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*THE ESG EVOLUTION:
THE HUMAN RIGHTS
BLUEPRINT FOR CEO'S
GUIDE TO MALAYSIA'S
2025-2030 ROADMAP*

*PROJECT
MANAGEMENT:
JOURNEY TO PROJECT
SUCCESS*

*OVERCOMING CUSTOMER
DOUBTS AND SECURING
THE DEAL: THE ATC
RESPONSE METHOD*

*UNDERSTANDING
PERSONALITY THROUGH
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ENABLER OF GOVERNMENT
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HAPPENINGS

JANUARY

January set a strong and strategic start to the year, driven by partnerships and forward-looking engagements. Humanology expanded its network through a series of courtesy visits across key government and development agencies, strengthening collaboration and shared initiatives. The month featured strategic discussions with organisations such as EuroChem and Vriens & Partners, alongside ongoing training discussions with TTM to support continuous capability development. Key highlights included the MoU signing with Open University Malaysia (OUM) and an international collaboration with Cogno Research Training and Development Institute (Ghana), reflecting Humanology's growing global reach. The successful rollout of Boosting Work Productivity Through AI further reinforced its focus on future-ready skills.

FEBRUARY

February focused on engagement, collaboration, and capability-building. Humanology conducted Mastering the Art of Planning and Organising, equipping participants with practical skills to enhance productivity and structure. The month saw active collaboration discussions with organisations including AMCHAM, PwC Malaysia, and JACTIM, alongside key meetings with stakeholders such as the Ministry of Finance Malaysia and Tan Sri Ambrin Buang. A highlight of the month was the Humanoterial interview session with Dato' Gs. Haji Azlikamil Napiah, Director General of MYSA, reflecting continued thought leadership. Humanology also expanded its network through multiple courtesy visits and launched the HB Logo Contest, encouraging creativity and community engagement.

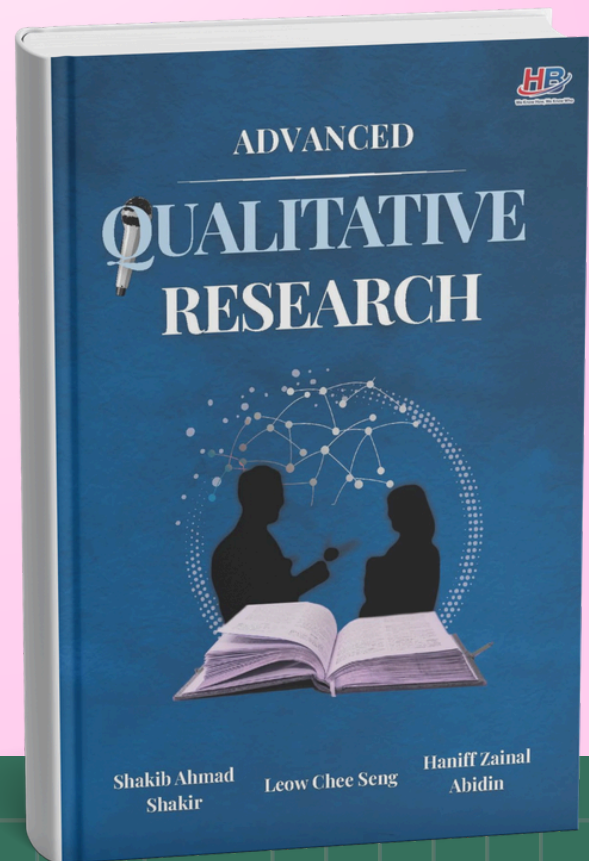
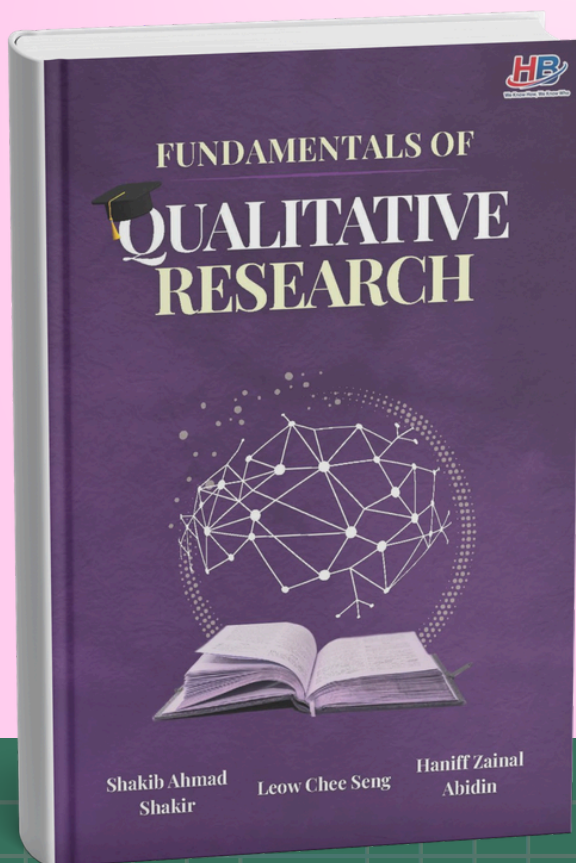
MARCH

March was marked by extensive outreach and continued learning. Humanology carried out a series of courtesy visits across organisations in government, industry, and international sectors, strengthening relationships and collaboration opportunities. The month featured the Kursus Asas Pengurusan Konflik Dalam TVET (Professional Group), providing practical approaches to conflict management, alongside Student Research Project Supervision, reinforcing Humanology's commitment to knowledge development. March also included meaningful engagements such as recognition from Media Chinese International Limited, Hong Kong, and participation in the Majlis Sambutan Hari Raya D'Tandoor International Group of Restaurants, reflecting both professional connection and community engagement.



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SPACE TECHNOLOGY AS AN ENABLER OF GOVERNMENT POLICY

YBhg. Dato' Gs. Haji Azlikamil Napiah
Director General
Malaysian Space Agency (MYSA)

Space technology is increasingly a strategic asset for Malaysia, underpinning national policies in security, environment, natural resources, disaster response, connectivity, and development. The Malaysian Space Agency (MYSA) – formed in 2019 by merging the national space and remote-sensing agencies – now coordinates and implementing public space programs under Malaysia's National Space Policy 2030. MYSA spearhead national space ecosystem development including downstream, midstream, and upstream of space related activities. Its also operates facilities like the Space Operations Complex (SOC) in Temerloh (earth observation ground station), satellite

assembly/test and integration centres in Banting, and has developed dozens of application systems across agriculture, fisheries, environment, land management, disaster response and more.



Space-based data flow through MYSA’s infrastructure into government decision-making. In this article we analyse MYSA’s mandate and capabilities, the policy goals that space tech can serve, Malaysian case studies and international parallels, the mechanisms by which space inputs produce policy outcomes, and the main challenges. We conclude with recommendations and a roadmap for Malaysia.



MYSA’s Mandate, Structure and Capabilities

MYSA is a federal agency and a strategic government department under the Ministry of Science, Technology and Innovation (MOSTI). Its creation (Cabinet approved Feb 2019) merged the National Space Agency (ANGKASA) and Malaysian Remote Sensing Agency (MRSA) to “ensure the development and management of the national space sector in a strategic, organized and comprehensive manner”. The 2023 National Space Policy 2030 assigns MYSA to be the “centre of reference and contact, as well as the coordinator and implementor of public space programmes/activities through Public-Private Partnership approaches. MYSA leads programmes in remote sensing related

technology/application, developing global navigation satellite system (GNSS) and space-based communication technology, and space science research. To ensure Malaysia has sustainable space ecosystem, sufficient local expertise, and create new source of space-based economy (over the next five years), MYSA currently has set up few major programs including developing a new high resolution remote sensing satellite, a complete setup of country space city, and creating potential rocket launch facility/services. These strategies will enable Malaysia to become not only as a user of the space technology but increase our ability to be one of the creators/innovator and service providers in global space tech domain.

MYSA’s infrastructure includes the Space Operations Complex (SOC) in Temerloh (Pahang), which is Malaysia’s main satellite data-receiving station. SOC (operational since 2003) acquires multi-satellite imagery which then used by MYSA’s Kuala Lumpur HQ for processing and value-adding. This data underpins various applications in natural-resource and environmental management, agriculture and fisheries, land-use planning, public health, disaster response, security and public order. MYSA also runs a Mission Control Facility (for uplink/downlink with satellites), a Satellite Assembly and Test Centre (AITC; built 2011) capable of environmental testing of satellites, an optical calibration lab, and the Langkawi National Observatory (for space science study including atmospheric/astronomy). MYSA with relevant entities also oversees an important establishment of space weather monitoring capability, in line with space

activities regulatory/requirement enforced by the Malaysia Space Board Act 2022.



Table 1 (below) illustrates some key MYSA-developed systems by sector. To date, MYSA has built around 65 space-based application systems (Senarai Sistem Aplikasi Berteraskan Teknologi Angkasa 2025), ranging from MakGeoPadi (precision paddy mapping for MADA/MADA) to e-Bencana (flood logistics), iDengue (disease hotspot warning), FMRSPlus (forest monitoring), SMPS (soil mapping), e-NILAIAN (property valuation), RS-DIAS (defence image analysis), and many others. These demonstrate MYSA’s broad capabilities in satellite data analytics, GIS and modelling.

| Application Domain | Example System(s) | Purpose (policy link) |
|---|--|---|
| Agriculture & Fisheries | MakGeoPadi (paddy mapping), MyDOFGIS (fisheries mgmt) | Crop and yield forecasting; fisheries management (food security). |
| Natural Resource / Environment | FMRS-Plus (forest change); MyGeoBioD (biodiversity); Coastal (e-GIS) | Forest and habitat monitoring; coastal development; climate resiliency. |
| Environmental Health | SPWD/iDengue (dengue forecast), MAGICs.ME (malaria), EHRI | Disease early warning and environmental health risk assessment. |
| Land & Infrastructure | SMPS (soil maps), SPPTCH (soil compaction); LIMPAS (land-use plans) | Land-use planning; infrastructure siting; soil/development mapping. |
| Disaster Management | Monsoon Flood Logistics; eBencana Selangor; IDMS (disaster data) | Flood evacuation and response; disaster situational awareness. |
| Economic & Resource Planning | e-NILAIAN (asset valuation); MagoProJ (permits) | Infrastructure assessment; commodity management (Kenaf, cocoa etc). |

| Application Domain | Example System(s) | Purpose (policy link) |
|-----------------------------------|--|--|
| Security & Sovereignty | RS-DIAS (defence imagery), space debris monitoring | National security reconnaissance; space situational awareness. |
| Digital Connectivity | (Planned satellite internet projects) | Rural broadband access and nationwide connectivity. |

Table 1: Selected MYSA space-based application systems and their target policy domains.
(Examples drawn from MYSA’s official list of 65 systems.)



