



**TABUNG HAJI**  
حي على الفلاح

# **TH INTEGRITY PLAN**

2023 - 2027



## CHAIRMAN'S FOREWORD

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Assalamualaikum warahmatullahi wabarakatuh

Alhamdulillah, the highest of praises be to Allah Subhanahu Wa Taa'la on the latest achievement of Lembaga Tabung Haji (**TH**) in publishing the **TH** Integrity Plan 2023-2027, an updated version developed to consider our current needs.

Integrity is a crucial component for an institution to build well-rounded and strong characters among its employees. As a Government-Linked Investment Company (GLIC), **TH** consistently strives to provide value to all stakeholders, internal and external, throughout its six decades of operations.

Nonetheless, continuous excellence is not just about having the best work processes and technology. It is also heavily dependent on the ethics and behaviour displayed by employees while carrying out their daily tasks. Therefore, internalising good values and integrity in our work culture is imperative in creating a conducive and corruption-free working environment.

As an Islamic institution that manages the savings of Malaysian Muslims, each and every one of **TH**'s employees carry an enormous responsibility, in which they have to consider the welfare of our depositors and be aligned with provisions of the **TH** Act in every thing that they do.

Congratulations on the publication of the **TH** Integrity Plan which will serve as the compass for every employee in their work and also becomes part of our effort to strengthen our institution's reputation.

It will also serve as the foundation for policies, procedures and guidelines at **TH**, governing the professional business relationship between employees and external stakeholders.

It is hoped that all **TH** employees at every level are able to understand, appreciate and comply with the Integrity Plan and make it their daily guide.

The Prophet SAW said, "All of you are guardians and are responsible for his subjects."

As Muslims, we will have to answer for our responsibilities on Judgement Day and therefore, it is imperative for us to carry out our duties well.

Our collective effort to fulfill this commitment will become our strength and major advantage for **TH** to achieve further success in managing the hajj journey of Malaysian Muslims, Insya-Allah.

Thank you.

TAN SRI AZMAN HJ MOKHTAR  
Chairman

## **INTEGRITY COMMITMENT STATEMENT TH GROUP MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Assalamualaikum warahmatullahi wabarakatuh

Alhamdulillah, all praise to Allah Subhanahu Wa Taa'la for His Blessings and assisting us in publishing the **TH** Integrity Plan 2023-2027. Congratulations to the Integrity Division and everyone involved in the creation of this updated plan.

This latest edition is important in making sure the guidelines created for **TH** employees are always relevant and in line with the integrity issues of today. Integrity is the pillar in the governance and administration of an institution. In the context of **TH**, a work culture with integrity must always be nurtured and preserved in alignment with the laws of Islam. This can be achieved through good governance with solid work procedures and policies that close the gap and removes any potential for misconduct, corruption and abuse of power.

With this plan, **TH** will be able to structurally and systematically conduct activities and initiatives of education, prevention, improvement, recognition as well as take punitive action. By implementing these initiatives, we hope that our stakeholders, especially our employees and our depositors in general, will be able to cultivate positive behavior with strong ethical values in all their affairs in the future.

The contents of this Integrity Plan were developed to support a professional and competitive service delivery system. Therefore, we hope that it will be the main guide for **TH** employees in achieving a higher level of excellence in the future.

We believe that with the strong support from all employees, a culture of integrity and professionalism can be applied in our daily work to ensure the sustainability of **TH**, Insya-Allah.

Thank you.

SYED HAMADAH BIN SYED OTHMAN

Group Managing Director & Chief Executive Officer

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# BACKGROUND

## TH INTEGRITY PLAN 2013–2018

**TH** Integrity Plan 2013–2018 was the predecessor to the current **TH** Integrity Blueprint 2023-2027. It was developed based on the 2004 National Integrity Plan, and launched on 23 April 2024. It outlines core strategies realised through programmes designed to encourage a culture of morality, ethics and integrity among stakeholders and customers.

**TH** has managed to achieve its targets and implemented the initiatives that have been placed in **TH** Integrity Plan and continuously improves its corporate governance structure according to the current national initiatives and other good governance practices.

