



INTEGRITI
INSTITUT INTEGRITI MALAYSIA
The Malaysian Institute of Integrity

**ANUGERAH INTEGRITI, GOVERNANS
DAN ANTICORUPSI (AIGA) 2025**

ANUGERAH EMAS
PERBADANAN KEMAJUAN
PERUSAHAAN KAYU SARAWAK

EXCLUSIVELY PRESENTED

e-Bulletin

**INTEGRITY, GOVERNANCE
& ANTI-CORRUPTION**

FOURTH EDITION 2025

Assalamualaikum Warahmatullahi Wabarakatuh, Greetings and Salam Satu PUSAKA

Praise be to Allah SWT for His blessings and grace, which have enabled us to publish the Fourth Edition of the Integrity, Governance and Anti-Corruption E-Bulletin. This publication reflects PUSAKA's continued commitment to strengthening the culture of integrity, promoting good governance, and advancing anti-corruption initiatives throughout the organisation.

I would like to extend my heartfelt congratulations to the Risk Management and Integrity Division for the successful publication of the Fourth Edition of the Integrity, Governance and Anti-Corruption E-Bulletin. This achievement demonstrates the Division's unwavering commitment to enhancing awareness, sharing knowledge, and cultivating a work culture founded on integrity, accountability and transparency among all PUSAKA personnel.

The year 2025 also marked a significant milestone for PUSAKA when the Corporation was honoured with the Public Sector Gold Award at the Integrity, Governance and Anti-Corruption Awards (AIGA) 2025, held at the Putrajaya International Convention Centre (PICC). This prestigious recognition is a testament to PUSAKA's continuous efforts in strengthening governance, institutional integrity and anti-corruption initiatives, and reflects the collective commitment of our employees in upholding the highest standards of ethics and integrity in carrying out their duties.

While we take pride in this remarkable achievement, it should not be regarded as the culmination of our efforts, but rather as a catalyst for further strengthening our culture of integrity and ethical governance. I encourage every member of PUSAKA to consistently uphold the principles of good governance by embracing integrity, accountability, transparency, professionalism and strict compliance with all applicable laws, regulations and organisational policies. A workplace built on these values not only enhances public confidence in our organisation but also serves as the cornerstone of sustainable organisational excellence.

At the same time, I would like to encourage all PUSAKA employees to report any breaches of the Code of Conduct, Abuse of power, Misconduct or Corrupt practices, whether they have occurred, are currently taking place, or are reasonably suspected to occur, through the established reporting channel by PUSAKA. All reports made in good faith will be



MESSAGE FROM GENERAL MANAGER



handled professionally and treated with the utmost confidentiality in accordance with the relevant laws and whistleblower protection policies. Therefore, no one should hesitate or fear coming forward to fulfil our shared responsibility in ensuring that PUSAKA remains an organisation free from corruption and misconduct.

Finally, I wish to express my sincere appreciation and gratitude to the Risk Management and Integrity Division, the editorial committee and everyone who contributed their time, expertise and dedication towards the successful publication of the Fourth Edition of the Integrity, Governance and Anti-Corruption E-Bulletin. May this publication continue to serve as an effective platform for enhancing awareness, sharing best practices and reinforcing the importance of integrity, good governance and anti-corruption across our organisation.

Let us continue to work together in strengthening the culture of integrity and good governance so that PUSAKA remains a trusted, accountable, transparent and exemplary organisation that continues to serve with excellence.

Thank you.

Datu Haji Zainal Abidin Haji Abdullah
General Manager

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“ The **supreme quality** for leadership is unquestionably **Integrity!**”

Dwight D. Eisenhower



The STIDC Integrity, Governance and Anti-Corruption e-Bulletin is a digital communication platform dedicated to showcasing the key governance, anti-corruption campaigns, and leadership programs organized by the Integrity Section to foster a transparent and accountable organizational culture.

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Activity and Program

ANTI-BRIBERY MANAGEMENT SYSTEM (ABMS) CERTIFICATION

Audit Session Level 2 from 24 to 28 February 2025 in collaboration with SIRIM QAS International Sdn Bhd.

The Opening Meeting of this Audit took place under the leadership of the General Manager of PUSAKA, Yang Berusaha Tuan Haji Zainal Abidin Haji Abdullah on 24 February 2025, while the Closing Meeting was led by the Deputy General Manager of PUSAKA, Cik Hajah Haluyah Awi on 28 February 2025.

This audit is a follow-up to the ABMS Level 1 Audit conducted from 11 to 13 November 2024 to meet the certification eligibility standards under MS ISO 37001:2016.

The Risk Management and Integrity Division, serving as the secretariat for this certification, wishes to extend our appreciation to all participants involved, particularly the officers and members of PUSAKA from the Administration Division, Licensing, Industrial Planning and Investment Division, Trade Promotion and Facilitation Division, Sustainable Resource Management Division, Research, Development and Innovation Division, Finance and Investment Division, SME and Entrepreneur Development Division, Transformation, Innovation and Human Capital Division, Corporate Communications Division, Project and Engineering Division, Internal Audit and Compliance Division, Inspectorate and Enforcement Division, and Legal Affairs and Secretarial Services Division, who dedicated their effort to ensure the success of this audit.

The audit session was presented by Puan Nor Halida Binti Ibrahim, Chief Auditor from SIRIM, emphasizing the attainment of ABMS goals such as handling 100% of ethical complaints consistently, annually revising the corruption risk register, and executing ongoing awareness initiatives.

United for transparent and accountable management!



Activity and Program

CERAMAH AGAMA: “RIBA – DOSA TANPA SEDAR”

7 March 2025 Kuching: Alhamdulillah, Sarawak Timber Industry Development Corporation (PUSAKA) through the Risk Management & Integrity Division and PUSAKA Surau organized a lecture titled “Riba: Unconscious Sin”.

The lecture, which took place at the PUSAKA Seminar Hall, Wisma Sumber Alam, was delivered by Al-Fadhil Ustaz Haji Mohammad Syarifuddin bin Haji Abdul Kadir, Chief Assistant Mufti, Fatwa Division, Sarawak Mufti Department.

In his lecture, Ustaz Haji Mohammad Syarifuddin discussed the implications of riba in daily life and its effects on individuals and society. He also explained how to avoid riba and the importance of seeking blessings in daily affairs according to Islamic law.

The event was attended by PUSAKA staff and PUSAKA Subsidiaries who took the opportunity to gain knowledge and ask questions on the issue of unconscious riba. Hopefully the knowledge shared can be utilized and accepted.



Activity and Program

BENCHMARKING VISIT TO THE SARAWAK LAND AND SURVEY DEPARTMENT

PUSAKA carried out a benchmarking visit to the Sarawak Land and Survey Department to enhance governance and integrity practices within the organization on 16 May 2025

The delegation was headed by Puan Hajjah Suraya binti Mohamad Ali (Senior Assistant General Manager, Administration Division), along with Tuan Haji Nadzam Al-Rush (Assistant General Manager, Risk Management and Integrity Division) and staff from the Risk Management and Integrity Division of PUSAKA.

