



Jamal Nasir Khan

Human Resources, Industrial Relations & Integrity Governance Leader | Professional | GLC & GIC Experience
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An accomplished Human Resource Generalist (HR) and Integrity & Governance (IG) leader with over 25 years of experience, including 20 years driving transformation across leading Government-Linked Companies (GLCs) and Government Investment Companies (GICs). Former Chief HR Officer and current Head of Integrity & Governance, with a strong track record in implementing comprehensive HR Transformation and Anti-Bribery & Anti-Corruption (ABAC) frameworks, A seasoned Industrial Relations (IR) practitioner negotiated complex union agreements with National and In-House Unions, leading organizational restructuring, mergers and aligning HR and Integrity Governance with corporate strategy. Delivers clear, practical solutions to lead transformation, manage operational risks, and develop people in challenging, regulated, and unionized environments.

CORE COMPETENCIES

- Integrity & Governance (Certified Integrity Officer)
- Certified HRD Corp Trainer/ Facilitator
- Human Resource / Industrial Relations Practitioner
- Anti-Bribery & Anti-Corruption (ABAC) Programs
- Ethics & Culture Transformation
- Policy Design & SOPP Review

PROFESSIONAL EXPERIENCE

Pos Malaysia Berhad (a member of DRB-Hicom Group)

Dec 2018 – Nov 2025

Head, Group Integrity & Governance / Head, People Operations (HR Division)

- Pioneered and established the Integrity & Governance function recently, including the initiation, formulation, and implementation of Anti-Bribery and Anti-Corruption (ABAC) policies and frameworks at the Group level.
- Managed the overall spectrum of Human Resource Management (HRM) and services across the Corporate Office and State-level operations over the years, supporting a workforce of more than 20,000 employees and ensuring alignment with strategic organizational objectives.
- Led the comprehensive review and successful implementation of refreshed HR and ABAC policies, reinforcing ethical standards and modern HR and Integrity governance across the organization.
- Responsible in establishing and managing the Group Industrial Relations Department, providing expert advisory and consultation support to all subsidiaries nationwide.
- Maintained industrial harmony within a highly unionized environment, managing 10 active Unions representing over 80% of the frontline workforce.
- Successfully negotiated and concluded nine (9) Collective Bargaining Agreements (CBAs) for 2 terms (6 years) amicably without escalation to arbitration or legal proceedings
- Secured union buy-in for the implementation of a performance/ progressive based salary structure.
- Led and facilitated a company-wide reorganization and structural transformation, successfully implementing the new Pos Structure (Pos Refresh), including people and culture transformation, and change initiatives.

UEM Edgenta Berhad (a member of UEM Group)

Jul 2015 – Oct 2018

Head, Human Resources & Administration

- Managed the overall HRM support and services across Corporate and Regional / Section Offices nationwide.
- Provided strategic HR leadership across a workforce of over 10,000 employees in Malaysia and the region, ensuring consistency in policies and practices.
- Led critical post-merger and acquisition integration initiatives, expertly driving rationalization, harmonization, and employee engagement.

- Executed the UEM Group's Talent Management programs, fostering high-potential leadership pipelines and cultivating organizational capability.
- Played a pivotal role in mergers and acquisitions, expertly managing all employment-related matters across the Group to ensure smooth transitions and compliance.
- Oversaw the Group Administrative functions, championing operational excellence and delivering substantial cost efficiency and sustainability improvements.

UEM Group Berhad (a member of Khazanah Investment Company)

Mar 2012 – Jul 2015

General Manager, Human Resources Services

- Managed the overall spectrum of Human Resource Management and Services at the Corporate Office, ensuring strategic alignment and operational effectiveness across a global workforce of approximately 15,000 employees.
- Responsible for the establishment of the Global Mobility Management
- Responsible for the establishment of the Group Industrial Relations Department, providing expert IR consultation and advisory to subsidiaries nationwide.
- Led the successful facilitation and implementation of the Group Human Resource Master Plan aligned to Khazanah's Orange Book Strategies, with a focus on Global Mobility Management and Industrial Relations initiatives.