The strategy for each approach is stated in the table below:

Approach	Strategy
Education	<ul style="list-style-type: none"> <li>■ Improve integrity and transparency to form a culture of integrity at <b>TH</b>;</li> <li>■ Reduce corruption, embezzlement and abuse of power; and</li> <li>■ Cultivate awareness about the policy and <b>TH</b> rules and regulations.</li> </ul>
Prevention	<ul style="list-style-type: none"> <li>■ Improve the effectiveness and governance in the delivery system;</li> <li>■ Prevent conflict of interest in business management;</li> <li>■ Effective monitoring and report system;</li> <li>■ Support the principle of Integrity Pledge; and</li> <li>■ Compliance with local and international laws and regulations.</li> </ul>
Improvement	<ul style="list-style-type: none"> <li>■ Ensure sustainability in business and hajj management;</li> <li>■ Increase transparency and accountability of <b>TH</b> staff;</li> <li>■ Minimize financial, operations and reputation risk through improvement in systems and procedures; and</li> <li>■ Evaluate the level of integrity in adhering to <b>TH</b>'s core values.</li> </ul>
Recognition & Punitive	<ul style="list-style-type: none"> <li>■ Implement a system that acts as an early warning to provide quick response and detect violations;</li> <li>■ Monitor any violations of integrity, and take necessary preventive and punitive measures;</li> <li>■ Provide recognition to <b>TH</b> employees with integrity; and</li> <li>■ Reward reporting about corruption, abuse of power and other violations relating to integrity.</li> </ul>

## NATIONAL ANTI-CORRUPTION PLAN 2019-2023



The National Anti-Corruption Plan (NACP) 2019-2023 was launched on 29 January 2019 to replace its predecessor that is the 2004 National Integrity Plan.

NACP adopted holistic improvement of Malaysia's initiatives towards a vision of a nation with integrity and free from corruption.

The plan was developed based on practical initiatives for every government and private agency to combat issues of corruption, integrity and governance within the next five (5) years.

The NACP was implemented based on 22 strategies that prioritised six major sectors. The development of the Organisational Anti-corruption Plan (OACP) is one of the NACP mandatory initiatives which served as the catalyst in engaging the organisation's stakeholders to build a reformed and stronger governance ecosystem.

## TH CORPORATE INTEGRITY PLEDGE

**TH** Corporate Integrity Pledge was first signed on April 13, 2012, as **TH**'s commitment to upholding the Principles of Anti-Corruption. It was then on 30 May 2017, **TH** Corruption-Free Pledge ("Ikrar Bebas Rasuah") was signed by **TH**'s executives and management to signify the commitment towards upholding the integrity and having a bribe-free business environment.

**TH** hereby pledges that it shall:



**TH** shall strive to create a Malaysian business environment that is free from corruption through the following actions:

<b>01</b> Promoting the values of transparency, integrity and good corporate governance	<ul style="list-style-type: none"> <li>■ To prohibit bribery and corruption in any form, whether direct or indirect, in the business place and in all business relationships, including with suppliers, contractors, customers and other third parties;</li> <li>■ To ensure full compliance with codes of ethics at all times;</li> <li>■ To create a positive culture that upholds integrity in order to create a conducive business environment;</li> <li>■ To recognize and reward those with high integrity and ethics; and</li> <li>■ To enhance a secure and accessible channel through which employees and others may report violations in confidence and without risk of reprisal.</li> </ul>
<b>02</b> Strengthening internal systems that support the corruption prevention	<ul style="list-style-type: none"> <li>■ To develop an anti-corruption programme that articulates values, policies and procedures to be used in preventing corruption from occurring in all business activities;</li> <li>■ To improve existing systems and procedures to prevent any corrupt practices;</li> <li>■ To include corruption prevention, ethics and integrity as areas for training and development for management, employees; and</li> <li>■ To have regular internal audits to prevent misuse of funds and assets.</li> </ul>
<b>03</b> Compliance with legislative and regulation related to the fight against corruption	<ul style="list-style-type: none"> <li>■ Ensure that all legislative, policies and procedures relating to fighting corruption are strictly complied with; and</li> <li>■ To ensure that the good governance is practised, due diligent exercise is adopted, and business is conducted with transparency and accountability to avoid conflicts of interest, abuses of power and misconduct.</li> </ul>
<b>04</b> Eradicate any form of corrupt practice	<ul style="list-style-type: none"> <li>■ Zero tolerance against any employee, or any other person involved in corruption in relation to the business, regardless of position and status; and</li> <li>■ Report any corrupt practice that occurs in the business venue to the appropriate authority.</li> </ul>
<b>05</b> Support corruption prevention initiatives by the Malaysian Government and Malaysian Anti-Corruption Commission (MACC)	<ul style="list-style-type: none"> <li>■ To support anti-corruption campaigns by the Government and MACC;</li> <li>■ To provide full cooperation to the Authority, Regulatory agencies and the MACC, in relation to the prevention and enforcement of laws against corruption;</li> <li>■ To organise continuous anti-corruption programs through the establishment of a Special Committee or the Department of Compliance and Integrity;</li> <li>■ To establish a mutual bond with the Authority and the MACC; and</li> <li>■ To provide current information and conduct continuous training modules on corruption prevention, ethics and integrity.</li> </ul>

# TH INTEGRITY PLAN 2023-2027

**TH** Integrity Plan 2023-2027 was developed as **TH**'s Organisational Anti-Corruption Plan (OACP), in response to the NACP recommendations and **TH**'s commitments towards the vision to be a respected Islamic institution based on its performance and governance.