Government Policy Objectives Enabled by Space Technology

Malaysia’s strategic plans call for space technology to advance several national goals. The 2030 Space Policy emphasizes national security, sovereign communications, environmental sustainability and socioeconomic development as objectives of the space sector. In practice space assets serve:

- ❖ **National Security & Sovereignty:** Satellite imagery and remote-sensing data enhance border and maritime surveillance, infrastructure monitoring, and intelligence. For example, MYSA’s RS-DIAS system provides overhead imagery analysis for defence and public order. Precise timing and navigation from GNSS also support military and critical infrastructure resilience. Space capabilities strengthen sovereignty by reducing dependence on foreign data (MYSA serves as the official gatekeeper of satellite data).
- ❖ **Disaster Management:** Malaysia is prone to floods, landslides, haze and other hazards. Spaceborne sensors enable early warning and damage assessment. SOC data feeds into flood logistic systems such as Monsoon flood model, e-Bencana, while globally MYSA participates in initiatives like the International Charter on Space and Major Disasters. In addition, Canada’s use of RADARSAT imagery under the Charter—providing data free to

responders—saved lives in international relief efforts Malaysia’s active use of space for floods and fires mirrors world practice: the Canadian Charter with 17 member agencies and 270 satellites “puts space technology at the service of rescue and emergency responders”.



- ❖ **Environmental Monitoring and Sustainability:** Satellite data underpin Malaysia’s climate and natural-resource policies. Remote sensing tracks deforestation including FMRS-Plus tracks logging/plantation expansion, coastal change, water resources and haze. For instance, even rain-fed crop models and fire detection from space inform forest management and environmental health (EHRI). These applications align with Malaysia’s green economy goals. Global precedents abound: India’s satellites are used for continuous monitoring of air quality and greenhouse gases over power plants, and biennial forest cover reporting, similar in spirit to Malaysia’s forest and climate initiatives.
- ❖ **Economic Development and Resource Management:** Satellite-based mapping

boosts agriculture, fisheries and infrastructure planning. In agriculture, MYSA’s MakGeoPadi systems help optimize irrigation and yields for the rice sector (a major food security and export crop). Fisheries management (MyDOFGIS) uses space-based position data and ocean imagery to support the Department of Fisheries. These efforts parallel India’s use of space data for its farm insurance schemes: ISRO produces “crop mapping, yield estimation and damage assessment” for crop insurance (PMFBY) and crop planning. Likewise, satellite-derived data contributes to Malaysia’s commodity planning such as monitoring rubber, oil palm, kenaf and to macroeconomic indicators: for example, the central bank used a GIS platform for banking data monitoring.



- ❖ **Digital Connectivity:** A key national agenda is universal internet access. Malaysia plans 85% 5G rural coverage by 2024, with satellite broadband filling the gaps. Telcos aim to provide direct-to-device internet via satellite by 2025 in sparsely populated areas. MYSA’s role here is to facilitate satellite communications operators and

infrastructure (spectrum and gateway management) and to promote initiatives such as low-Earth-orbit broadband constellations. The 2024 budget explicitly allocates roughly MYR 600 million (about USD 130M) to digital connectivity programs, recognizing satellite broadband as a critical enabler.

- ❖ **Sovereign Capability and Technological Development:** Beyond immediate uses, a strategic aim is to build Malaysia’s own space industry. Developing local satellite design, data analytics and launch capacity creates high-tech jobs and keeps intellectual property domestically. This bolsters Malaysia’s technological sovereignty. For example, under the new Malaysian Space Board Act 2022, future satellite launches and space activities must comply with national and international law, ensuring local control and responsibility.



Taken together, these objectives mean that MYSA’s work must cut across many ministries: defense and home affairs (security), environment and climate (natural resource management), agriculture, health,

transport, education and digital communications. In principle, nearly every government domain can benefit from the “birds-eye” view, precision timing and resilient communications that space systems provide.



Case Studies: Malaysian Projects and International Parallels

Malaysian Projects: MYSA’s track record includes numerous mission-specific systems. In agriculture, the MakGeoPadi GIS platforms (for northern and central regions) integrate satellite imagery and soil data to guide paddy planting schedules. In environmental health, the iDengue and SPWD systems use remote-sensing and weather data to map dengue risk areas for public health authorities. For disaster response, the e-Bencana Selangor portal provides real-time flood maps for state planners, and a National Flood Logistic system models evacuation routes. MYSA also partners with industry: for example, the TNB-HyDRO Catchment Area Surveillance (THyCAS) system was co-developed with Tenaga Nasional Berhad to monitor hydropower dam catchments for landslides. On the scientific side, the Langkawi Observatory contributes ionospheric and

atmospheric data for space weather forecasts. MYSA’s GNSS efforts include augmenting GPS positioning services such as a planned national ground network. All these illustrate how space tech is concretely applied in Malaysia and indeed, Dato’ Azlikamil emphasizes “real-world impact” of programs rather than high-profile missions.



International Parallels: These Malaysian examples echo global practices. As noted, Canada’s Space Agency supplies RADARSAT imagery through the International Charter to assist disaster-struck countries. India offers a rich parallel: ISRO routinely delivers satellite products into national schemes. In 2025 India mapped its entire crop areas (rice, wheat, pulses, cotton, etc.) for yield forecasting, supported insurance payouts and drought relief. It also issued operational flood warnings for the Brahmaputra and Godavari basins and mapped flood extents during major monsoons. Indian space data is “well integrated” across flagship programs – from rural road mapping to housing and watershed projects. This holistic use of space data mirrors Malaysia’s ambitions. Other ASEAN neighbors are also integrating space: Indonesia’s LAPAN (now BRIN) has remote-

sensing services for disaster and forestry; Thailand’s GISTDA uses satellites for agriculture and haze monitoring; and Singapore’s SNAP framework harnesses international earth-observation feeds for national planning.

By comparison, Malaysia is advance in space downstream and midstream activities/ecosystem but still at building scale for upstream activities. Where Brazil’s INPE supplies deforestation alerts daily by their own/partners satellite for Amazon watchers due to large scale forest area, Malaysia’s focus more on critical forest area (due to small scale of overall forest area) with multiple approach of forest-monitoring programs (global satellite imagery, drone, etc).



Where Europe’s Copernicus satellite constellation provides free data for weather and climate, MYSA did not have its own customize satellite, only focusing to various sources of global open data to meets a specific local demand and at the same time developing its own open-data catalogue and calibrating sensors. Through participation in global mechanisms such as UN disaster- charter, ASEAN space forums and bilateral R&D ties, Malaysia has an excellent opportunity to learn

more of global case studies to create suitable local solution. The key point is that Malaysia’s space initiatives align with proven models elsewhere: satellites mapping fields and floods, GNSS anchoring infrastructure, and robust legal frameworks ensuring safety and access.



Mechanisms: How Space Tech Translates into Policy Outcomes

The path from satellite launch to policy impact involves technical and institutional pipelines:

- ❖ **Data Flows and Value-Addition:** Satellite data received at SOC are downlinked to ground segment, then relayed to MYSA’s HQ for processing. Analysts and algorithms convert raw imagery into actionable products (maps, forecasts, alerts). For example, SAR

images of floods are processed into inundation maps for emergency managers. These products are then delivered to agencies via web portals, phone alerts, or integration into national databases. Malaysia is moving toward open data: MYSA’s Open Data Catalogue already publishes some thematic maps and satellite images for public use.

- ❖ **Institutional Coordination (Jangka and Committees):** The National Space Committee (Jawatankuasa Angkasa Negara, or JANGKA) – chaired by the MOSTI minister – is the formal coordinating body for space affairs. JANGKA comprises representatives from all relevant ministries, industry, and academia. Its role is to set the national space strategy, approve big programs such as SAR satellite procurement), and ensure inter-agency integration. MYSA’s Director General sits on JANGKA and leads the technical planning. Below JANGKA, sectoral working groups such as for agriculture or defense) can define specific applications. These bodies ensure that space systems are not developed in silos but tied to clear government needs.



❖ **Legal and Regulatory Framework:** The Malaysian Space Board Act 2022 (Act 834) established a Space Board to license and supervise space activities (launches, satellites, ground stations). This new legislation aligns Malaysia with UN space treaties especially on liability and registry and creates domestic safety rules. Regulations will cover aspects like orbital slot assignment, frequency allocation, and debris mitigation – all of which affect how space projects operate. Thus, policy enablers include permitting processes and standards during environmental review for new ground stations that MYSA now implements.



❖ **Co-creation and Public-Private Partnerships:** MYSA promote public-private partnership (PPP) or private funding initiatives (PFI) to establish space ecosystem in Malaysia. For instance, satellite must strategically develop and operates together between private, government and international partners. This is to ensure a local industry sustainability and increase country ability in space technology. In reality, fast advancement of space-based

technology requires an international collaboration to optimize space tech benefits. Therefore, elements of co-create/co-develop/co-operate in space tech activities are highly recommend, to provide innovative or commercial solutions. To date, up to 89 local space tech related companies exist in Malaysia. Most of them were in start-ups level with international strategic partners. Japan, United Kingdom/ Scotland, China, USA, UAE, France and Italy amongst active international partners. ASEAN members state was always a strategic pillar for Malaysia in NewSpace Economy perspectives.

