang Pemimpin. Sejarah Lisan Tun Dr Siti Hasmah Mohd Ali.

Perdana Leadership Foundation

#### Wanita Utama Nusantara Dalam Lintasan Sejarah.

Editor, Ismail Sofyan, M. Hasan Basry, & T. Ibrahim Alfian

### April | Tun Abdul Razak Dato Hussein

#### Tun Abdul Razak: A Personal Portrait.

Compiled by Yayasan Tun Razak

#### Biografi Tun Abdul Razak, Negarawan dan Patriot.

By Nik Anuar Nik Mahmud, Muhammad Haji Salleh, and Abd Ghapa Harun

### May | Tun Hussein Onn

#### Legacy of Honour.

By Zainah Anwar

### June | The Environment

#### Critical Masses: The Global Population Challenge.

By George D. Moffett

#### Laskar Alam: Modul Pembudayaan Kelestarian Alam.

Edited by Mohd Khairul Ridhwan Addha Akhiar, M Fakhrrurrazi Ahmad, and Rohaiza Rokis

## A SELECTION FROM OUR MONTHLY CURATED READS

### July | Tun Dr Mahathir Mohamad

#### Tun M, Inilah Perjuangan.

Sabaruddin Hussein

#### Salam Buat Mahathir: Himpunan Karya Pelajar dan Pendidik.

Yayasan Pelajaran Johor

#### Jejak Seorang Pemimpin. Sejarah

#### Lisan Tun Dr Mahathir Mohamad.

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### August | Merdeka

#### Road to Nationhood: Malaysia 1941 - 1966.

NSTP Group Publications.

#### Expressions of Merdeka Malaysia.

By Abdul Mutalib Razak.

### September | The Formation of Malaysia

#### Malaysia: A Pictorial History 1400 - 2004.

By Wendy Khadijah Moore

#### Perlembagaan Persekutuan.

#### Perbandingan antara Malaysia dengan Amerika Syarikat

Joseph M. Fernando

### October | Malaysia's Economic Development

#### Penang into the 21st Century.

Asian Strategy & Leadership Institute (ASLI)

#### Malaysian Industrial Policy.

Edited by Jomo K.S.

#### Antara Dua Darjat: Agihan Pendapatan di Malaysia.

By Muhammed Abdul Khalid

### November | Tun Abdullah Ahmad Badawi

#### Being Abdullah Ahmad Badawi:

#### The Authorised Biography.

By Wong Sulong

#### The Survivor Meets the Challenge.

By Chamil Wariya

### December | Malaysiana

#### Mosque Architecture in the Malay World.

Abdul Halim Nasir

#### Karya Agung Hikayat Merong

#### Mahawangsa.

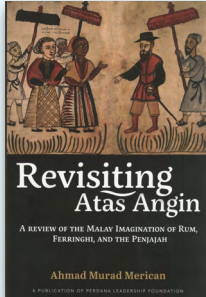
Dikaji oleh Professor Dr Siti Hawa

Haji Salleh

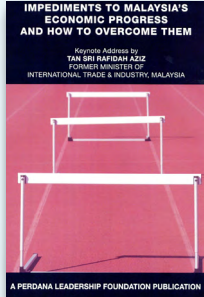
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<https://www.perdana.org.my/perdana-library/recommended-reads/>

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Perdana Leadership Foundation publishes and sells a range of books on leadership, history, and national issues. The books and our exclusive merchandise can be purchased directly from the Foundation by contacting Ms Magdalena Lampas (03-8885 8961/ [magdalena@perdana.org.my](mailto:magdalena@perdana.org.my)) or e-mailing [library@perdana.org.my](mailto:library@perdana.org.my). A selection of the books available are:



**Revisiting Atas Angin:**  
A Review of The Malay Imagination of Rum, Ferringhi, And the Penjajah  
Author: Ahmad Murad Merican  
**RM55.00**

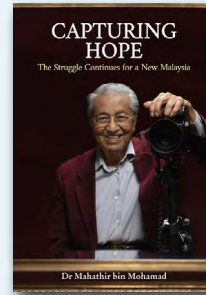


**Perdana Discourse Series 21\***  
"Impediments to Malaysia's Economic Progress and How to Overcome Them"  
Publisher: Perdana Leadership Foundation (PLF)  
**RM20.00**