The Land and Survey Department, that recently won the Gold Award in the Integrity, Governance and Anti-Corruption Awards (AIGA), shared its insights and effective practices regarding integrity management.

Appreciation to the host symbolized by:

1. Sr. Tuan Rozlan bin Haji Putit – Deputy Director of Management
2. Sr. Puan Hajjah Norlina binti Ra'ee – Deputy Director of Operations
3. Puan Hajjah Siti Romiza binti Romali – Chief Integrity Officer (CeIO)

This visit is expected to create greater opportunities for collaboration and ongoing enhancements toward a more efficient, transparent, and integrity-focused organization.



Activity and Program

PUSAKA PARTICIPATES IN THE INTEGRITY, GOVERNANCE & ANTI-CORRUPTION AWARD (AIGA) 2025 EVALUATION

PUSAKA took part in the evaluation session for the Integrity, Governance and Anti-Corruption Award (AIGA) hosted by the Malaysian Integrity Institute (IIM), conducted online through the Zoom platform on 2nd July 2025.

This meeting featured a talk by YBhg., General Manager of PUSAKA. Tuan Haji Zainal Abidin Bin Haji Abdullah discusses the role of the organization and the integrity measures that have been put in place. Also in attendance were Deputy General Manager Cik Hajah Haluyah Awi, Puan Hajah Suraya Binti Mohamad Ali serving as PUSAKA's AIGA 2025 Advisor, Tuan Haji Nadzam Al-Rush Bin Datu Haji Putit, Assistant General Manager of Risk Management and Integrity), along with PUSAKA's senior leadership.

AIGA 2025 seeks to evaluate the agency's performance regarding integrity, governance, and anti-corruption while also pinpointing strengths, weaknesses, and areas needing enhancement.

During this session, PUSAKA showcased effective practices including:

- ✓ Enactment of anti-corruption measures
- ✓ Training on integrity
- ✓ Efficient whistleblowing systems
- ✓ Measures to prevent misconduct

The IIM assessors also examined documents including integrity action plans, monitoring reports, and proof of implementation concerning anti-corruption efforts.

In general, the session proceeded without issues and was entirely cooperative. PUSAKA readily embraced recommendations for enhancement and is dedicated to fostering a culture of integrity within its organizational governance.

This initiative aligns with efforts to enhance a transparent and accountable public service system while also aiding the country's goals in fighting corruption.



Activity and Program

CORRUPTION RISK ASSESSMENT (CRA) COURSE 2025

The Corruption Risk Assessment (CRA) Course was successfully conducted by the Risk Management and Integrity Division on 7 August 2025 at Harwood Timber Sdn Bhd.

The objective of this course is to:

- ✓ Enhance participants' comprehension of the principles and techniques of Corruption Risk Assessment;
- ✓ Recognize possible corruption risks in routine work activities;
- ✓ Create action plans for mitigating identified risks;
- ✓ Aid in preventing corruption in accordance with the organization's integrity goals.

The course attendees include Integrity Outreach Officers from the subsidiaries of PUSAKA. In this training session, participants receive both theoretical knowledge and hands-on experience in recognizing risks and creating efficient mitigation strategies.

This course aims to enhance organizational governance and integrity to ensure the delivery of transparent, efficient services that are free from any kind of misconduct.



Activity and Program

FIELD EVALUATION SESSION OF THE PUSAKA INTEGRITY, GOVERNANCE AND ANTI-CORRUPTION AWARD (AIGA) 2025

The Field Evaluation Session for the PUSAKA Integrity, Governance and Anti-Corruption Award (AIGA) 2025 took place on 11 September 2025. This assessment concentrated on confirming the execution of initiatives, programs, and activities related to integrity, governance, and anti-corruption across PUSAKA's operations.

The primary goals of the evaluation included evaluating the dedication to fostering a culture of integrity and governance, examining adherence to laws and regulations, and assessing the implementation of occupational safety and health (OSH) practices with integrity within the organization.

In his opening remarks, PUSAKA General Manager, YBrs. Tuan Haji Zainal Abidin Bin Haji Abdullah emphasized that AIGA goes beyond mere acknowledgment; it is an endeavor to enhance the quality of integrity, governance, and anti-corruption efforts grounded in the most recent best practices.

He also takes pride in the semangat Ukhuwwah demonstrated by all PUSAKA members, no matter their rank, in maintaining these values.

Thanks to all the evaluation panel members and PUSAKA participants for your dedication and involvement in ensuring the success of the AIGA 2025 evaluation session.



Activity and Program

PUSAKA CLAIMS AIGA PUBLIC SECTOR GOLD AWARD 2025

PUSAKA has secured the Public Sector Gold Award at the 2025 Integrity, Governance & Anti-Corruption (AIGA) Awards Ceremony conducted at the Putrajaya International Convention Centre on 22nd October 2025

The event was led by YAB Dato' Seri Anwar Bin Ibrahim, Prime Minister of Malaysia, and included the participation of the board members of the Malaysian Integrity Institute along with leaders of government and private sectors. This accolade acknowledges the pinnacle accomplishments in integrity, governance, and anti-corruption.

Among 131 public sector, 71 private sector, and 16 Sarawak government agencies that participated, PUSAKA is the sole recipient of the Gold Award from Sarawak this year, showcasing a strong dedication to a culture of integrity and outstanding governance.

Deepest gratitude to all PUSAKA staff and executive leadership for their dedication to enhancing the organization's integrity efforts.



Activity and Program

INTEGRITY, GOVERNANCE AND ANTI-CORRUPTION DISCUSSION PROGRAM

4 NOVEMBER 2025

The Integrity, Governance and Anti-Corruption Dialogue Program held this morning at the PUSAKA Headquarters is a product of a partnership between PUSAKA and the Malaysian Anti-Corruption Commission (MACC).

This session seeks to enhance and address concerns connected to the Prime Minister's Directive on the Governance of Government-Interested Companies (SBK) and Companies Limited by Guarantee (CLBG), the National Anti-Corruption Strategy (NACS), the Guidelines for Supporting Operations, the development of the Organizational Anti-Corruption Plan (OACP), and the launch of the CPI.

The event saw attendance from YBhg Datu Haji Zainal Abidin Bin Haji Abdullah, Senior Assistant General Manager (Administration) Puan Hajah Suraya Binti Mohamad Ali, PUSAKA Certified Integrity Officer (CeIO), Senior Director of the National Governance Planning Division YBhg Dato' P/Pj Idris Zaharudin, MACC representatives, and Integrity Outreach Officers from subsidiaries of PUSAKA.