❖ **Capacity Building:** Recognizing that technology alone is not enough, MYSA and related entities also invest in human capital and institutional capacity. It runs training programs and university scholarships in aerospace engineering, remote sensing and data science. The DG has emphasized (in interviews) the need to grow local experts so “space projects are led by Malaysians, from concept to operation.” Related efforts include setting up test labs (like the AIT facility) and research grants for satellite R&D.



❖ **Data Governance and Use:** Finally, an often-overlooked mechanism is how data products are embedded in decision processes. This requires standard operating procedures (SOPs) and specific regulatory due to its strategic value and information— particularly for natural resources and disaster managers in optimizing an information/solution for decision making; farmers must trust yield forecasts for planting decisions. It also requires IT systems to integrate geospatial data with, say, weather models or market forecasts. Malaysia is developing its data infrastructure such as a planned national geospatial portal to ensure space-derived information gets to end-users efficiently.



In summary, existing dynamic space related data of Malaysia reach policy (since 1994) has provided steady sustainability of data reception activities, processing, inter-agency coordination, and legal frameworks. The SOC and AITC are the physical enablers; JANGKA and Act 834 are the institutional ones; and capacity programs and SOPs are the human/informational mechanisms.

Challenges, Risks and Mitigation Strategies

Malaysia’s space ambitions face several challenges:

❖ **Fast advancement of space tech:** In line with global recent technology advancement, building and operating satellites and ground infrastructure is technically demanding. Launching a satellite (or getting data via other nations’ rockets) can have technical issues, delays and setbacks. Malaysia must also maintain aging ground stations and upgrade them for new frequency bands or new technical requirement. To mitigate, Malaysia can use incremental development: start with small, simple satellite missions, a cube-sat, and rely on international partnerships for complex tasks for joint missions or data-sharing. Adopting international standardized platforms and COTS technology could promote country capability/services and can reduce overall risk and cost,





❖ **Financial Constraints:** Space programs are expensive. Precise budgets for MYSA are not public, but national space efforts are dwarfed by other priorities. For instant, a launch campaign could cost hundreds of millions of ringgits. To manage this, Malaysia should promote more on PPP or PFI to executing space related activities. In addition, we must adopt a phased approach (short-, mid-, long-term plans with clear milestones) and seek cofunding or co-creation availability. For example, private sector or multi- lateral funding can be tapped for dual-use satellites (defense/ civilian used). The government has signaled its support by allocating some funding for digital and space- related initiatives), but transparent KPIs that covers the % of

projects delivering operational data that will help justify future budgets.

❖ **Legal and Regulatory Risks:** Space law (licensing, liability, spectrum) is still evolving. Act 834 puts Malaysia on a stronger footing but implementing it will be complex. Regulatory gaps particularly around space mining or private launch could leave Malaysia exposed. Ensuring that regulations keep pace with technology where periodic reviews of Act 834, constant engagement with international bodies like the ITU is needed. Also, cybersecurity is a concern: satellites and ground stations could be attacked. Developing local robust cyber defenses and encryption standards for space assets will be critical.



❖ **Data Security and Sovereignty:** Satellite imagery can reveal sensitive information (military bases, resource extraction sites). Sharing data with third parties or making it open access needs strategic and careful control. Malaysia should enrich classify security-sensitive imagery and improve existing policies on data sharing. On the other hand, data dependence if key satellites are foreign

owned can be a sovereignty risk. Building more indigenous technology, satellites and ground segment capacity will reduce this risk.

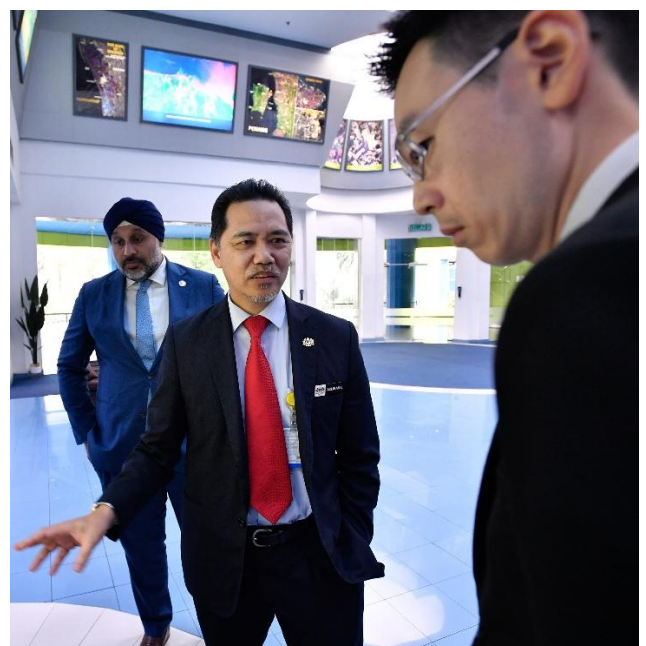


❖ **Ethical and Privacy Issues:** High-resolution imagery and surveillance can raise privacy concerns. Malaysia should constantly adopt a code of conduct (as recommended by spacefaring democracies) on responsible data use. Clear guidelines for law enforcement access versus citizen privacy, and for environmental/land data use by companies, should be empowered and adopted/understandable by public at large.

❖ **Human Capital Shortages:** There is a limited pool of skilled space engineers, scientists and data analysts in Malaysia. If talent is not developed, ambitious projects may flounder. Addressing this involves expanding STEM and TVET education especially on aerospace and data science, promoting space careers via school outreach and public telescopes, and attracting diaspora Malaysians back into space science. Partnerships with universities by

establishing an aerospace curriculum or joint research labs will help create a sustainable pipeline.

Each challenge has mitigation options. For technical and human capacity limits, Malaysia can deepen ties with established space agencies (NASA, ESA, JAXA, ISRO) for training and tech transfer. Financially, careful cost–benefit analysis and international collaborations including ASEAN pooled satellite projects initiatives that can lower burdens. Legally, Malaysia should continue leading in regional space governance (ASEAN cooperation on space norms) and ensure its Space Act is clear and adopted to investors. Proactively addressing data privacy and security through laws or industry standards will reduce social resistance to new space programs and new sources of space-based country economy. Ultimately, by planning pragmatically (as Dato’Azlikamil has emphasized), Malaysia can grow its space sector without overreaching and triggering setbacks.



Recommendations and Roadmap

To fully realise space as a policy enabler, Humanology has strategically recommend a staged roadmap with metrics:

- ❖ **Short-term (1–2 years):** Improve and publicize the Space Implementation Strategy. Strengthen JANGKA by more empowering the National Space Policy 2030 Action Plan with each ministry’s space-related responsibilities. Promote pilot projects in priority areas including launching one or more small data satellites for environmental monitoring. Enhance and promote SOC capabilities/services, add new antennas, data links and ensure the Satellite AIT facility upgrades. Set up working groups to integrate space data in, say, disaster response and agriculture agencies. KPIs: adoption of space data by at least 3 national agencies; one active MYSA-run space mission; preliminary launch agreements signed. (Budget: unspecified; assume modest reallocation within MOSTI and inter-agency, as exact FY figures are not public.)



- ❖ **Medium-term (3–5 years):** Scale up satellite deployments and services.

Launch a weather or disaster monitoring satellite (in partnership if needed). Expand MYSA’s open data portal with regular products for flood, land-use and crop monitoring. Develop a domestic GNSS augmentation system (or join regional GNSS initiatives) to support transportation and precision agriculture. Undertake regulatory ratifications such as space debris guidelines, dual-use export controls). Build local supply chains: encourage Malaysian firms to produce smallsat components or satellite software. KPIs: number of operational Malaysian satellites (target ≥ 2); percentage of rural areas covered by satellite internet; training of X new aerospace engineers per year. (Budget: likely hundreds of millions MYR, to be worked into Ministry budgets; such as communications sector already has ~MYR600M as noted. Exact figures to be determined in the 5-year plan.)



- ❖ **Long-term (5–10 years):** Achieve full integration of national space ecosystems. If technology and funding allow, establish a domestic launch capability including a spaceport (in suitable location) to make Malaysia one of a

launch country within a decade. Expand space science and exploration including of a satellite constellation for oceanography or involvement in lunar missions) to bolster Malaysia’s tech leadership. By this stage, space considerations should be mainstream in all relevant policies including of environmental impact studies using EO data, urban planning with satellite mapping. KPIs: number of government programs explicitly citing space data; full compliance with international space treaties; percentage reduction in disaster response time due to satellite alerts. (Budget: large capital outlay would be required for launch infrastructure; if unspecified, keep under review and propose multi-year funding once feasibility is proven.)

Regular budget reviews will ensure funds are allocated strategically (for example, balancing satellite procurements against expanding ground services).



In summary, Malaysia already has much of the foundation in place: a statutory space board, a national policy, satellite ground infrastructure, and a portfolio of applications. Space technology can now be leveraged as a cross-cutting tool for national objectives – from societal well being, physical planning, disaster monitoring, protecting forests to connecting rural villages – provided the government continues to integrate these assets into planning processes, invest in skills, and manage risks. With a clear strategic roadmap, performance metrics and sustained commitment, MYSA and its partners can transform “space policy” from vision into tangible benefits for Malaysia’s people.



Throughout this roadmap, progress should be monitored regularly via an inter-agency space council like JANGKA. Annual reviews would update the Space Policy Action Plan (SISP2030/MSE2030) and adjust KPIs. Key performance indicators might include satellite uptime, data product availability, user adoption rates, and contributions to economic growth such as cost savings in agriculture.





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THE ESG EVOLUTION: THE HUMAN RIGHTS BLUEPRINT FOR CEO'S GUIDE TO MALAYSIA'S 2025–2030 ROADMAP

In August 2025, Malaysia marked a historic milestone in its journey toward ethical commerce with the launch of the National Action Plan on Business and Human Rights (NAPBHR) 2025–2030.

Aligned with the UN Guiding Principles on Business and Human Rights (UNGPs), this framework is not just a policy document; it is a transformative roadmap. It formally integrates human rights into the DNA of corporate governance, setting clear expectations for how companies manage risks within their operations, supply chains, and broader business relationships.