**TH** Integrity Plan 2023-2027 is a 5-year strategic plan with the objective to curb weaknesses and strengthen **TH**'s governance, integrity and anti-corruption controls. The establishment of **TH** Integrity Plan complies with the ISO37001:2016 Anti-Bribery Management Systems (ABMS) requirements which are able to help **TH** to analyse, identify, plan, implement, and monitor actions to address anti-corruption issues and problems in the organisation in a comprehensive, holistic and systematic manner. This Integrity Plan describes the initiatives and actions that have been put in place to mitigate corruption risks by charting strategies to effectively prevent, detect and respond to them.

## TH INTEGRITY PLAN OBJECTIVES



### MISSION

- **TH:** An Islamic Institution Respected for its Performance and Governance.



### OBJECTIVES

- Upholds integrity and good governance in all aspects of business transactions with an emphasis on compliance with all applicable laws;
- Institutionalise a culture of ethical business practices and transparent business environment through effective internal controls, awareness and educational programmes; and
- Inculcate strong corporate governance whilst upholding Islamic principles.



### PRIORITIES

- Compliance with regulation, legislative, policy and ISO 37001 Anti-Bribery Management System (ABMS) requirement;
- Internalisation of Shariah and Integrity Culture;
- Transparent and trustworthy decision-making; and
- Effective anti-corruption initiatives.



### TARGETS

- Comprehensive reporting to the authority *Suruhanjaya Pencegahan Rasuah Malaysia*, as well as Audit and Governance Committee/ Board of Directors (Governing Body in **TH**);
- The establishment and monitoring of the implementation of **TH** Shariah Governance Framework by 2023;
- Reduction of Audit findings on Governance Issues and Potential Corruption Risk;
- Faster turnaround time to conclude a case; and
- Reduction of disciplinary cases.



### APPROACHES

- Policy and Governance;
- Values and Ethics;
- Moral and Culture.




# TH INTEGRITY PLAN FRAMEWORK

## 5 MAQASID SHARIAH PRINCIPLES

### MISSION

An Islamic Institution Respected for Its Performance and Governance.

### OBJECTIVES

-  i) Upholds integrity and good governance in all aspects of business transactions and activities independently, through the prevention of corruption, fraud, and malpractices;
-  ii) Institutionalise a culture of ethical business practices and a transparent business environment through effective internal controls, awareness and educational programmes; and
-  iii) Inculcate strong corporate governance whilst upholding Islamic principles.

### TH STEWARDSHIP FRAMEWORK

TH ANTI-BRIBERY MANAGEMENT SYSTEMS (ABMS)			
FOCUS AREA			
Compliance with regulation, legislative, policy and ISO 37001 ABMS requirements.	Internalisation of Shariah and Integrity Culture.	Transparent and trustworthy decision-making.	Effective anti-corruption initiatives.