This program is intended to serve as a strategic foundation for enhancing the culture of integrity and governance within the organization. Implementing these noble values will not only bolster the institution's reputation but also guarantee that every action and decision is rooted in accountability and a strong sense of responsibility.



Activity and Program

TEGUH BERINTEGRITI, LESTARI MEMACU INDUSTRI

SAMBUTAN HARI INTEGRITI PUSAKA 2025

Hari Integriti PUSAKA 2025 was held on November 5, 2025, at the Dewan Seminar PUSAKA, under the theme "Strong in Integrity, Sustainably Driving the Industry". The event was officiated by YB Datuk Len Talif Salleh, representing the Deputy Premier of Sarawak, YB Datuk Amar Haji Awang Tengah Ali Hassan.

The event was attended by staff and senior management of PUSAKA and its subsidiaries, Board of Management Members, heads of departments, officers from the Sarawak Integrity and Ombudsman Unit, Sarawak MACC, SIRIM, Malaysian Communications and Multimedia Commission (MCMC), Credit Counselling and Management Agency (AKPK). This attendance demonstrated a strong commitment to strengthening the values of integrity, good governance, and anti-corruption efforts in the timber industry and the public sector.

Achievements and Key Highlights of event:

- **ABMS Certification:** The Sarawak Timber Industry Development Corporation (PUSAKA) successfully obtained the MS37001:2016 ABMS Certificate for its Anti-Bribery Management System.
- **Recognition:** PUSAKA was celebrated for winning the Sector Gold Award for its efforts in strengthening transparent, corruption-free governance. General Manager, YBhg. Datu Haji Zainal Abidin bin Haji Abdullah emphasized that this accomplishment marks the beginning of ongoing initiatives to enhance the culture of integrity and outstanding management. He stated that the observance of Integrity Day demonstrated the dedication of all stakeholders to oppose corrupt behaviour and maintain fairness in every facet of their responsibilities.
- **Mandate:** The event emphasized that integrity is not just a slogan or a certification, but a reflection of character and a shared responsibility in driving the state's timber industry.



Other programs highlighted:

Bil	Programme	Date	Venue
1	Wacana Integriti, Governans dan Antirasuah	3.11.2025	Online
2	Ceramah Integriti, menolak Rasuah, Cabaran dan tanggungjawab kita	5.11.2025	Dewan Seminar
3	Ceramah Etika di Media Sosial	5.11.2025	Dewan Seminar
4	Ceramah antara Amanah dan Hutang, Cabaran Kewangan di Era Moden	5.11.2025	Dewan Seminar

This Integrity Day event promotes the belief that integrity and sustainability are vital and interconnected components for Sarawak's sustainable development.

Also present at the PUSAKA Integrity Day 2025 ceremony were PUSAKA Advisor, Datu Haji Hashim Haji Bojet; MACC Deputy Director of Prevention, Senior Assistant, Tuan Wan Ahmad Nidzam bin Wan Omar; SIRIM Sarawak Regional Director, TS Shahrizan bin Mohammad Sahmoni; UNIONS Assistant Director, Mr. Abang Nurfadli bin Abang Yusuf; and SFC General Manager, Mr. Abang Arabi Abang Aimran.



LIST OF ACTIVITY PROGRAMS AND INTEGRITY PROGRAMS 2025 (January – December 2025)

In cultivating integrity at PUSAKA, various awareness and integrity strengthening programs were held throughout 2025 involving all staff including regional offices as follows:

Bulan	Bil	Aktiviti & Program	Tarikh Pelaksanaan	Tempat
Januari	1	Irsyad PUSAKA- Tajuk 1 : Baik Hati dan Prihatin	06.01.2025	IntraPUSAKA
	2	Sesi Khidmat Nasihat Tadbir Urus – Bahagian Penyelidikan , Pembangunan dan Inovasi	08.01.2025	Bilik Mesyuarat, Tgkt 10
	3	Irsyad PUSAKA- Tajuk 2 : Profesionalisme	13.01.2025	IntraPUSAKA
	4	Irsyad PUSAKA- Tajuk 3 : Baik hati dan Prihatin	20.01.2025	IntraPUSAKA
	5	Sesi Perbincangan Perolehan Semasa Kecemasan	22.01.2025	Bilik Mesyuarat Pengurusan
	6	Irsyad PUSAKA- Tajuk 4 : Integriti	27.01.2025	IntraPUSAKA
Februari	7	Irsyad PUSAKA – Tajuk 5 : Baik Hati & Prihatin	03.02.2025	IntraPUSAKA
	8	Taklimat Gangguan Seksual	04.02.2025	Dewan Seminar, PUSAKA
	9	Soal Selidik Taklimat Gangguan Seksual	04.02.2025	-
	10	Audit Dalaman Susulan MS ISO 37001:2016 ABMS	04 – 06.02.2025	Off Site
	11	Irsyad PUSAKA- Tajuk 6 : Berorientasikan Hasil	10.02.2025	-
	12	Taklimat Mental Health	12.02.2025	Dewan Seminar, PUSAKA
	13	Soal Selidik Taklimat Mental Health	12.02.2025	-
	14	Mesyuarat Jawatankuasa Integriti Kumpulan (JIK) Bil.1/2025	13.02.2025	-
	15	Irsyad PUSAKA- Tajuk 7 : Semangat Berpasukan	17.02.2025	-
	16	Irsyad PUSAKA- Tajuk 8 : Integriti	24.02.2025	-
	17	Audit MS ISO 37001:2016 ABMS Stage 2 oleh SIRIM	24 – 28.02.2025	Bilik Mesyuarat Pengurusan

Mac	18	Irsyad PUSAKA- Tajuk 9 : Baik Hati dan Prihatin	03.03.2025	-
	19	Mesyuarat Jawatankuasa Tatakelola (JTK) Bil.1/2025	04.03.2025	Bilik Mesyuarat Lembaga, Tingkat 20, Wisma Sumber Alam
	20	Ceramah Ramadhan – Riba : Dosa Tanpa Sedar	07.03.2025	Dewan Seminar, PUSAKA
	21	Soal Selidik Ceramah Ramadhan – Riba : Dosa Tanpa Sedar	07.03.2025	-
	22	Irsyad PUSAKA- Tajuk 10 : Semangat Berpasukan	11.03.2025	-
	23	Irsyad PUSAKA- Tajuk 11 : Baik Hati dan Prihatin	17.03.2025	-
	24	Irsyad PUSAKA- Tajuk 12 : Integriti	24.03.2025	-
	25	Poster Kesedaran : Penerimaan Hadiah Semasa Musim Perayaan	24.03.2025	-
April	26	Irsyad PUSAKA- Tajuk 13 : Baik Hati dan Prihatin	09.04.2025	-
	27	Irsyad PUSAKA- Tajuk 14 : Profesionalisme	14.04.2025	-
	28	Irsyad PUSAKA- Tajuk 15 : Baik Hati dan Prihatin	15.04.2025	-
	29	Irsyad PUSAKA- Tajuk 16 : Integriti	28.04.2025	-
Mei	30	Irsyad PUSAKA – Tajuk 17 : Baik Hati dan Prihatin	05.05.2025	-
	31	Irsyad PUSAKA – Tajuk 18 : Semangat Berpasukan	12.05.2025	-
	32	Laporan AIMS Penggal 1 (Januari – April 2025)	14.05.2025	-
	33	Laporan OACP 1 (Januari – April 2025)	14.05.2025	-
	34	Lawatan Sambil Belajar ke Jabatan Tanah dan Survei Sarawak	16.05.2025	Jabatan Tanah dan Survei Sarawak
	35	Irsyad PUSAKA – Tajuk 19 : Baik Hati dan Prihatin	19.05.2025	-
	36	Irsyad PUSAKA – Tajuk 20 : Integriti	26.05.2025	-
Jun	37	Pensijilan ABMS MS ISO 37001 : 2016	08.06.2025	-