Developed through a high-level collaboration between the Legal Affairs Division of the Prime Minister's Department, SUHAKAM, and the UNDP, the NAPBHR represents a unified national vision for a fairer, more transparent economy.



The Three Pillars of Reform

The NAPBHR is built upon three essential pillars that define the responsibilities of both the state and the private sector leading up to 2030.

Pillar 1: The State's Duty to Protect

The government has affirmed its role as the primary guardian against business-related human rights abuses. This involves a rigorous strengthening of Malaysia's legal and institutional frameworks.

- ❖ **Legal Reviews:** Comprehensive assessments of the Official Secrets Act and the Penal Code are underway to remove barriers to corporate accountability.
- ❖ **Institutional Strengthening:** Plans are in motion to establish an Office of the Ombudsman to tackle misconduct and maladministration.
- ❖ **Enhanced Transparency:** Key priorities include the enactment of a Freedom of Information Act and expanding the mandate of SUHAKAM to provide more effective oversight and mediation.

Pillar 2: Corporate Responsibility to Respect

This pillar speaks directly to the private sector. Whether you are a Multinational Corporation (MNC) or a Small and Medium Enterprise (SME), the expectation is clear: all businesses must respect human rights across their entire value chain. To remain compliant and competitive, organizations must now enhance their internal capabilities in:

- ❖ **Human Rights Due Diligence (HRDD):** Proactively identifying and mitigating risks.
- ❖ **Responsible Supply Chain Management:** Ensuring ethical standards extend to all vendors.
- ❖ **Labor Rights & Equality:** Committing to fair working conditions and anti-discrimination.

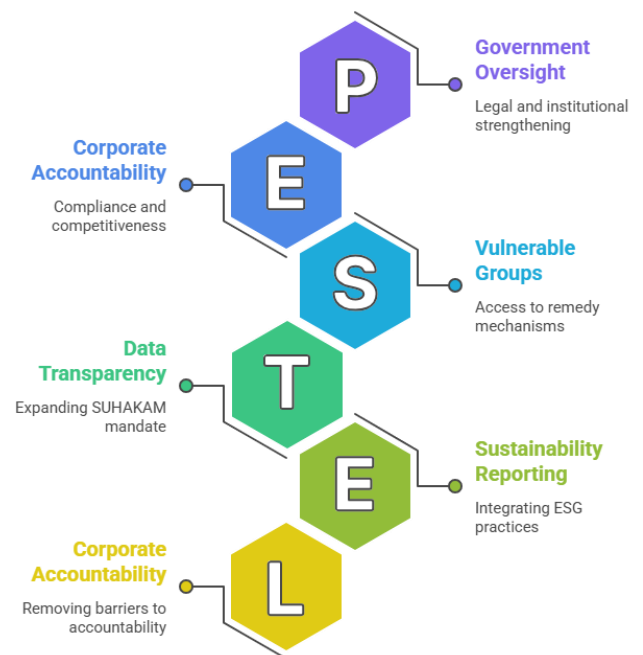
- ❖ **ESG Alignment:** Integrating these practices into sustainability reporting standards.

Pillar 3: Access to Remedy

A right without a remedy is no right at all. The third pillar ensures that victims of corporate abuses—particularly vulnerable groups like migrant workers and Indigenous communities—have access to effective judicial and non-judicial redress. Redress mechanisms are being designed to be:

- ❖ **Predictable and Equitable:** Ensuring a level playing field for claimants.
- ❖ **Rights-Compatible:** Providing outcomes such as compensation, restitution, or public apologies.
- ❖ **Transparent:** Allowing for public scrutiny of how grievances are handled.

NAPBHR PESTEL Analysis



Moving Forward: What This Means for Your Business

The NAPBHR is a signal that "business as usual" is changing. As we move toward 2030, corporate success will be measured not just by financial performance, but by the integrity of a company's impact on people and the planet. For leaders and entrepreneurs, now is the time to audit internal policies and align with these new national standards. Embracing the NAPBHR today is the best way to future-proof your organization against the regulatory and reputational risks of tomorrow.



Aligning with Malaysia's NAPBHR 2025–2030

| Focus Area | NAPBHR Expectation (Pillars 2 & 3) | Current Status | Required Action / "The Gap" |
|--------------------------------|---|--|--|
| Governance & Policy | Formal commitment to respect human rights in all operations. | <i>Example:</i> Only general Code of Conduct exists. | Draft a standalone Human Rights Policy Statement approved by the Board. |
| Due Diligence (HRDD) | Proactive identification of human rights risks in the value chain. | <i>Example:</i> Risk assessments focus only on financial/legal. | Integrate Human Rights Impact Assessments into standard risk management. |
| Supply Chain | Monitoring of sub-contractors and vendors for labor violations. | <i>Example:</i> Procurement focuses on cost/quality only. | Update Vendor Code of Conduct; include human rights clauses in contracts. |
| Labor & Equality | Anti-discrimination and fair working conditions (aligned with ESG). | <i>Example:</i> Standard HR policies in place. | Audit for gender pay gaps and ensure protection for migrant worker rights. |

| Focus Area | NAPBHR Expectation (Pillars 2 & 3) | Current Status | Required Action / "The Gap" |
|-----------------------------|--|---|--|
| Grievance Mechanisms | Accessible, transparent channels for victims to report abuses. | <i>Example: Internal whistleblower line exists.</i> | Expand to include external stakeholders (community / suppliers) and ensure "remedy" options. |

How HB can help you?

HB provides NAPBHR Compliance to ensure your company compliance and boost the optimum stage of your organisation. The following is the 12-Month Strategic Roadmap.

12-Month Strategic Roadmap



Phase 1: Foundation & Commitment (Months 1–3)

- ❖ **Month 1: Board & Management Alignment.** Conduct a high-level briefing for the Board of Directors on the three pillars of NAPBHR. Secure a

formal mandate to integrate human rights into corporate strategy.

- ❖ **Month 2: Policy Development.** Draft or update the Corporate Human Rights Policy Statement. This document must explicitly state the company’s commitment to respecting human rights across all operations and value chains (Pillar 2).
- ❖ **Month 3: Internal Governance Setup.** Appoint a Human Rights Lead or a cross-functional committee (HR, Legal, Procurement, and ESG) to oversee the implementation.

Phase 2: Risk Identification & Due Diligence (Months 4–6)

- ❖ **Month 4: Gap Analysis & Audit.** Using the table provided previously, conduct an internal audit of existing HR manuals, safety protocols, and labor contracts.
- ❖ **Month 5: Human Rights Due Diligence (HRDD).** Identify "high-risk" areas in the supply chain (e.g., migrant labor, raw material sourcing, or environmental impact on local communities).

- ❖ **Month 6: Stakeholder Mapping.** Identify vulnerable groups affected by the business (workers, indigenous groups, or local residents) to prepare for Pillar 3 (Access to Remedy).

Phase 3: Integration & Capacity Building (Months 7–9)

- ❖ **Month 7: Supply Chain Transformation.** Update Vendor Codes of Conduct and procurement contracts to include human rights clauses. Begin communicating these new expectations to Tier-1 suppliers.
- ❖ **Month 8: Employee Training.** Launch internal capacity-building workshops. Focus on anti-discrimination, workplace equality, and "Responsible Business Conduct" (RBC) for all staff levels.
- ❖ **Month 9: Grievance Mechanism Launch.** Enhance or establish a Rights-Compatible Grievance Mechanism. Ensure it is accessible to external stakeholders (suppliers/community) and offers clear paths to remedy (e.g., mediation or restitution).

Phase 4: Monitoring, Remedy & Reporting (Months 10–12)

- ❖ **Month 10: Performance Monitoring.** Establish Key Performance Indicators (KPIs) to track the effectiveness of the new policies (e.g., number of grievances resolved, percentage of suppliers audited).

- ❖ **Month 11: Remediation Protocol.** Test the "Access to Remedy" process (Pillar 3). Ensure the organization has clear procedures for addressing any identified human rights abuses.

- ❖ **Month 12: External Reporting & Disclosure.** Integrate human rights performance into the Annual Sustainability/ESG Report. Publicly disclose the progress made toward NAPBHR alignment to build investor and consumer trust.

Critical Success Factors

- ❖ **Transparency:** Regularly sharing progress (and challenges) with stakeholders.
- ❖ **Inclusivity:** Ensuring the voices of vulnerable groups are heard during the grievance process.
- ❖ **Continuous Improvement:** The NAPBHR is a journey to 2030; this roadmap should be reviewed and updated annually.

What HB is able to help your organisation to achieve during the consultancy process?

Pillar 1 & 2: Policy & Corporate Responsibility

These indicators measure how deeply human rights are embedded into the corporate culture and operational strategy.

- ❖ **Policy Coverage Index:** Percentage of internal policies (HR, Procurement, Operations) that explicitly reference human rights and NAPBHR alignment.
- ❖ **Training Penetration Rate:** Percentage of total workforce—including senior management—who have completed "Human Rights & Business Ethics" certification.
- ❖ **Vendor Compliance Rate:** Percentage of Tier-1 and Tier-2 suppliers who have signed the updated Human Rights Code of Conduct.
- ❖ **HRDD Completion:** Number of Human Rights Due Diligence (HRDD) assessments conducted on high-risk business units or geographical locations.

agreed-upon remedies (e.g., compensation, public apology, or policy change) rather than dismissal.

- ❖ **Whistleblower Protection Index:** Number of reported cases of retaliation against whistleblowers (Target: Zero).

HB Consultancy Achievements



Pillar 3: Access to Remedy

These indicators measure the effectiveness of the grievance mechanisms and the quality of the response to potential abuses.