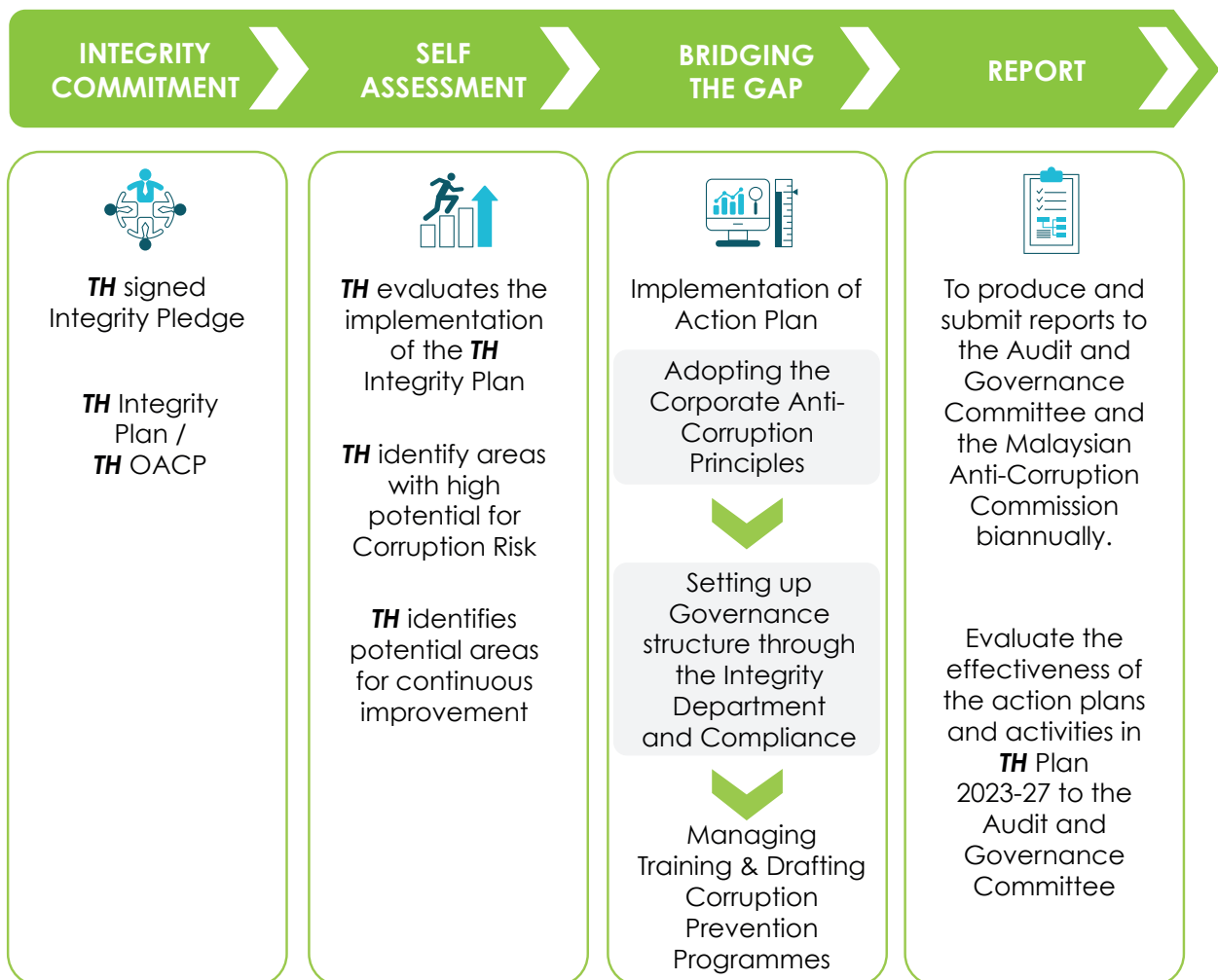
STRATEGIES		
<ul style="list-style-type: none"><li>Greater transparency over who owns and controls corporate entities.</li><li>Greater corporate entities' resilience against the threat of corruption.</li><li>Enhance the level of efficiency by eliminating opportunities for corruption, malpractice, abuse of power and weaknesses in governance.</li><li>Strengthen <b>TH</b> governance structure.</li><li>Implement standard operating procedures and due diligence processes in making investment sale/purchase decisions to comply with policies and regulations in force.</li></ul>	<ul style="list-style-type: none"><li>Ensure sustainability in business and the leadership of Hajj management.</li><li>Enhance competency, cultivate Nilai Etika Kerja <b>TH</b> (NEK<b>TH</b>) and produce Professional Mukmin.</li><li>Enhance commitment of Nilai Etika Kerja <b>TH</b> (NEK<b>TH</b>) among <b>TH</b> Board of Directors and Management.</li><li>Institutionalise Nilai Etika Kerja <b>TH</b> (NEK<b>TH</b>).</li></ul>	<ul style="list-style-type: none"><li>Shaping <b>TH</b>'s culture of integrity through communication and integrity education plans.</li><li>Comprehensive Islamic corporate culture practices (Maqasid Shariah).</li><li>Impose punitive action on violations of the code of conduct.</li></ul>

IMPLEMENTATION	
<b>POLICY, LEGISLATIVE AND REGULATIONS</b> All <b>TH</b> policies are currently enforced.	<b>SYSTEMS AND PROCESSES IN PLACE</b> All <b>TH</b> SOPs are currently enforced.

## TH INTEGRITY PLAN 2023-2027 STRATEGIES

This plan has established three (3) approaches that are the core of the fight against corruption. Strategies for each approach have been identified by the **TH** Integrity Driving Team (ISLAH) and the **TH** Integrity Policy Paper Development Workshop.

## TH INTEGRITY COMMITMENT STRATEGY



### THIS PLAN APPLIES TO

- **TH** employees and subsidiaries.
- Any company or individual dealing with **TH**-related to services and supplies.
- Any individual or parties who receive salary/allowance paid by **TH** for any activity.