	38	Irsyad PUSAKA – Tajuk 21 : Semangat Berpasukan	05.06.2025	-
	39	Irsyad PUSAKA –Tajuk 22 : Semangat Berpasukan	13.06.2025	-
	40	Irsyad PUSAKA – Tajuk 23 : Baik Hati dan Prihatin	16.06.2025	-
	41	Mesyuarat Jawatankuasa Tatakelola (JTK) Bil.2/2025	17.06.2025	
	42	Irsyad PUSAKA – Tajuk 24 : Baik Hati dan Prihatin	24.06.2025	
	43	Irsyad PUSAKA – Tajuk 25 : Baik Hati dan Prihatin	30.06.2025	
Julai	44	Sesi Penilaian Anugerah Integriti, Governans dan Antirasuah Tahun 2025	02.07.2025	Tingkat 20, Bilik Mesyuarat Lembaga Pengurusan
	45	Mesyuarat Jawatankuasa Tatakelola MUDeNR	23.07.2025	
Ogos	46	Kursus Penilaian Risiko Rasuah Bersama Anak-Anak Syarikat PUSAKA	07.08.2025	Bilik Konferen, Harwood Timber Sdn Bhd
	47	Soal Selidik Tahap Kompetensi Kursus Penilaian Risiko Rasuah Bersama Anak-Anak Syarikat PUSAKA	07.08.2025	-
	48	Soal Selidik Penilaian Program bagi Kursus Penilaian Risiko Rasuah Bersama Anak-Anak Syarikat PUSAKA	07.08.2025	-
September	49	Laporan AIMS Penggal 2 (Mei - Ogos 2025)	15.09.2025	
	50	Laporan OACP 2 (Mei - Ogos 2025)	15.09.2025	
	51	Sesi Penilaian Anugerah Integriti, Governans dan Antirasuah PUSAKA 2025	11.09.2025	Bilik Mesyuarat Pengurusan dan Dewan Serbaguna
	52	Mesyuarat Jawatankuasa Tatakelola (JTK) Bil.3/2025	15.09.2025	Tingkat 20, Bilik Mesyuarat Lembaga Pengurusan
	53	Taklimat Sistem eSTK	30.09.2025	Dewan Seminar
	54	Soal Selidik Taklimat Sistem eSTK	30.09.2025	Online
Oktober	55	Sesi Penilaian Khas AIGA 2025	09.10.2025	KL

November	56	Wacana Integriti, Governans dan Antirasuah	03.11.2025	Online
	57	Majlis Sambutan Hari Integriti PUSAKA Tahun 2025	05.11.2025	Dewan Seminar
	58	<i>Ceramah Integriti Menolak Rasuah : Cabaran dan Tanggungjawab Kita</i>	05.11.2025	Dewan Seminar
	59	<i>Soal Selidik Ceramah Integriti Menolak Rasuah : Cabaran dan Tanggungjawab Kita</i>	05.11.2025	Online
	60	<i>Ceramah Etika di Media Sosial</i>	05.11.2025	Dewan Seminar
	61	<i>Soal Selidik Ceramah Etika di Media Sosial</i>	05.11.2025	Online
	62	<i>Ceramah Antara Amanah dan Hutang : Cabaran Kewangan di Era Moden</i>	05.11.2025	Dewan Seminar
	63	<i>Soal Selidik Ceramah Antara Amanah dan Hutang : Cabaran Kewangan di Era Moden</i>	05.11.2025	Online
Disember	64	Taklimat Induksi	20.11.2025	Dewan Seminar
	65	Penilaian Kefahaman Polisi Antirasuah dan Korupsi PUSAKA	08.12.2025 – 31.12.2025	Online

Updated as at : 31.12.2025

Activity and Program

MESYUARAT JAWATANKUASA TATAKELOLA (JTK)

Mesyuarat Jawatankuasa Tatakelola (JTK) Governance Committee Meeting at the Sarawak Timber Industry Corporation is the main platform to ensure that the principles of integrity, transparency, and accountability are effectively implemented in the management and corporate administration of the department.

Term 1 – Institutional, Policy and Legal Reform

Term 2 – Work Systems and Procedures

- Implementation of Corruption Risk Management (CRM)
- Implementation of the Organisational Anti-Corruption Plan (OACP)
- Implementation of the Organisational Anti-Corruption Strategy (OACS)

Term 3 – Monitoring and Evaluation

- Disciplinary and Criminal Cases
- Internal Audit
- MACC Advice and Recommendations for Improvement
- MACC Reports (LSPRM)

Term 4 – Cultivating Values and Good Governance Practices

Committee Membership

Chairman : General Manager / Deputy General Manager

Members : Certified Integrity Officer (CeIO), Heads of Divisions and Sections

Secretariat : Integrity Section

Mesyuarat **Jawatankuasa Tatakelola (JTK)** Governance Committee Meetings were held three (3) times throughout 2025 as follows

Bil	Meetings	Implementation date	Place
1	Mesyuarat Jawatankuasa Tatakelola (JTK) Bil. 1/2025	04.03.2025	20th Floor, Board Meeting Room
2	Mesyuarat Jawatankuasa Tatakelola (JTK) Bil. 2/2025	17.06.2025	
3	Mesyuarat Jawatankuasa Tatakelola (JTK) Bil. 3/2025	15.09.2025	



Activity and Program

SISTEM TAPISAN KEUTUHAN SPRM (ESTK)

PUSAKA is dedicated to conducting due diligence in a transparent, honest, and equitable way to allow PUSAKA to gather information for decision-making and to evaluate the potential risks of corruption, misconduct, malpractice, and abuse of power in all projects, transactions, and activities involving business partners.

Here is a thorough description of the role, significance, and application of this system:

What is eSTK from SPRM?

Definition : eSTK is an online system created by the Malaysian Anti-Corruption Commission (MACC) together with government agencies/statutory bodies to oversee the integrity vetting process digitally.