- ❖ **Grievance Accessibility:** Number of diverse channels available for reporting (e.g., anonymous hotline, mobile app, community liaison) accessible to both employees and external stakeholders.
- ❖ **Response Agility:** Average time (in days) from the initial filing of a human rights grievance to the commencement of an investigation.
- ❖ **Resolution Quality:** Percentage of grievances resolved through mutually

Social & Community Impact (ESG Alignment)

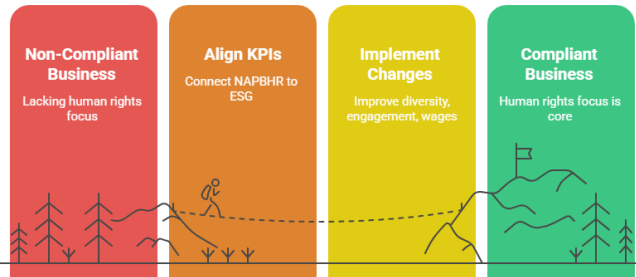
These KPIs connect the NAPBHR directly to broader Sustainability and ESG reporting standards.

- ❖ **Diversity & Inclusion Ratio:** Year-on-year improvement in representation across gender, ethnicity, and vulnerable groups in leadership roles.
- ❖ **Community Engagement Score:** Number of formal consultations held with local or Indigenous communities affected by business operations.

❖ **Living Wage Alignment:** Percentage of the workforce (including contracted labor) paid at or above the calculated national living wage.

HB is ready to be your strategic partner in this journey. From board-level alignment to ground-level audits, we provide the expertise to turn these national standards into your competitive advantage. Let's build a fairer, more transparent, and more profitable future together.

Achieving Human-Rights-Centered Business



Contact Us
 HB (Humanology Sdn Bhd)
 info@hba.com.my

The Path to 2030 Starts Today

The transition to a human-rights-centered business model is no longer optional; it is the hallmark of a resilient, forward-thinking organization. By aligning with the NAPBHR 2025–2030, you aren't just checking a compliance box—you are building a legacy of trust with your employees, investors, and the Malaysian community.



The CEO's Blueprint: Navigating Malaysia's 2025–2030 Human Rights Roadmap



BRIDGING THE GAP

| Focus Area | Current Status (Typical) | Required Action (The Gap) |
|----------------------|------------------------------------|---|
| Due Diligence | Focus on financial/legal risk only | Integrate Human Rights Impact Assessments |
| Supply Chain | Focus on cost/quality only | Update Vendor Code of Conduct with labor clauses |
| Grievance | Internal whistleblower line only | Expand to external stakeholders (communities/suppliers) |

MEASURING SUCCESS: KEY PERFORMANCE INDICATORS

Training Penetration & Policy Coverage

percentage of workforce certified

Measure the percentage of workforce certified and internal policies aligned with NAPBHR standards.

Response Agility & Resolution Quality

Average investigation days | Remedy percentage

Track average days to investigate grievances and the percentage of mutually agreed-upon remedies.

ESG & Community Impact

National Standards | Diversity Ratio | Formal Engagement Score

Align with national standards through diversity ratios and formal community engagement scores.



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Empowering Growth Through Knowledge

ABOUT E-LEARNING

E-Learning is a comprehensive online learning platform designed to empower professionals and organisations with practical knowledge and skills.

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Humanology E-Learning provides structured online courses designed for corporate development, from leadership and compliance to soft skills and industry expertise.

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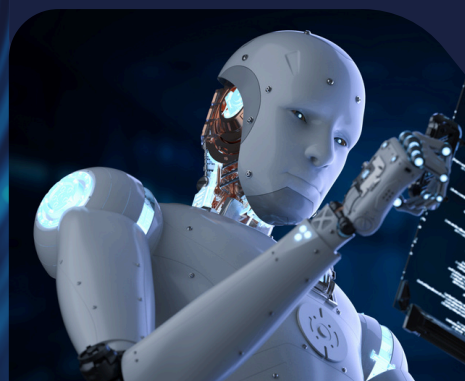
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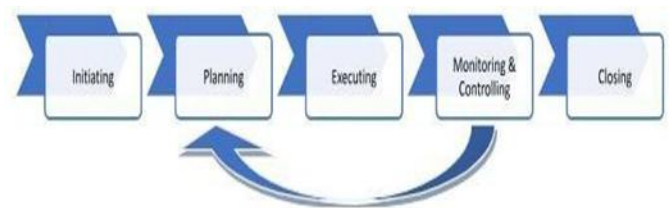
PROJECT MANAGEMENT: JOURNEY TO PROJECT SUCCESS

The Pyramid of Giza, Taj Mahal, The Great Wall of China, Taj are examples of successful projects in history and proof that Project management had been practised ever since humans inhabited the earth.



Unfortunately, there is very little documentation done on the skills and techniques to run such complex projects. In the 1950s, project management was modernized and project management tools, such as Gantt Charts and proper records for

project activities, were systematically applied to projects carried out. Today, most people are involved in projects, direct or indirectly, during daily work and life. Many project managers have a wrong perception that any project completed on time and within budget is successful. This is NOT TRUE! A project was completed on time and within budget, but it is still a failed project if it did not meet the scope and stakeholder's expectations.



Once a project has been initiated, proper planning with clearly defined objectives and scope is critical. A project without an objective is like driving without a destination, and you will be lost. There are five stages of Projects introduced by the Project Management Body of Knowledge (PMBoK).

Great planning is essential for a successful project, but without strategic and careful execution, it will remain a great plan forever. Project execution is the action or activities to be executed for achieving the project scope. It includes acquiring project teams, understanding and managing stakeholders' expectations, implementing risk responses, conducting procurement, etc.



All data and knowledge of the project need to be properly documented and stored as an important tool for traceability and input to the next project or activity.



Monitoring & Controlling are the ongoing activities throughout the project. The deviation between the plan and execution must be closely monitored during this stage. Systematic tools and techniques need to be applied to control the changes or additional risks which occur during the execution. Projects can be closed, regardless of whether all activities had been completed, successfully or not, or cancelled as long as sponsors and stakeholders agree to it.

Project management isn't necessarily cool and easy, but with the right techniques and skills, it could be enjoyable and meet all scopes. Humanology could be your virtual assistant to help and share secret strategies to enhance the success of projects. Don't hesitate to get in touch with us to know more about our Project management course; let's make our project successful together!



About Us

Humanology Tax Division delivers strategic, ethical, and sustainable tax advisory, compliance, and planning services. Led by experts such as Dato' Sri Dr. Mohd Nizom B. Sairi, former CEO of LHDN, and Tan Sri Dr. Mohd Daud, Chairman of Bank Negara's Shariah Advisory Council, the team brings over 30 years of collective experience in Malaysia's tax administration.

By blending local expertise with global insight, Humanology helps businesses and individuals manage tax obligations confidently, minimize risks, and improve efficiency. Guided by values of integrity, compliance, and empowerment, the division's mission is to foster fair taxation that drives long-term growth. Its motto, "Building Compliance, Inspiring Confidence, Empowering Growth," reflects its dedication to being a trusted tax partner.

Key Features

- Real-Time Dashboard**
Automatically monitor compliance and risk status.
- Automated Alerts**
Notifications for filing deadlines and non-compliance.
- Transaction Risk Assessment**
Analyse risks by transaction type and location.
- Complete Audit Trail**
Documented evidence for audit transparency.
- Scenario Modelling**
Forecast tax exposure based on different assumptions.



TAXTRACK

Ensuring Compliance, Minimizing Risk

Key Benefits

- Reduce the risk of penalties and filing errors
- Improve clarity and transparency in tax operations.
- Simplify audit preparation and reporting.
- Strengthen governance and internal accountability.
- Ensure continuous compliance with changing tax laws.
- Build long-term confidence with expert-backed assurance.
- Optimise resources and operational efficiency.

Professional Support

Led by former Inland Revenue Board (LHDN) officers and experienced tax experts:

- Dato Sri Dr. Nizom bin Sairi (Former CEO LHDN)
- Dato Dr. Wan Ramiza binti Wan Ghazali (Former Deputy CEO LHDN)
- Dr. Zainal Abidin bin Md Yassin (Former Director of Tax Compliance)
- Dr. Nik Abdullah Sani bin Nik Mohamad (Former Director, Large Tax Payer)

Our team combines expertise in tax regulation, risk management, and data analytics to deliver a trusted and practical compliance solution. With their extensive experience and strategic insight, TaxTrack enables organisations to navigate complex tax landscapes with confidence, accuracy, and long-term assurance.

"Building Compliance, Inspiring Confidence, Empowering Growth," reflects our commitment to being a trusted partner for your taxation needs"

Humanology: Your Partner in Business Excellence

Humanology is a consortium of seasoned professionals and retired experts, offering specialized solutions through Technical KNOW-WHO and Technical KNOW-HOW. We go beyond traditional consultancy by combining deep industry knowledge with innovative problem-solving approaches.

Expert Panel of Former LHDN Leaders



Dato' Sri Dr. Nizom



Azmi Mohamed



Dato' Dr. Wan Ramiza



Nik Marzan



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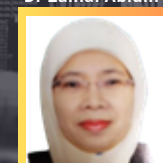
Expert Panel of Former LHDN Leaders



Dr. Zainal Abidin



Dr. Nik Abdullah



Dr. Norlia



Wan Mohd Zain



OVERCOMING CUSTOMER DOUBTS AND SECURING THE DEAL: THE ATC RESPONSE METHOD

When a customer says, "I have never heard of your brand before," how should you respond effectively to ensure they are convinced and eager to buy your product? Some salespeople, lacking professional training, might react with astonishment, saying, "How is that possible? Our product has been around for many years and is very well-known locally. Surely you must have heard of us?" Such a response questions the customer's honesty and insults their knowledge, which is certainly inappropriate.

Others might be too straightforward and admit, "Sorry, we are indeed a new brand and have just entered the market." This response could make the customer feel like a guinea pig for an unproven product, leading to immediate distrust. Therefore, regardless of whether you represent an unknown old brand

or a new market entrant, this approach is not suitable.



Introducing the ATC Response Method

To make your brand more acceptable to the customer, consider using the ATC response method. ATC stands for Acceptance, Transformation, and Convincing. This method involves three steps:

Acceptance: First, accept the customer's question and the underlying reasons behind it.

Transformation: Next, transform their question into a new one that aligns better with your persuasive direction.

Convincing: Finally, provide in-depth persuasion on the new question.