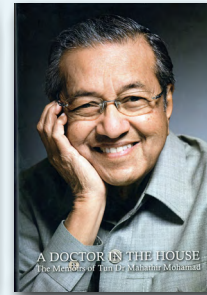


**Title: Perdana Leadership Foundation Oral History Series A Conversation With TAN SRI LEO MOGGIE**  
Publisher: Perdana Leadership Foundation (PLF)  
**RM35.00**

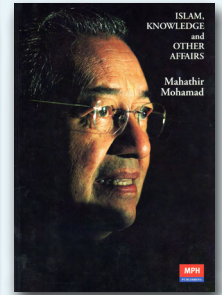
## Books by Tun Dr Mahathir Mohamad:



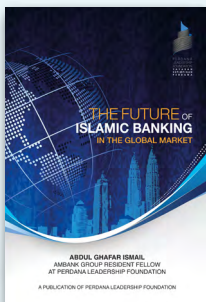
**Capturing Hope: The Struggle Continues for a New Malaysia**  
Normal: **RM80.00**  
Member of Perdana Library: **RM75.00**



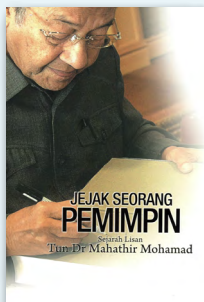
**A Doctor in the House: The Memoirs of Tun Dr Mahathir Mohamad**  
(also available in BM and Mandarin)  
**RM100.00**



**Islam, Knowledge and Other Affairs**  
**RM50.00**



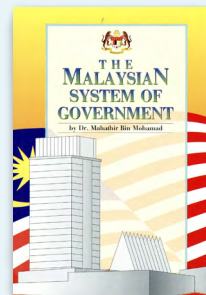
**Title: The Future of Islamic Banking in the Global Market**  
Publisher: Perdana Leadership Foundation (PLF)  
**RM75.00**



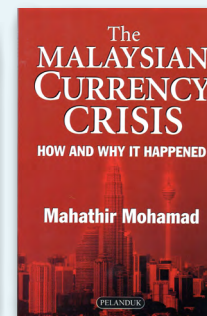
**Jejak Seorang Pemimpin: Sejarah Lisan Tun Dr Mahathir Mohamad**  
Publisher: Perdana Leadership Foundation (PLF)  
**HC: RM50.00**  
**SC: RM20.00**



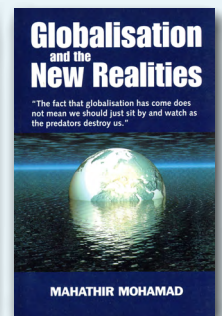
**Jejak Seorang Pemimpin: Sejarah Lisan Tun Dr Siti Hasmah Mohd Ali**  
Publisher: Perdana Leadership Foundation (PLF)  
**HC: RM50.00**  
**SC: RM20.00**



**The Malaysian System of Government**  
**RM10.00**



**The Malaysian Currency Crisis**  
**RM10.00**



**Globalisation & the New Realities (English)**  
**RM50.00**

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**Shirt RM33.00**

<b>Notepad (Big)</b>	<b>RM 8.00</b>
<b>Notebook (Ring) PBK</b>	<b>RM 8.00</b>
<b>(Buy 2 for RM15.00)</b>	
<b>Cardholder</b>	<b>RM15.00</b>
<b>Pendrive 64GB</b>	<b>RM30.00</b>
<b>PLF Thermos Mug</b>	<b>RM27.00</b>
<b>Umbrella</b>	<b>RM27.00</b>





# PERDANA LEADERSHIP FOUNDATION

[www.perdana.org.my](http://www.perdana.org.my)

Perdana Leadership Foundation was established in 2003 with the aim of preserving, researching, and disseminating materials on, and by, Malaysia's past Prime Ministers. Premised on the belief that past leadership can yield valuable insights for present and future development, the Foundation's objective is to increase awareness and appreciation of Malaysia's history and leadership legacy.

The Foundation's physical home in Precinct 8, Putrajaya, was completed in October 2003. The stately building now houses the Perdana Library, an auditorium as well as a multi-purpose hall in addition to the office of the Foundation's Honorary President who is the country's fourth and seventh Prime Minister, YABhg Tun Dr Mahathir Mohamad.