Strategies for each approach are set out in the table below:

## APPROACHES

### 1) Policy And Governance

No.	Strategy	Initiative/Activity	Duration	Responsibility
1	Greater transparency over who owns and controls corporate entities.	To introduce integrity vetting requirements as a selection criterion for a top management position in Statutory Bodies.	2023-2025	Chief Human Capital Officer
		To impose a conditional approach on the purpose and utilisation of funds on all investment proposals.	2023-2025	Executive Director Investment
		To impose a full disclosure of the Statutory Bodies, State Owned Enterprises (SOEs), and Government Established Company Limited by Guarantee (CLBG) on: i) Direct and indirect shareholdings of Senior Management; ii) Directors and key management personnel's directorship positions in other public companies (listed or otherwise); iii) Remuneration of individual directors on a detailed basis; iv) Remuneration of senior management on a band basis number of individuals earning remuneration within that band.	2023-2025	Secretary to Lembaga
		Monitoring the Nominee Directors Framework implementation and practices.	2023-2027	General Manager Strategic Investment & CEO <b>TH</b> Subsidiaries
		Proposal changes on the constitution to include shareholder reserve matters.	2023-2027	General Manager Strategic Investment
		Organised comprehensive Directors' Training for Independent & Non-Independent Directors including Nominees Directors.	2023-2027	General Manager Strategic Investment
2	Greater corporate entities' resilience against the threat of corruption.	Active engagement with enforcement agencies, regulatory and GIACC.	2023-2027	Chief Internal Audit & Integrity Officer
		i) Expand the participation of Certified Integrity Officers (CeIO) to <b>TH</b> and Subsidiaries; ii) Schedule a meeting with the respective <b>TH</b> Subsidiaries Chief Integrity Officer.	2023-2027	Chief Internal Audit & Integrity Officer
		Enhancement and revision of the Integrity Pact for procurement.	2023	Chief Internal Audit & Integrity Officer



Bil.	Strategi	Inisiatif/ Aktiviti	Tempoh	Tanggungjawab
		Disclosure of <b>TH</b> Financial Statements, including Consolidated Financial Statements of <b>TH</b> group of companies, is true and fair.	2023-2027	Group Chief Financial Officer
		Enforcement of <b>TH</b> Corporate Social Responsibility (CSR) Policy. To monitor the implementation of the <b>TH</b> CSR Policy amended (Contribution Guidelines).	2023-2027	General Manager Corporate Communication
3	Enhance the level of efficiency by eliminating opportunities for corruption, malpractice, abuse of power and weaknesses in governance.	i) Compliance with ISO 37001:2016 Anti-Bribery Management Systems (ABMS) and <b>TH</b> Anti Bribery Policies; ii) Compliance of <b>TH</b> subsidiaries with Sec 17A MACC Act 2019 requirements; iii) Re-certification of ISO 37001: 2016 ABMS.	2023-2025	Chief Internal Audit & Integrity Officer
		An enhanced platform for the declaration of gifts, assets, conflicts of interest and related party transactions.	2023-2025	Chief Internal Audit & Integrity Officer
		Continuous training to comply with policies and procedures.	2023-2025	Chief Human Capital Officer and Chief Internal Audit and Integrity Officer
		The role and accountability of the Committee to ensure a minimum level of quality and due diligence: fit & proper Committee assessment.	2023-2027	Secretary to Lembaga
		Enhancement of Whistleblowing Policy and e-Whistleblowing System.	2023-2024	Chief Internal Audit and Integrity Officer
		Deploy Artificial Intelligence in AML/CFT system.	2023	Chief Risk and Compliance Officer
4	Strengthen <b>TH</b> governance structure.	Ensure the departmental Internal Controls Framework is adopted in systems and procedures.	2023-2027	Chief Internal Audit and Integrity Officer
		Review the risk management and compliance framework to ensure it aligns with the Risk Control Self-Assessment (RCSA).	2023	Chief Risk and Compliance Officer
		Reporting risk-based auditing rating to MAGC/AGC upon submission.	2023-2027	Chief Internal Audit and Integrity Officer
		i) Establishment of <b>TH</b> Shariah Governance Framework (superseding "Dasar Amalan Tadbir Urus Syariah"); ii) Develop <b>TH</b> Subsidiaries Shariah Oversight Framework.	2023	General Manager Shariah Division
		Enforce <b>TH</b> 's Code of Business Ethics.	2023-2027	Chief Internal Audit and Integrity Officer