Practical Application of ATC

Consider the situation where a customer doubts your brand because they have never heard of it. If you are a new brand in the market, respond like this:

"Indeed, I apologize for our marketing efforts not being up to the mark. But today, I have the opportunity to introduce our brand to you in detail." This way, you turn a potential weakness into a strength by showing you are a practical and honest team, without emphasizing your brand's novelty and making the customer feel like a test subject.

If you represent an old but unknown brand, you could respond:

"I can see you are knowledgeable in this area. While we may not be very well-known locally, our product has been popular in the south for many years. We established our

factory ten years ago and have been producing this product ever since."

By responding this way, you gently convey that your product has been market-tested and is appreciated in certain regions, even if it is relatively new to this particular market.

Transforming the Question

After accepting the customer's initial concern, the next step is to transform their question. If they say they haven't heard of your brand, steer the conversation towards the core issue: "You might be wondering about the quality and reliability of our product since it is not well-known locally, right?" This shift changes the focus from brand recognition to product quality and reliability, reducing the impact of being a new or unknown brand.



Convincing the Customer

Finally, persuade the customer by providing evidence of your product's quality and reliability. You can show feedback from current users, testimonials, media coverage, and endorsements from authoritative figures. For example:

"Let me share some feedback from our current users and show you some testimonials. We use advanced, internationally sourced materials to ensure the highest quality. Here are some customer reviews and media reports that highlight the effectiveness of our product."

By presenting concrete evidence and examples, you can effectively assure the customer of your product's quality and reliability, addressing their underlying concerns.

Applying ATC to Various Scenarios

Let's consider another example involving students questioning the effectiveness of a five to ten-minute video lesson. Instead of dismissing their concerns, you can use the ATC method:

Acceptance: "I can see you love learning and I understand your concern. Traditionally, lessons have been longer, and you might be worried about the effectiveness of shorter lessons."

Transformation: "Your real concern might be whether these shorter lessons can be thorough and practical enough to be useful, right?"

Convincing: "Let me show you some feedback from other students. Despite the shorter duration, these lessons have received numerous positive reviews, with many students finding them incredibly practical and easy to apply."

By following the ATC method, you acknowledge the customer's concerns, transform the focus to a more favorable aspect, and provide convincing evidence to reassure them.



Conclusion

In conclusion, whether dealing with an unknown brand or a new market entrant, the ATC response method can help address customer concerns effectively. By first accepting the customer's viewpoint, then transforming the issue to focus on a more beneficial angle, and finally providing strong evidence, you can build trust and persuade the customer to choose your product. This method leverages psychological principles to make customers more receptive to your message, ensuring a higher likelihood of securing the deal.



PUBLISHED BY HUMANOLOGY



UNDERSTANDING PERSONALITY THROUGH EXERCISE PREFERENCES

Exercise habits can reveal a lot about a person's character and preferences. Different types of exercises attract different personality types, each with its unique traits and motivations.

earn them admiration and praise. These individuals are often outgoing and confident but may lack deep analytical skills. They are used to judging things by their surface value, leading to a more superficial understanding of the world around them.



Weightlifting

People who enjoy weightlifting tend to place a high value on physical appearance. They believe that building muscle and a strong physique will make them more attractive and



Yoga

Yoga has gained popularity in recent years, originating from India. It focuses on coordinating bodily movements and organs through soothing actions to achieve harmony between the mind and body. People who

enjoy yoga are typically calm and rational, able to face the world around them serenely. They excel in self-control and regulation, remaining untroubled by worldly concerns and avoiding conflicts. Their peaceful nature and ability to maintain balance in life make them approachable and pleasant.



Gym and Fitness Clubs

Some people prefer exercising in gyms or fitness clubs rather than outdoors. These individuals are usually extroverted and enjoy being around others. They thrive in organized activities and adhere to discipline during their workouts. Their strong curiosity extends even to others' private lives, driven by a desire for efficiency and a structured lifestyle. For them, exercising is a means to maintain health and energy to be more effective in their studies and work. They focus on results rather than the process, which can make their lives less enjoyable and more stressful.



Home Exercise Equipment

Others are drawn to home exercise equipment, purchasing various machines to achieve optimal workout results in the shortest time. These people often act impulsively, making decisions in the heat of the moment and seeking quick results. They lack patience and perseverance, constantly looking for shortcuts without considering the feasibility of their methods. Their impulsive nature makes them susceptible to being misled and losing judgment. Often, their fitness equipment ends up unused and stored away after a short period.

Exercise is crucial for maintaining a healthy lifestyle, as the saying goes, "Life lies in movement." People of all ages enjoy exercising to keep fit. Different people choose different types of exercise, reflecting their personalities and revealing aspects of their character.



Active and Social

Those who prefer group activities and social settings are generally more outgoing and enjoy being in the company of others. They find joy in collective activities and are often the ones to initiate or participate actively in group exercises. Their vibrant social life and

willingness to engage in communal activities reflect their extroverted nature.



Serene and Controlled

Individuals who prefer solitary and calming exercises like yoga tend to be more introverted and serene. They value inner peace and personal well-being over external validation. Their ability to remain calm and composed in various situations indicates a strong sense of self and an appreciation for harmony and balance in life.

Efficiency-Driven

People who focus on structured and efficient workouts, whether at the gym or home, are driven by results and productivity. They integrate exercise into their daily routines as a means to an end, aiming to enhance their overall performance in other areas of life. Their pragmatic approach to exercise highlights their goal-oriented mindset and practical nature.

Impulsive and Short-Sighted

Those who impulsively invest in home exercise equipment often seek immediate gratification and quick results. Their lack of long-term commitment and tendency to abandon their fitness routines reflect a

broader pattern of impulsivity and short-sightedness. They may struggle with maintaining consistent efforts in other areas of their lives as well.



Conclusion

In summary, exercise preferences can provide valuable insights into an individual's personality, motivations, and approach to life. Whether it's the social, vibrant atmosphere of a gym, the peaceful solitude of yoga, or the efficiency of home workouts, each type of exercise reveals different facets of a person's character. Understanding these preferences can help us appreciate the diverse ways people pursue fitness and well-being, reflecting their unique personalities and lifestyles.





