



As a sovereign wealth fund and long-term asset owner, we recognise our responsibility to generate sustainable returns for current and future generations, as well as to uphold the values that contribute to a resilient economy. A fundamental part of this commitment is supporting the principle of a living wage.

We believe that all individuals should have access to an income that enables a dignified standard of living—one that covers essential needs such as food, shelter, healthcare, education, and the ability to participate meaningfully in society. A living wage also supports individual wellbeing, resilience in times of emergency, and the capacity to plan for the future, including retirement.

This principle extends to both our own employees and to the workforces within our investment portfolio. We understand that what constitutes a living wage may vary across geographies and over time. Our approach therefore empowers employers to provide basic salary levels and a broader range of benefits that contribute to an individual's quality of life and wellbeing—such as healthcare, pensions, and savings mechanisms.

Our Commitment

Aligned to Khazanah's framework for our Malaysian investments and as our role as a responsible investor, we believe that businesses that support living wages are better positioned to attract and retain talent, improve employee productivity, and contribute to a more stable and equitable society. Our commitments include:

- **Leading by example:** We commit to upholding a living wage across our operations, ensuring that all Khazanah employees are fairly compensated to support a good standard of living and wellbeing.
- **Promoting awareness:** We will engage with our portfolio companies to raise awareness of the living wage concept, its business case, and its alignment with long-term value creation.
- **Supporting progress:** We will encourage our portfolio companies to adopt living wage practices or, where this is not immediately feasible, to establish pathways toward achieving them