No.	Strategy	Initiative/Activity	Duration	Responsibility
		Conduct "Peraturan Tata tertib <b>TH</b> 2010" awareness programmes.	2023-2027	Chief Human Capital Officer
		Automation/Enhancement of service to depositor's accordance with enforced laws and regulations.	2023-2025	Executive Director Operations and Division Head in Operations Department
		Manage Fund and Asset Administration in accordance with enforced laws and regulations.	2023-2025	Executive Director Investment
		Manage Hajj Pilgrimage transparently as per Hajj Blueprint Initiative 2021-2025.	2023-2025	Executive Director Hajj
		Maintain Board Charter in accordance with the best governance practices- Section 11, Act 535.	2023	Secretary to Lembaga
		Exercise the Delegation of Authority in accordance with <i>Polisi Kuasa Tabung Haji (PKTH)</i> .	2023-2027	General Manager Corporate and Strategic Planning
		Exercise proper Governance Structure Composition Guidelines of Committee appointment/ <i>PKTH</i> /Limit of authority subject to BOD approval.	2023-2027	Secretary to Lembaga
		Proposal to adopt most of the Malaysian Code for the Institutional Investors (MCII) in <b>TH</b> i) Institutional investors should disclose the policies on their stewardship responsibilities; ii) Institutional investors should monitor their investees' companies; iii) Institutional investors should engage with investee companies as appropriate; iv) Institutional investors should adopt a robust policy on managing conflicts of interest which should be publicly disclosed; v) Institutional investors should incorporate governance and sustainability considerations into the investment decision-making process; vi) Institutional investors should publish a voting policy.	2023	Executive Director Investment and <b>TH</b> CEO Subsidiaries
		Oversee implementation of Governance Framework and self assessment by implementing HIJRAH24 initiatives: i) Establish Forward <b>TH</b> Operating Model; ii) Refinement of <b>TH</b> Act 1995; iii) <b>TH</b> Governance Structure – Stewardship.	2023-2024	General Manager Corporate and Strategic Planning
		Institutionalise Board and Management Retreat to ensure continuous active engagement with/between stakeholders.	2023-2027	General Manager Corporate and Strategic Planning

No.	Strategy	Initiative/Activity	Duration	Responsibility
		Review of <b>TH</b> Act.	2023-2024	Head of Legal and Secretarial
		The digitalisation of IT services to improve overall efficiency and accountability as per stakeholder expectations.	2023-2026	Chief Technology Officer; Head Governance & Planning; Head Operation & Support; Head IT Technical Solution; Head IT Application
5	Implement SOP and due diligence process in making investment decisions.	Post-approval investment review.	2023-2025	Executive Director Investment
		Developing cut loss/exit strategy to enhance fund administration.	2023-2025	Executive Director Investment
		Improve investment SOP guided by ISO standards.	2023-2025	Executive Director Investment

## 2) Value And Ethics

No.	Strategy	Initiative/Activity	Duration	Responsibility
1	Ensure sustainability in business and leadership of Hajj management.	Structured appointment of Director to ensure competency and independence. Composition Guidelines of Committee appointment. The onboarding process for newly appointed BOD.	2023-2027	Secretary of Lembaga
		Establish a detailed and dynamic communication plan for managing stakeholders' expectations and shareholders' engagement.	2023-2027	General Manager Corporate Communication
		Effective networking with the Government, Politicians and the community (Stakeholder management corporate, JAKIM agency and media).	2023-2027	General Manager Corporate Communication
2	Enhance competency, cultivate Nilai Etika Kerja <b>TH</b> (NEK <b>TH</b> ) and to produce Professional Mukmin.	Comprehensive <b>TH</b> Al-Falah Leadership Programme.	2023-2027	Chief Human Capital Officer
		Culturing NEK <b>TH</b> effectively.	2023-2027	Chief Human Capital Officer
		Comprehensive <b>TH</b> Training Framework (TNI/TNA) i) <b>TH</b> Career Path Policy & Framework. ii) <b>TH</b> Succession Planning Framework.	2023-2025	Chief Human Capital Officer
3	Enhance commitment of Nilai Etika Kerja <b>TH</b> (NEK <b>TH</b> ) among <b>TH</b> Board of Directors and Management.	Regular NEK <b>TH</b> programmes involving management to ensure NEK <b>TH</b> deliver effectively in a working environment.	2023-2025	Chief Human Capital Officer
4	Institutionalise Nilai Etika Kerja <b>TH</b> (NEK <b>TH</b> ).	Empowering governance in achieving excellent performance: i) Revise departments' & divisions' Standards Operating Procedures. ii) To ensure all Head Of Departments register <b>TH</b> Policy, legislative and regulations in "Portal Repositori Dokumen Korporat <b>TH</b> ".	2023-2027	Head of Departments
		Strengthening the foundation of NEK <b>TH</b> to <b>TH</b> employees.	2023-2027	Chief Human Capital Officer
		Review the <b>TH</b> Code of Ethics.	2023-2027	Chief Internal Audit and Integrity Officer