Goal :

- A web-based platform utilized for managing integrity assessments to establish the integrity status of officials for the Government, private sector, GLCs, and registered associations across Malaysia.
- One of the processes that allows for the evaluation of candidates for promotions/acting promotions/optional retirement, federal or state awards, and other issues (general evaluation). eSTK is additionally utilized for appointing CEOs/MDs and Board of Directors members responsible for overseeing GLC companies.
- This system encompasses the registration procedures for supervisor and provider profiles for Ministries/Departments or GLC companies, along with other private entities or registered associations involved. It includes the registration process for vetting candidate information, both individually and collectively, the mechanism for verifying the status of vetting candidates, and Features that allow users to access updated vetting results.
- Assessing all new suppliers/vendors/contractors.
- Evaluation involving all division and sections in handling new suppliers, Vendors or Contractors.

As per the ISO 37001:2016 standard, the ANTI-BRIBERY MANAGEMENT SYSTEM (ABMS) outlined in Clause 8.2 Due Diligence.

On September 30, 2026, a briefing on the eSTK system was held at the Dewan seminar in PUSAKA delivered by the Integrity Manager, Puan Sh. Zainah Wan Omar and attended by the staff. The session provided comprehensive insights into the implementation and operational procedures of eSTK, emphasizing the importance of transparency, accountability, and integrity in daily organizational workflows. Overall, the briefing successfully equipped attendees with a clearer understanding of the system's requirements and reinforced PUSAKA's ongoing commitment to upholding high standards of governance and ethical practice.



HIGHLIGHT

"Laporkan ADUAN ANDA" (Report Your Complaint) "Suara Anda, Keutamaan Kami" (Your Voice, Our Priority)

1. Categories of Complaints (Kategori Aduan)

- **Ethics Complaints** (Aduan Etika)
- **Enforcement Complaints** (Aduan Penguatkuasaan)
- **Customer Complaints** (Aduan Pelanggan)

2. How to Submit

- **QR Code** : Scan the provided QR code to access the **Electronic System for Complaint Management, Response, and Communication** (Sistem Elektronik Pengurusan Aduan, Respons dan Komunikasi).
- **Website** : www.sarawaktimber.gov.my

3. Whistleblower Protection

- Complaints are protected under the **Whistleblower Protection Policy** (Polisi Perlindungan Pemberi Maklumat).

The total number of complaints received for 2025 is as follows

Kategori Aduan	Bilangan Aduan	Status		
		Pengukuhan Integriti	Tadbir Urus / Pemerkasaan Prosedur	Tindakan Tatatertib/Undang-Undang *
Tatatertib	2	2	2	0
Jenayah	0	0	0	0
Tidak Lengkap	2	0	0	2
Jumlah	4	2	2	2



ADUAN TEPAT, INTEGRITI HEBAT



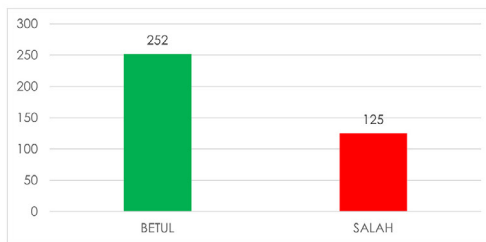
HIGHLIGHT

UNDERSTANDING ASSESSMENT OF PUSAKA ANTI-BRIBERY AND CORRUPTION POLICY (PENILAIAN KEFAHAMAN POLISI ANTIRASUAH DAN KORUPSI PUSAKA)

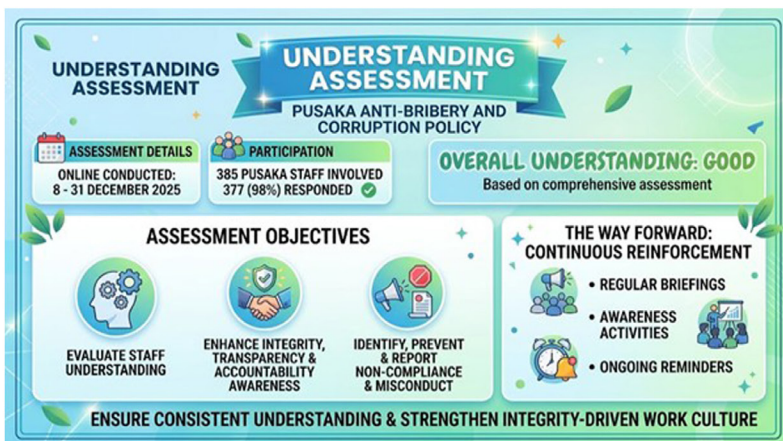
The assessment of understanding of the PUSAKA Anti-Bribery and Corruption Policy was conducted online from 8 to 31 December 2025, involving 385 PUSAKA staff, of whom 377 (98%) responded.

The question assessment aimed to evaluate staff understanding, enhance awareness of integrity, transparency and accountability, and ensure that staff are able to identify, prevent and report any non-compliance and misconduct.

Of the respondents, 252 staff (67%) provided correct answers, while 125 staff (33%) provided incorrect answers.



Overall, the level of staff understanding of the PUSAKA Anti-Bribery and Corruption Policy was assessed as GOOD. Nevertheless, continuous reinforcement through regular briefings, awareness activities and reminders should be maintained to ensure a more comprehensive and consistent understanding, while further strengthening a transparent, accountable and integrity-driven work culture.



HIGHLIGHT

CUSTOMER SATISFACTION SURVEY (CS1M1) 2025 REPORT

The Customer Satisfaction Survey (CS1M1) conducted by the Risk and Integrity Management Division from 4 November to 3 December 2025 involved 200 PUSAKA staff from headquarters and branch offices. The survey assessed officers' skills, efficiency, service knowledge, clarity of explanations, turnaround time and service attitude, with 98% of respondents rating the services as Very Satisfactory.

Key suggestions included strengthening integrity culture, communication, governance advisory, audit compliance monitoring, follow-up inspections and risk management capabilities. As follow-up actions, the Division will present the findings to the Jawatankuasa Tatakelola (JTK), strengthen communication and consultation, enhance audit monitoring, and prioritise corruption-related findings for further action. Overall, the results indicate a very high level of customer satisfaction, while highlighting opportunities to further improve integrity, governance, risk management and follow-up effectiveness.



HIGHLIGHT

INTEGRITY PLEDGE / IKRAR INTEGRITI

The Integrity Pledge Recitation is a standing agenda item in STIDC Monthly Assembly to demonstrate STIDC commitment to upholding the values of integrity and combating corruption among its members, as well as forming part of its integrity enhancement initiatives.

In addition, the purpose of this Integrity Pledge Recitation is to reaffirm the commitment to the values of integrity, transparency, and accountability in carrying out duties and responsibilities.

As of 31 December 2025, a total of 388 STIDC staff had signed this pledge document.