GALLERY

JANUARY



5 January | Meeting with EuroChem



6 January | Courtesy Visit to Yayasan Peneraju

JANUARY



7 January | MoU Signing Ceremony with OUM

JANUARY



8 January | Discussion on Potential Collaboration - Humanology & Vriens & Partners



8 January | Courtesy Visit to Suruhanjaya Integriti Agensi Penguatkuasaan

JANUARY



9 January | Courtesy Visit to Jabatan Ketua Pengarah Tanah dan Galian



9 January | Courtesy Visit to Jabatan Agama Islam Selangor

JANUARY



21-22 January | Boosting Work Productivity Through AI

JANUARY

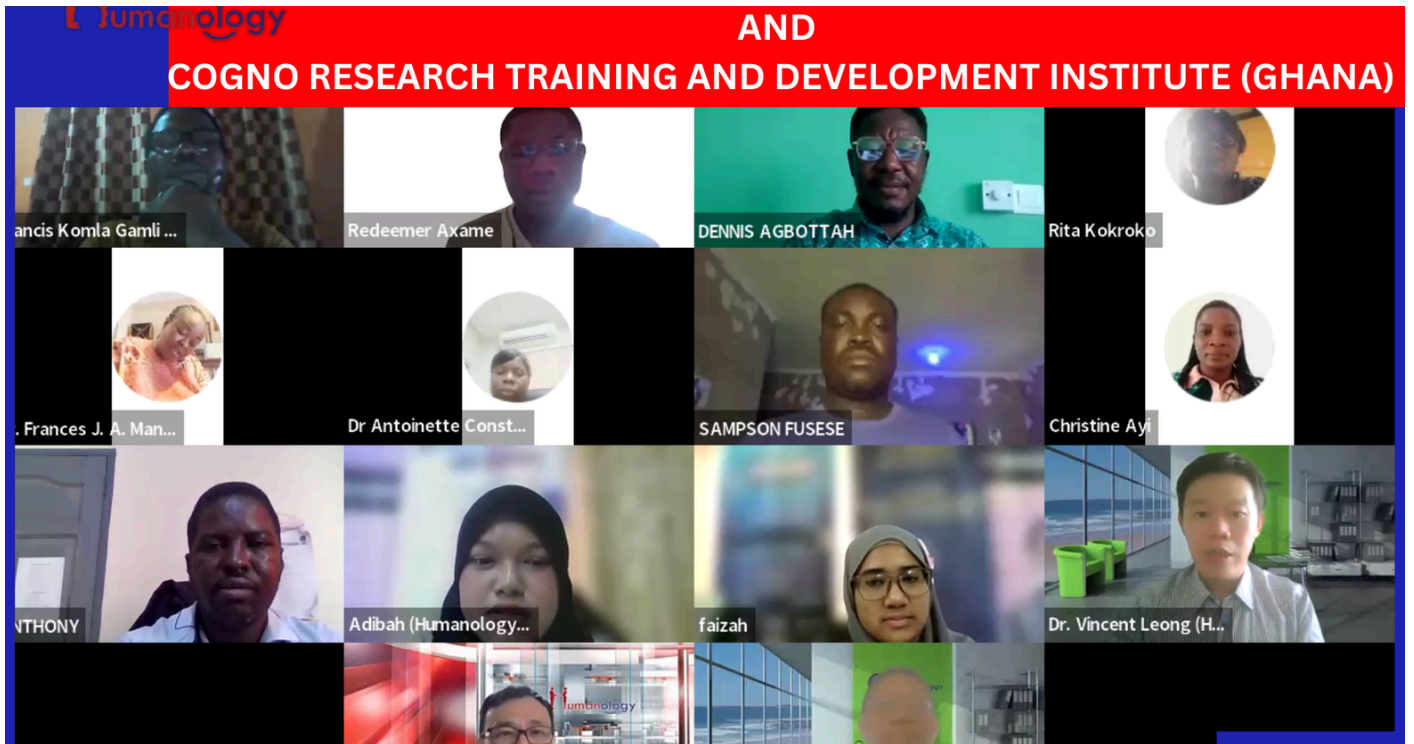


22 January | Courtesy Visit to Prlma Corporation



22 January | Training Discussion with TTM

JANUARY



28 January | MoU signing between Humanology (Malaysia) and Cogno Research Training and Development Institute (Ghana)



29 January | Courtesy Visit to Sekretariat Majlis TVET Negara (MTVET)

FEBRUARY



3 February | Meeting with Bahagian Dasar Saraan Dan Pengurusan
Kementerian Kewangan Malaysia



3 February | Meeting with Jabatan Muzium Negara

FEBRUARY



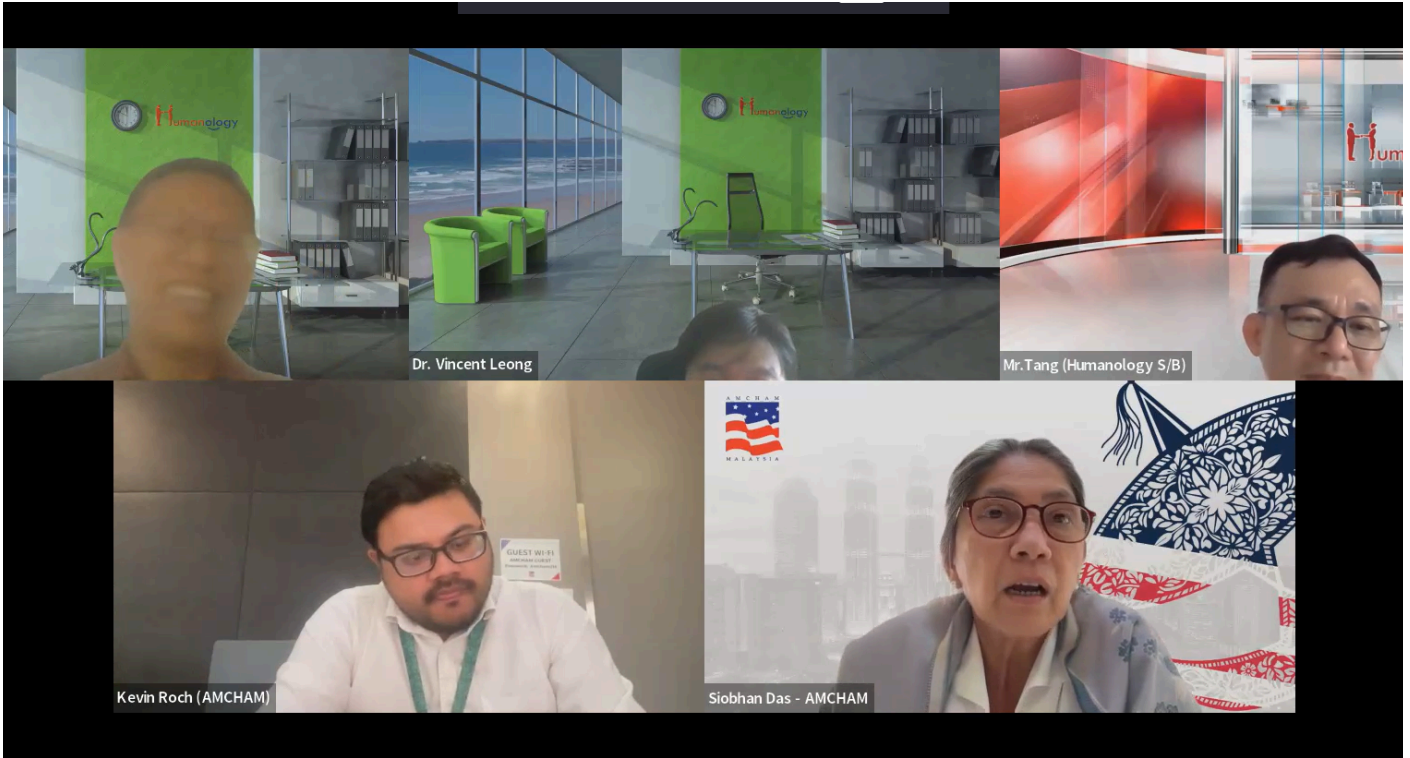
3-4 February | Mastering the Art of Planning and Organising

FEBRUARY



9 February | Humanitorial Interview Session with Bhg. Dato' Gs. Haji Azlikamil Napiah Ketua Pengarah Agensi Angkasa Malaysia (MYSA)