### 3) Moral And Culture

No.	Strategy	Initiative/Activity	Duration	Responsibility
1	Shaping <b>TH</b> 's culture of integrity through communication and integrity education plans.	Education and communication on Integrity Plan on an annual basis through:	2023-2026	Chief Internal Audit and Integrity Officer
		i) Integrity communication channel; ii) Integrity education and management programme to all <b>TH</b> 's members, BOD and Stakeholders.		
		Talent Management Plan - 20% of the Department Management is certified and competent in their profession.	2023-2027	Chief Human Capital Officer
		Structure governance framework through:	2023-2027	Chief Internal Audit and Integrity Officer
		i) Continuous improvement in the system and procedures; ii) Establish and implement internal control/ Stewardship within the organisation.		
2	Comprehensive Islamic corporate culture practices (Maqasid Shariah)	iii) Establish SMART Corporate KPI; iv) Track and monitor the achievement/progress of corporate & departmental/divisional KPIs.	2023-2027	Chief Human Capital Officer
		Establish <i>Mukmin</i> ibadah daily checklist for all <b>TH</b> employees and to measure their performance.	2023-2025	Chief Human Capital Officer
		Implementation of <i>Dasar Amalan Tadbir Urus Syariah TH</i> (Maqasid Shariah).	2023-2025	General Manager Syariah
		<b>TH</b> Wide Shariah Awareness Programme.	2023 - 2025	General Manager Syariah
3	Award recognition of integrity and impose punitive action for violations of the code of conduct.	i) Conduct disciplinary proceedings for violations of the law and policy; ii) Periodic reporting to Audit and Governance Committee on disciplinary status.	2022-2027	Chief Human Capital Officer and Chief Internal Audit and Integrity Officer
		Leadership Development Programme	2021-2027	Chief Human Capital Officer

# KEY PERFORMANCE INDICATORS

## TH INTEGRITY PLAN

### (2023-2027)

#### TARGET IMPLEMENTATION

<b>TH Integrity Plan Implementation Target</b>	<b>TH</b> Integrity Plan should have targets to achieve to ensure that the plan is consistent with <b>TH's</b> Vision and Mission. Therefore, the short-term target of <b>TH</b> Integrity Plan is for a duration of five years (2023-2027).
	Short-term targets need to be reviewed by the end of 2023 to ensure that approaches and strategies are applicable and appropriate.