HIGHLIGHT

INTEGRITY AWARENESS POSTER 2025

Integrity awareness posters are one of the initiatives undertaken by the Risk Management and Integrity Division to convey messages related to PUSAKA's six shared values.

The purpose of preparing integrity awareness posters is to enhance awareness, encourage a trustworthy and responsible attitude, prevent unethical practices such as corruption and misconduct, foster a culture of integrity, and serve as a continuous reminder and source of motivation for every individual to uphold integrity values in all their decisions and actions.

Through effective posters, the message of integrity can be communicated clearly and attractively, capturing the attention of all PUSAKA personnel.

IRSYAD PUSAKA

Tajuk 1: Baik Hati dan Prihatin

Daripada Abdullah bin Mas'ud r.a. dari Nabi s.a.w., sabdanya:

"Tidak dapat masuk surga seseorang yang dalam hatinya ada sifat kesombongannya seberat debu." Kemudian ada orang berkata: Sesungguhnya seseorang itu ada yang senang jikalau pakaiannya itu baik dan kasutnya pun baik." Baginda s.a.w. lalu bersabda: "Sesungguhnya Allah itu Maha Indah dan mencintai keindahan. Kesombongan itu ialah menolak kebenaran dan menghinakan orang." (Riwayat Muslim)

IRSYAD PUSAKA

Tajuk 2: Profesionalisme

Daripada Abdullah bin 'Amr bin al-'Ash r.a. katanya: "Rasulullah s.a.w. bersabda:

"Sesungguhnya orang yang berlaku adil itu di sisi Allah akan menempati beberapa mimbar dari cahaya. Mereka itu ialah orang-orang yang adil dalam meneterapkan hukum, juga terhadap keluarga dan perihal apapun yang mereka diberi kekuasaan untuk mengurusnya" (Riwayat Muslim)

IRSYAD PUSAKA

Tajuk 3: Baik Hati dan Prihatin

Daripada Abu Hurairah r.a. dari Nabi s.a.w., sabdanya:

"Ada tiga macam orang yang tidak akan diajak bicara oleh Allah pada hari kiamat dan tidak pula menganggap mereka sebagai orang bersih (dari dosa), juga tidak hendak melihat mereka itu dan bahkan mereka akan memperoleh siksa yang pedih sekali, yaitu orang tua yang berzina, raja (ketua) yang suka membohong dan orang miskin yang sombong." (Riwayat Muslim)



Bahagian Pengurusan Risiko dan Integriti



Bahagian Pengurusan Risiko dan Integriti



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 4 : Integriti

Daripada Abu Zar r.a. pula, katanya:

"Saya berkata:

"Ya Rasulullah, tidakkah Tuan suka menggunakan saya (yakni mengangkat saya sebagai seorang petugas negara)." Baginda s.a.w. lalu menepuk bahu dengan tangannya, lalu bersabda: "Hai Abu Zar, sesungguhnya pada hari kiamat engkau adalah seorang yang lemah dan sesungguhnya pangkat pemerintahan itu adalah sebagai amanah dan sebenarnya pangkat sedemikian itu adalah merupakan kerendahan serta penyesalan (pada hari kiamat) bagi orang yang tidak dapat menunaikan amanahnya, kecuali seseorang yang mengambil amanah itu dengan hak sebagaimana mestinya dan menunaikan apa yang dibebankan atas dirinya perihal amanah yang dipikulkan tadi. (Riwayat Muslim)

IRSYAD PUSAKA

Tajuk 5 : Baik Hati & Prihatin

Daripada Abdullah bin Amr bin al-'Ash r.a.,

katanya:

"Rasulullah s.a.w. itu bukan seorang yang kotor (baik kata-katanya atau tindakannya) dan tidak pula seorang yang bersengaja hendak berbuat kekotoran (baik kata-kata atau tindakannya)." Baginda s.a.w. bersabda: "Sesungguhnya termasuk dalam golongan orang-orang yang terpilih di antara engkau semua adalah orang yang terbaik budi pekertinya." (Riwayat Bukhari & Muslim)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 11 : Baik Hati dan Prihatin

Daripada Abu Hurairah r.a. katanya:

"Rasulullah s.a.w. ditanya tentang apakah sebagian besar amalan yang memasukkan para manusia itu dalam surga. Baginda s.a.w. menjawab: "Iaitu bertaqwa kepada Allah dan bagusnyanya budi pekerti." Baginda ditanya pula tentang apakah sebagian besar amalan yang memasukkan para manusia dalam neraka. Baginda menjawab: "Iaitu karena perbuatan mulut dan kemaluan." (Riwayat Tirmidzi)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 9 : Baik Hati dan Prihatin

Daripada Abu Darda' r.a.

bahwasanya Nabi s.a.w. bersabda:

"Tidak ada sesuatu yang lebih berat dalam timbangan amalannya seseorang mu'min besok pada hari kiamat daripada baiknya budi pekerti dan sesungguhnya Allah itu membenci kepada seorang yang kotor serta rendah kata-katanya; yakni yang senantiasa memperbincangkan kejahatan dan Iain-Iain." (Riwayat Tirmidzi)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 10 - Semangat Berpasukan

Daripada Abu Hurairah r.a., katanya:

"Rasulullah s.a.w. bersabda:

"Barangsiapa yang taat kepadaku, maka ia telah mentaati Allah dan barangsiapa yang bermaksiat kepadaku, maka ia telah bermaksiat pula kepada Allah dan barangsiapa yang mentaati amir (pemegang pemerintahan), maka ia benar-benar mentaati saya dan barangsiapa yang bermaksiat kepada amir, maka ia benar-benar bermaksiat kepada saya." (Riwayat Bukhari & Muslim)



Bahagian Pengurusan Risiko dan Integriti

HIGHLIGHT

INTEGRITY AWARENESS POSTER 2025

IRSYAD PUSAKA

Tajuk 6 : Berorientasikan Hasil

Daripada Abu Maryam al-Azdi r.a. bahawasanya ia berkata kepada Mu'awiyah r.a.: "Saya mendengar Rasulullah s.a.w. bersabda:

"Barangsiapa yang diserahi oleh Allah akan sesuatu kekuasaan dari beberapa urusan pemerintahan kaum Muslimin, kemudian orang itu menutup diri (tidak memperhatikan) perihal hajat, kepentingan atau kefakiran orang-orang yang di bawah kekuasannya, maka Allah juga akan menutup diri (tidak memperhatikan) perihal hajat, kepentingan atau kefakirannya sendiri pada hari kiamat." (Riwayat Abu Daud & Tirmidzi)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 7 : Semangat Berpasukan

Daripada Ibnu Umar r.a. pula, katanya: "Saya mendengar Rasulullah s.a.w. bersabda:

Barangsiapa yang melepaskan tangan ketaatan (yakni keluar dari ketaatan terhadap penguasa pemerintah), maka orang itu akan menemui Allah pada hari kiamat, sedang ia tidak mempunyai hujah (alas an) lagi untuk membela diri dari kesalahannya itu. Adapun yang meninggal dunia sedang di lehernya tidak ada pembai'atan (untuk mentaati) pemerintahan yang benar, maka matilah ia dalam keadaan mati jahiliyah." (Riwayat Muslim)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 8 : Integriti

Daripada Abu Hurairah r.a. bahawasanya Rasulullah s.a.w. bersabda:

"Sesungguhnya engkau semua itu akan bersifat tamak untuk memperoleh sebagai penguasa negara dan jawatan sedemikian itu akan menyebabkan adanya penyesalan pada hari kiamat." (Riwayat Bukhari)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 13 : Baik Hati & Prihatin

Daripada Aisyah radhiallahu 'anha, katanya:

"Saya mendengar Nabi s.a.w. bersabda: "Sesungguhnya seorang mu'min itu nescayalah dapat mencapai darjatnya seorang yang berpuasa (pada siang harinya) dan berdiri bersembahyang (pada malam harinya) dengan sebab kebaikan budi pekertinya itu." (Riwayat Abu Daud)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 12 : Integriti

Daripada Abu Musa al-'Asy'ari r.a., katanya:

"Saya masuk ke tempat Nabi s.a.w. bersama dua orang dari saudaraku, salah seorang dari dua orang ini berkata: "Ya Rasulullah, berikanlah kepada kita jawatan sebagai amir - penguasa negara - untuk memerintah sebagian daerah yang dikuasakan oleh Allah 'Azzawajalla pada Tuan." Orang yang satungapun berkata demikian, lalu baginda s.a.w. bersabda: "Sesungguhnya kami ini, demi Allah, tidak akan memberikan kekuasaan untuk memegang suatu tugas kepada seseorang yang nemintanya ataupun seorang yang tamak untuk memperolehnya." (Riwayat Bukhari & Muslim)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 14 - Profesionalisme

Rasulullah s.a.w. bersabda:

"Siapa yang pada petang harinya berasa letih daripada amal usaha yang dilakukan dengan kedua tangannya sendiri, maka dia pada petang itu telah diampunkan dosanya." (Riwayat at-Tabrani)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 15 - Baik Hati & Prihatin

Daripada Abu Umamah al-Bahili r.a., katanya:

"Rasulullah s.a.w. bersabda:

"Saya adalah seorang yang memberikan jaminan untuk memperoleh sebuah rumah dalam halaman syurga bagi seseorang yang meninggalkan perdebatan, sekalipun ia merasa dalam kebenaran, juga sebuah rumah di tengah syurga bagi seseorang yang meninggalkan dusta, sekalipun dengan maksud bersenda gurau, demikian pula sebuah rumah di tanah tinggi syurga bagi seorang yang memperbaiki budi pekertinya." (Riwayat Abu Daud)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 20 - Integriti

Daripada Abdullah bin 'Amr r.a., Rasulullah s.a.w. bersabda:

"Laknat Allah kepada pemberi rasuah dan penerima rasuah." (Riwayat Ahmad & Ibnu Majah)

IRSYAD PUSAKA

Tajuk 24 - Integriti

Daripada Abu Hurairah r.a., bahawa Rasulullah s.a.w. bersabda:

"Tunaikanlah amanah kepada orang yang telah menyerahkan amanah (kepercayaan) kepadamu dan jangan engkau khianati orang yang telah mengkhianatimu" (Riwayat Abu Daud & Tirmidzi).



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 19 - Baik Hati dan Prihatin

Daripada 'Iyadh bin Himar r.a., katanya:

"Saya mendengar Rasulullah s.a.w. bersabda:

"Ahli syurga itu ada tiga macam, iaitu orang yang mempunyai kekuasaan pemerintahan yang berlaku adil dan dikurniakan taufik (yakni dikurniakan pertolongan oleh Allah untuk melaksanakan perintah-perintahNya dan menjauhi larangan-laranganNya), juga seorang yang berhati kasih sayang, lemah-lembut kepada semua kerabatnya dan juga kepada sesama Muslim, dan pula seorang yang menahan diri dari meminta-minta dan berusaha untuk tidak meminta-minta itu, sedangkan ia mempunyai keluarga banyak dan dalam keadaan miskin." (Riwayat Muslim)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 16 – Integriti

Daripada Abdullah bin Mas'ud r.a., Nabi s.a.w. bersabda:

"Sesungguhnya kejujuran itu membawa kepada kebaikan dan sesungguhnya kebaikan membawa kepada syurga. Sesungguhnya (apabila) seseorang itu melazimkan dirinya dengan kejujuran, nescaya dia akan dikenali sebagai orang yang jujur. Manakala kedustaan membawa kepada kejahatan dan sesungguhnya kejahatan membawa kepada neraka. Sesungguhnya tidaklah seseorang itu melazimkan dirinya dengan kedustaan melainkan dia dicatat di sisi Allah sebagai seorang pendusta." (Riwayat Bukhari)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 17 – Baik Hati dan Prihatin

Daripada Jabir r.a. bahwasanya Rasulullah s.a.w. bersabda:

"Sesungguhnya termasuk golongan orang yang paling saya cintai di antara engkau semua serta yang terdekat kedudukannya dengan saya pada hari kiamat ialah yang terbaik budi pekertinya di antara engkau semua itu, dan sesungguhnya termasuk golongan orang yang paling saya benci di antara engkau semua serta yang terjauh kedudukannya dengan saya pada hari kiamat ialah orang-orang yang banyak berbicara, sombong bicaranya serta merasa tinggi apa yang dipercaikannya itu." Para sahabat berkata: "Ya Rasulullah, kita semua telah mengerti apa maksud orang yang banyak bicara serta orang yang sombong bicaranya. Tetapi apakah yang dimaksud mutafaihiq itu." Baginda s.a.w. menjawab: "Mereka itu ialah orang-orang yang sombong (merasa tinggi isi pembicaraannya)." (Riwayat Tirmidzi)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 23 – Baik Hati dan Prihatin

Daripada Imran bin Hushain r.a., katanya: "Rasulullah s.a.w. bersabda :

"Sifat malu itu tidak mendatangkan sesuatu melainkan kebaikan." (Riwayat Bukhari & Muslim)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 22 – Semangat Berpasukan

Daripada Abdullah bin Mas'ud r.a., katanya: "Rasulullah s.a.w. bersabda :

"Tiada hasad yang dibolehkan melainkan dalam dua macam perkara, yaitu: seseorang yang dikarunia oleh Allah akan harta, kemudian iamempergunakan guna menafkahnnya itu untuk apa-apa yang hak dan seseorang yang dikarunia oleh Allah akan ilmu pengetahuan, kemudian ia memberikan keputusan dengan ilmunya itu serta mengajarkannya pula." (Riwayat Bukhari & Muslim)



Bahagian Pengurusan Risiko dan Integriti

IRSYAD PUSAKA

Tajuk 25 – Baik Hati dan Prihatin

Daripada Abu Hurairah r.a., katanya: Rasulullah s.a.w. bersabda:

"Keimanan itu ada tujuh puluh lebih cabang. Seutama-utamanya ialah ucapan La ilaha illallah dan serendah-rendahnya ialah menyingkirkan apa-apa yang berbahaya dari jalan. Sifat malu adalah suatu cabang dari keimanan itu." (Riwayat Bukhari & Muslim)



Bahagian Pengurusan Risiko dan Integriti

CORETAN INTEGRITI

Penulisan ini adalah sebuah kisah rekaan untuk renungan kita sebagai penjawat awam, tidak berniat menyentuh mana-mana pihak sama ada yang masih hidup atau telah tiada.