The Foundation operates a physical and electronic library, the Perdana Library, which provides access to information on Malaysia's past prime ministers. The library collects, organises, and preserves materials by and about Malaysia's national leaders and events connected to them, with particular emphasis on the policies, strategies, and initiatives they adopted. The Library contains almost 12,000 physical

titles and more than 150,000 digital documents, comprising speeches, policy papers, and articles.

The Foundation's objectives are:

- To research, document, disseminate and publicise the intellectual legacies of Malaysia's past Prime Ministers.
- To create awareness of the development process of the nation and draw lessons from the nation's history to enhance future development.
- To illuminate the contributions of Malaysia's past Prime Ministers in the social, economic, and political development of the nation.
- To be a resource centre of policies, strategies, and initiatives that were adopted under Malaysia's various Prime Ministers which may be used and adapted as models for the development of other nations.

The Foundation also has a broader objective which is to promote global understanding by providing a channel for scholars and thinkers to undertake research and idea-sharing for lasting, peaceful resolutions.





## UPCOMING EVENTS



### PLF WORKSHOP ON EFFECTIVE KNOWLEDGE MANAGEMENT FOR ORGANISATIONS

Date: 27th February - 1st March 2023  
Venue: Perdana Leadership Foundation



### PLF WORKSHOP ON DEWEY DECIMAL CLASSIFICATION (DDC 23) SCHEME FOR LIBRARIES AND INFORMATION CENTRES

Date: 6th March - 9th March 2023  
Venue: Perdana Leadership Foundation



### PLF SME LEADERS PROGRAMME

Date: 25th May 2023  
Venue: Perdana Leadership Foundation



### PLF LIBRARY OF CONGRESS CLASSIFICATION (LCC) WORKSHOP

Date: 12th June - 15th June 2023  
Venue: Perdana Leadership Foundation



### PLF CEO FORUM 2023

Date: 24th August 2023  
Venue: To be confirmed



### PERDANA DISCOURSE SERIES 23

Date: 19th October 2023  
Venue: Perdana Leadership Foundation

We post information on upcoming events on our **Facebook** page and **Instagram**, so be sure to like our page and follow us!

*All events are subject to confirmation.*

## BECOME OUR MEMBER



Membership to the Perdana Library is free\*\* and members gain the following benefits: use of our Library facilities, including Wi-Fi, during

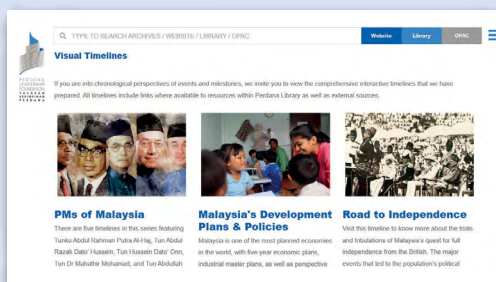
opening hours\*; E-mail requests for specialised searches; early invitations and discounts to selected public events. Visit **[www.perdana.org.my](http://www.perdana.org.my)** or scan the QR code to become a member.

\*Subject to Perdana Library being open to members of the public

\*\*Malaysians can become a member with book borrowing rights at only RM10 per year.

## OUR RICH ONLINE RESOURCE

There are plenty of resources on Malaysia's Prime Ministers on **our website**, including an **interactive visual timeline, infographics, and podcasts**. Our **Library's OPAC** is also available for you to search our vast repository, all for free. Visit **[www.perdana.org.my](http://www.perdana.org.my)**



## PLF @COMMUNITY

PLF was at Hari Terbuka Pusat Pembelajaran Kejuranan, Precinct 11, Putrajaya from 10th to 11th December 2022 where visitors could buy books, our exclusive merchandise, and sign up as members. Watch our FB page for our upcoming booths.



## VENUE RENTAL

Looking for space to cater your events in Putrajaya? With our quiet and private location, we offer affordable hall rentals for business occasions such as meetings, workshops, lectures, and seminars. Contact Puan Shahafiqah at **[afiqah@perdana.org.my](mailto:afiqah@perdana.org.my)** or email **[plfcomms@perdana.org.my](mailto:plfcomms@perdana.org.my)** / call 03-88858952 for more information.



### MULTIPURPOSE HALL

Our hall can seat up to 50 pax



### BANQUET HALL

Our cozy banquet hall can seat up to 150 pax



### AUDITORIUM

Our well-appointed auditorium can fit up to 150 pax