FEBRUARY



10 February | Potential Collaboration Discussion - Humanology & AMCHAM

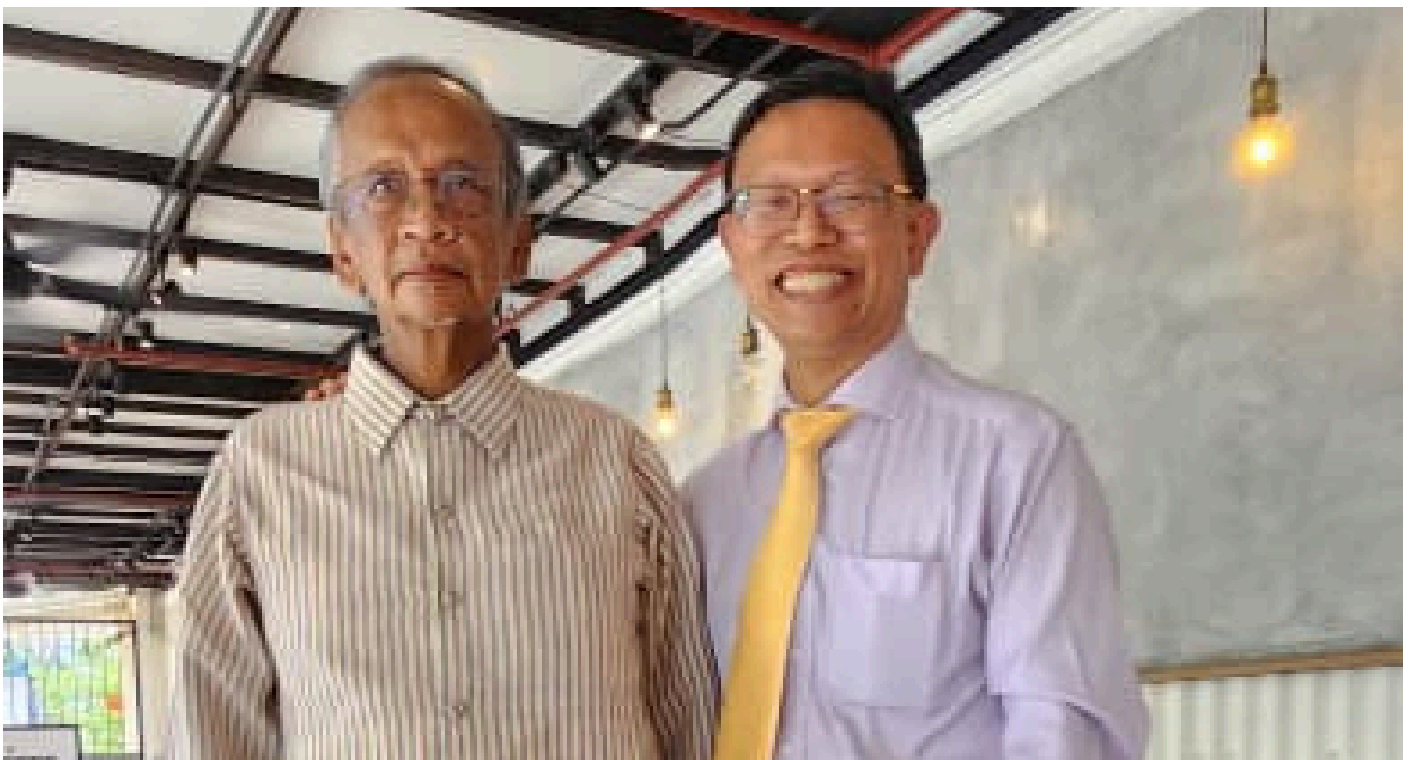


10 February | Courtesy Visit to Agensi Penguatkuasaan Maritim Malaysia

FEBRUARY

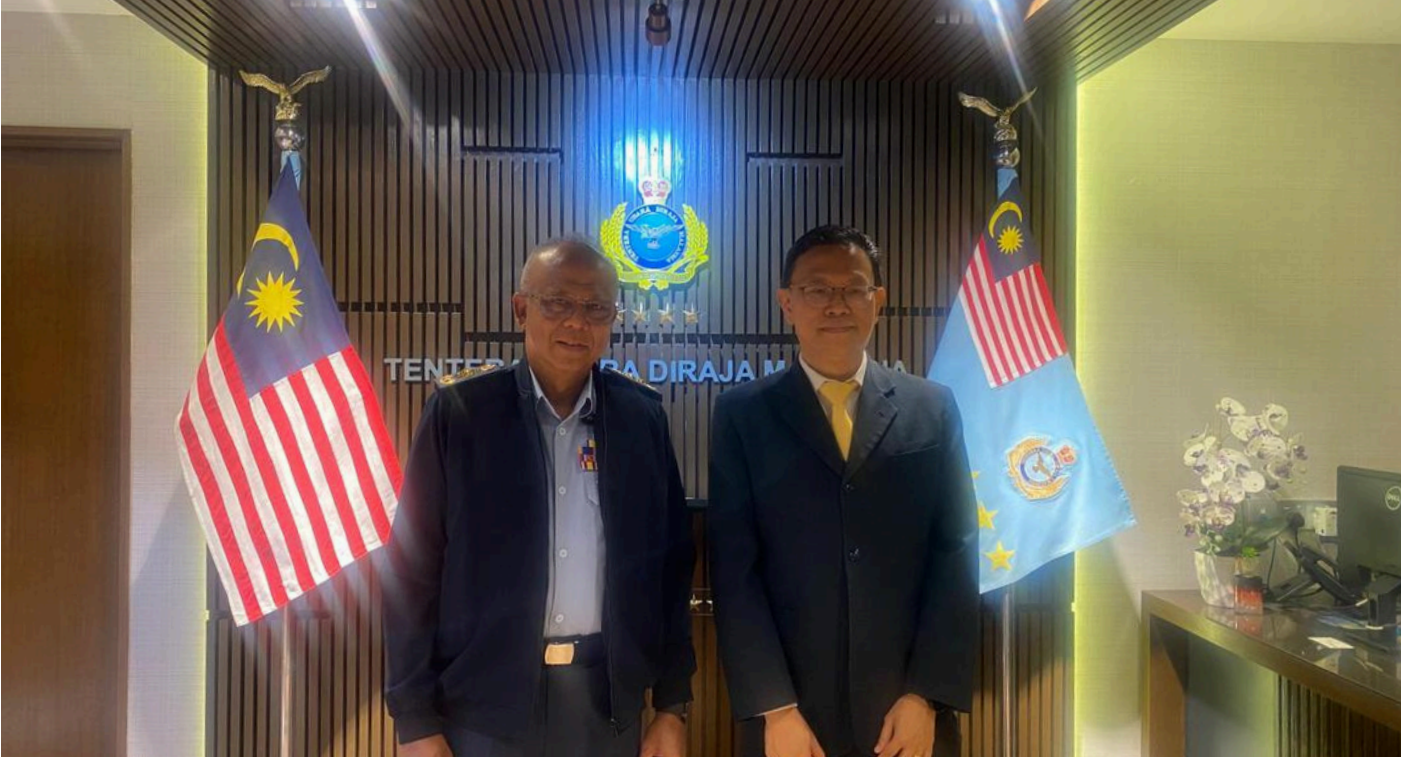


12 February | Potential Collaboration Discussion - Humanology & PwC Malaysia

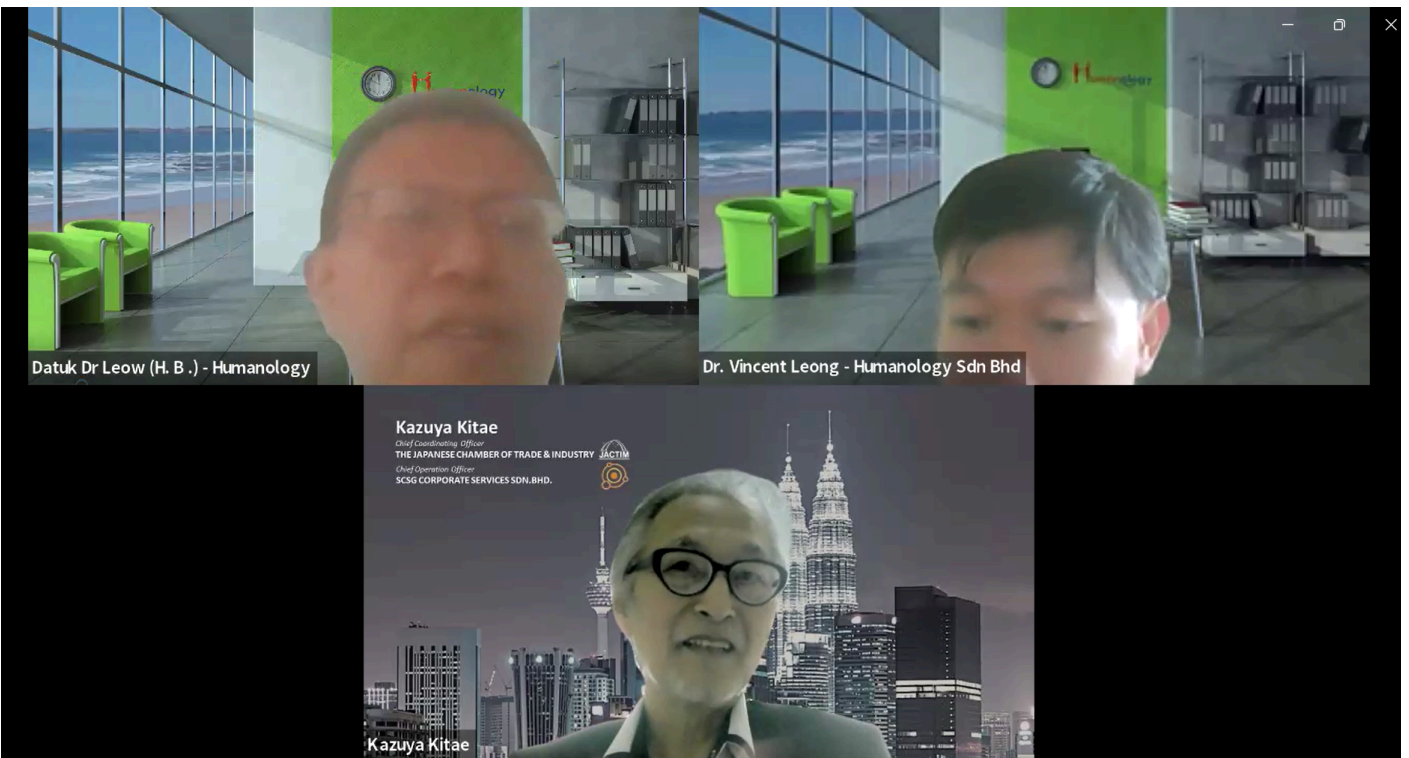


11 February | Meeting with Tan Sri Ambrin Buang (Founder of Humanology Sdn Bhd)

FEBRUARY



13 February | Courtesy Visit to Tentera Udara Diraja Malaysia

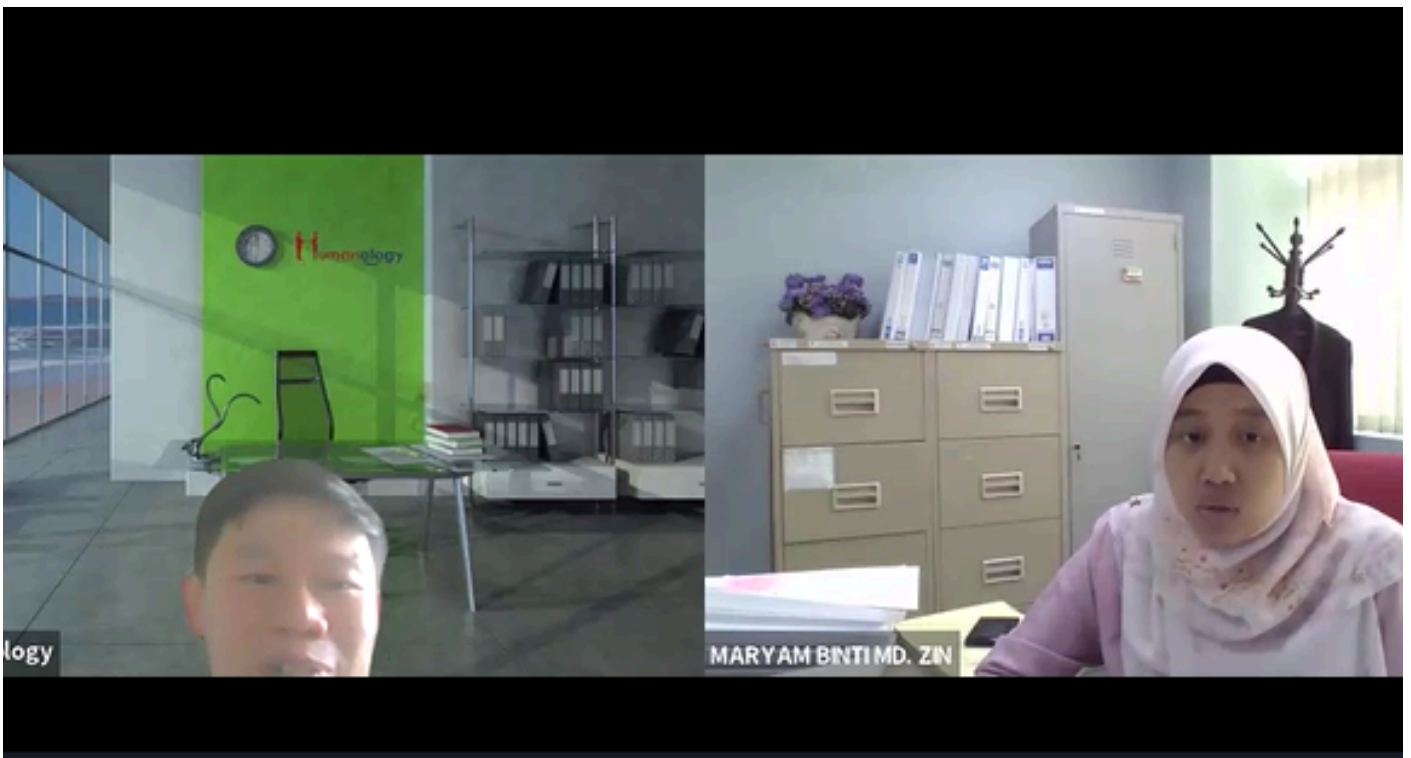


19 February | Potential Collaboration Discussion - Humanology & JACTIM

FEBRUARY



23 February | Courtesy Visit to Institut Penyelidikan Tingkahlaku Kesihatan



24 February | Discussion with JAIS

FEBRUARY



25 February | Courtesy Visit to British Malaysian Chamber of Commerce



26 February | Courtesy Visit to Jabatan Ukur dan Pemetaan Malaysia

MARCH



2 March | Courtesy Visit to Setiausaha Bahagian, Kerajaan Negeri Selangor



3 March | Courtesy Visit to Education Malaysia Global Services (EMGS)

MARCH



6 March | Courtesy Visit to National Aerospace Industry Corporation (NAICO) Malaysia



9 March | Courtesy Visit to Pejabat Pegawai Keselamatan Kerajaan Malaysia

MARCH



9 March | Appreciation from Media Chinese International Limited, Hong Kong



11 March | Courtesy Visit to Pelaburan Hartanah Berhad

MARCH



10-12 March | Kursus Asas Pengurusan Konflik Dalam TVET

MARCH



18-19 March | Student Research Project Supervision

MARCH



25 March | CCourtesy Visit to Mitsui & Co. (Malaysia) Sdn. Bhd.



31 March | Courtesy Visit to Malaysian Sustainable Palm Oil (MSPO)

MARCH



30 March | Majlis Sambutan Hari Raya D'Tandoor International Group of Restaurants

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