Kisah Renungan Penjawat Awam

- Amanah Tugas: Setiap kuasa dan jawatan yang dipegang adalah amanah besar untuk rakyat dan negara.
- Batas Masa: Masa berkhidmat di dunia ada hadnya, namun nilai integriti kekal menjadi ukuran.
- Niat Berbakti: Ikhlas dalam menjalankan tanggungjawab membawa berkat dan ketenangan dalam kerjaya.



Di Sebalik Urat Kayu: Antara Amanah dan Nilai diri

Pagi itu, bilik pejabat Encik Z dipenuhi kertas pelan dan sampel kayu yang dibawa oleh pemohon. Sebagai Pegawai, mejanya bukan sekadar tempat menyemak dokumen, tetapi benteng utama yang menentukan sama ada khazanah hutan negara dimanfaatkan secara lestari atau digondol tanpa kawalan.

Seorang pengusaha kilang papan berpengaruh, Dato M' duduk di hadapannya. Permohonannya untuk memperbaharui Lesen Industri Perakayuan menghadapi masalah. Beberapa syarat pematuhan didapati ragu-ragu semasa audit lapangan minggu lalu.

"Encik, kilang saya ada lebih 50 orang pekerja tempatan. Kalau lesen ni lambat lulus, operasi terhenti. Hal-hal kecil audit tu, kita boleh 'selesaikan' kemudian. Saya dah sediakan sedikit 'buah tangan' untuk pihak Encik," kata Dato M' sambil menolak sebuah sampul surat tebal di sebalik fail projek.

Bilik itu menjadi hening seketika.

Momen Ujian Integriti

Encik Z memandang sampul surat itu, kemudian beralih memandang wajah pengusaha di hadapannya. Dugaan seperti ini bukan kali pertama hadir sepanjang 12 tahun beliau berkhidmat. Habuan yang ditawarkan mungkin cukup untuk menampung pelbagai keperluan peribadi. Namun, di fikiran Encik Z, terpancar gambaran yang jauh lebih besar :

"Satu lesen yang diluluskan tanpa integriti boleh memberi kesan besar kepada kelestarian hutan. Ia bukan sekadar soal lesen, tetapi amanah untuk memastikan aktiviti perakayuan dilaksanakan secara sah, terkawal dan lestari. Oleh itu, setiap kelulusan lesen hendaklah dibuat secara telus, berintegriti dan mengikut peraturan demi menjaga sumber hutan serta reputasi industri perakayuan."

Dengan tenang namun tegas, Encik Z menolak semula sampul surat tersebut ke arah Dato' M.

"Dato', saya faham tentang kebajikan pekerja Dato', dan kami di sini memang mahu menyokong pertumbuhan ekonomi industri tempatan. Namun, **profesionalisme dan integriti kami tidak boleh dibeli**. Lesen ini melibatkan pematuhan undang-undang perhutanan dan sebagainya."

Encik Z menyambung dengan nada diplomasi tetapi berpaksikan prinsip yang tidak boleh dikompromi :

"Jika kami tutup mata pada kepincangan audit ini, industri kayu kita akan dipulaukan di peringkat global kerana tidak mematuhi standard kelestarian. Syarat yang belum dipatuhi perlu diperbaiki. Pejabat kami sedia memberikan panduan prosedur secara rasmi, tanpa sebarang jalan pintas."

Keteguhan Profesionalisme

Duduk terdiam. Beliau menyedari bahawa pegawai di hadapannya tidak boleh digertak mahupun diumpun. Dengan perlahan, beliau menarik semula sampul surat tersebut dan mengangguk perlahan, akur dengan ketegasan prosedur yang ditetapkan.

Dua minggu kemudian, pengusaha tersebut kembali. Kali ini bukan dengan 'buah tangan', tetapi dengan laporan audit yang telah diperbaiki sepenuhnya mengikut piawaian yang ditetapkan. Lesen beliau akhirnya diluluskan secara sah dan bersih.

Semasa menyerahkan lesen tersebut, Dato' M berjabat tangan dengan Encik Z lalu berbisik: "Terima kasih, Encik Z. Kerana ketegasan Encik, kilang saya kini benar-benar mematuhi standard antarabangsa. Saya lebih tenang menjalankan perniagaan ini."

Mesej Utama

Coretan ini menggambarkan bahawa integriti dan profesionalisme dalam perkhidmatan awam—khususnya dalam pengurusan sumber asli dan lesen perindustrian—bukan sekadar mematuhi arahan kerja (SOP). Ia adalah benteng pertahanan moral yang memastikan :

- **Pembangunan Lestari** : Sumber kayu diurus secara berhemah tanpa sebarang aktiviti haram.
- **Reputasi Negara** : Produk perkayuan tempatan mendapat kepercayaan dan pengiktirafan di pasaran antarabangsa.
- **Keadilan Industri** : Setiap pengusaha bertanding di atas padang yang saksama tanpa amalan nepotisme atau rasuah.

"The first law of leadership is that your foundation is built through **integrity, character** and **trust**."

Brian Cagney

A series of honest action

The Empty Pot



In ancient China, there was a gentle and truthful boy named Yan who enjoyed cultivating plants. The emperor, lacking any heirs, chose to seek a successor. He handed each child a seed and stated, "Plant this seed. After one year, come back with what you have cultivated." "I will select the upcoming emperor according to your performance."

Yan sowed his seed, nurtured it every day, and tended to it with care. Yet days became weeks, and nothing flourished. Despite experimenting with new soil and various pots, the seed failed to germinate. Nonetheless, Yan carried his empty pot to the palace, whereas others arrived with flowers of various hues.

The emperor examined the children's pots and then paused at Yan's vacant one. He grinned and remarked,

"You will be the next ruler." The rest inhaled sharply.

"You see," the emperor clarified, "I had cooked all the seeds before distributing them." They were not intended to develop. Only Yan had the integrity to come back with an empty pot. "A leader needs to be courageous and honest."

The Empty Pot Teaches Honesty and Integrity

Moral : Integrity and honesty hold greater worth than success achieved through dishonesty.

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