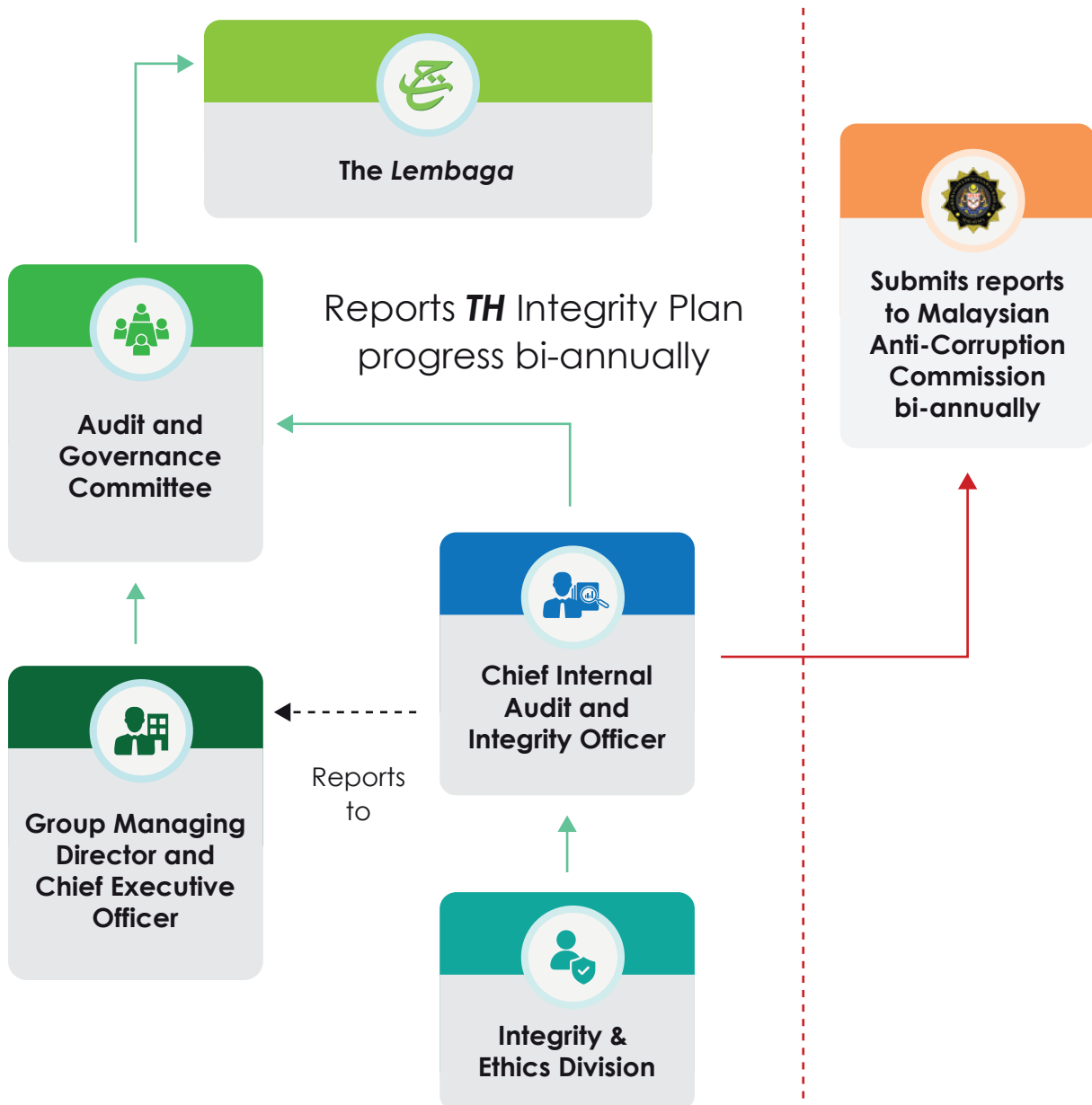
#### EFFECTIVENESS EVALUATION

Effectiveness evaluation is the method of assessing the achievements of **TH** Integrity Plan objectives. The effectiveness assessment is derived from the following elements:

NO.	GOAL	OUTCOME	TARGET
1	Compliance with OACP and ISO 37001 ABMS requirements.	Compliance with regulations, legislative, policies and ISO 37001 ABMS requirement.	Comprehensive reporting to the authority (SPRM) and Risk, Audit and Governance Committee/ Board of Directors (Governing Body in <b>TH</b> ).
2	Fair and Integrity Culture.	Internalisation of Shariah and Integrity Culture.	The establishment and monitoring of the implementation of the <b>TH</b> Shariah Framework by 2023.
3	Transparent, Trustworthy Decision Making.	Internal Audit obtains statistical reports annually.	Reduction of Audit findings on the Governance Issues and Potential Corruption Risk.
4	Effective anticorruption initiatives.	Whistleblowing statistical report.	Faster turnaround time to conclude a case.
		Disciplinary statistical cases.	Reduction of disciplinary cases.

## IMPLEMENTATION, MONITORING AND EVALUATION

Integrity & Ethics Division to oversee the implementation, monitoring and evaluation of **TH** Integrity Plan.



- Monitor and evaluate for continuous improvement.

- All Departments involved in the implementation of **TH** Integrity Plan.

- Reports progress on a bi-annual basis.

**Internal Reporting**

**External Reporting**

## TH CORE VALUES

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- Committed to achieving **TH**'s vision and beneficial contribution towards industry and community.
- Undivided loyalty to **TH**.
- Dedicate to accomplish more than expected.
- Proactive, opportunity-driven and obligated without hesitation.
- Perform duties prudently and diligently.



- Taqwa, work as a form of ibadah and dedicatedly abandon what Allah prohibits.
- Accountable for any work of conduct, non-conflict of interest resolution.
- Execute tasks accurately with great determination and punctuality.
- Consideration based on implemented skills, knowledge and experience.
- Constantly improve skill and knowledge.



- Unite and collaborate to achieve one goal, and respect each other by practising *shura*, trust and cooperation.
- Establish, commit, be thoughtful and maintain **TH** sense of belonging.



- Constantly accommodate any changing circumstances.
- Intensify knowledge to obtain innovative solutions.



## TH CODE OF ETHICS



# CLOSING

**TH** Integrity Plan 2023-2027 was a reassessment of **TH** Integrity Plan initiatives, which was geared towards improving governance and elevating the corruption management for all **TH** stakeholders. The analysis of **TH** integrity systems had showed that **TH** have many strengths, but also weaknesses which need improvements. Hence, continuous adoption and monitoring of the ISO 37001:2016 Anti-Bribery Management Systems (ABMS) which is the backbone of **TH** Integrity Plan 2023-2027 would provide support and a positive perception of the organisation.

**TH** Integrity Plan will act as an enabler in strengthening and upholding the principal element of personal integrity for each **TH** employee through the deliver of comprehensive engagement. The key factors in the strategy implementation are leadership commitment, resilient policies, effective communication, as well as adequate and competent resources.

To instil the culture and structure of integrity in **TH**, the leaders in the organisation will need to adhere to the value of tolerance, integrity, honesty, proficiency, independence and mutual respect. The tone from the top and “leading by example” by **TH** Management will inspire a tremendous impact in empowering **TH** employees in inculcating the culture of integrity through profound influence and aspiration. A sense of togetherness amongst **TH** employees as we work in one family would help to instil righteous ways in accordance with the Islamic Ad-Deen.

The foundation of integrity shall embed within all **TH** employees and its Group of Companies in demonstrating compliance with these governance and ethics initiatives. **TH** Integrity Plan 2023-2027 implementation shall be the catalyst in realising the goal of improving integrity and sustaining **TH** towards becoming a respected Islamic Institution based on excellent performance and governance.

إن شاء الله





**TABUNG HAJI**  
حي على الفلاح

# **TH Integrity Plan 2023 - 2027**

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