PLUS Expressways International Berhad (a member of UEM Group Berhad)

Jun 2007 – Mar 2012

Human Resources Services & Regional (International)

- Oversaw the overall Regional HR management support and services for PEIB International Assignees and subsidiary HR operations, ensuring seamless cross-border alignment in India and Indonesia
- Provided strategic consultation and expert guidance on the establishment of HR policies and departmental frameworks for international subsidiaries and joint venture companies in India and Indonesia.

PLUS Malaysia Berhad (a member of UEM Group Berhad)

Jun 2007 – Mar 2012

Human Resources Services (Malaysia)

- Managed the overall HR Management support and services across Corporate and Regional / Section Offices for an organization employing over 5000 staff.
- Maintained harmonious industrial relations in a unionized environment, managing 2 unions representing 80% of the frontliners.
- Successfully negotiated and finalized 4 Collective Bargaining Agreements with the unions, all without escalation to arbitration or reference to courts.
- Secured union buy-in for the implementation of a performance-linked wages – salary/ increment system.
- Played a key leadership role in mergers and acquisitions within the expressways group, overseeing post-merger integration activities to ensure smooth transitions especially on employment laws/ matters.

Mydin Mohamed Holdings Berhad, KL

Apr 2006 – Jun 2007

Manager, Human Resources

- Managed the full spectrum of HR Management and Industrial Relations for Malaysia's largest locally owned retail chain with nationwide operations.
- Established standardized Industrial Relations policies and procedures implemented organization wide.
- Played a key role in driving the organization's transformation initiatives, contributing to cultural and operational shifts to Hypermarkets.
- Managed International/ Foreign recruitment, on boarding and welfare programs for foreign staff.

HSBC Bank Malaysia Berhad / National Union of Bank Employees (NUBE), HQ

Oct 1985 – Nov 2005

Executive, Human Resources / Executive, Industrial Relations (Seconded at NUBE)

- Served a good number of years as a Customer Service Representative and brand ambassador for the bank's premier products, building a strong foundation in service excellence.
- Progressed through multiple roles across frontline and backroom functions, demonstrating versatility and leadership potential.
- Selected to serve full-time as a seconded executive at the National Union Headquarters, representing banking sector employees.
- Conducted soft skills training programs for Bank employees/ Union members, contributing to workforce development and service quality improvement.
- Appointed to serve with various statutory organizations and as a panel member of the Industrial Court and SOCSO Appellate Board.

PROFESSIONAL QUALIFICATIONS

- **Certified Integrity Officer (CeIO)** – Malaysian Anti-Corruption Commission (MACC) – [latest qualification]
- **Master's in Business Administration (MBA)** – University of Ballarat, Australia
- **Diploma in Personnel Management (DIPM)** – Malaysian Institute of Human Resources Management (MIHRM)
- **Certificate in Personnel Management (CIPM)** – Malaysian Institute of Human Resources Management (MIHRM)

INDUSTRY CONTRIBUTIONS & MEMBERSHIPS

Professional Memberships & Affiliations

- Council Member, Malaysian Institute of Human Resources Management (MIHRM)
- Member, Malaysian Institute of Management (MIM)
- Member, Association of Certified Integrity Officers (ACeIO)
- IR Panel Member (past), Malaysian Employers Federation (MEF)

Panel / Board Appointments (Past)

- Panel Member, Industrial Court Malaysia
- Appellate Board Member, Social Security Organization (SOCSO)
- Investigating Tribunal, Disciplinary Board – Bar Council of Malaysia

CERTIFICATION / COURSES ATTENDED

Strategic Human Capital & Organizational Leadership

- Strategic HR & Coaching – RBL Group, Singapore
- Organisation Design Masterclass – Global People Strategies
- Principle-Centred Leadership Course for Leaders – BOSCO Institute of Research and Development for Youth (BIRDY), Hyderabad
- International Leadership Course – National Institute of Labour Education (NILE), Sri Lanka
- Union Network International–Asia Pacific Regional Organisation (UNI-APRO) Youth Leadership Course – National Trades Union Congress (NTUC), Singapore
- Certificate of Studies in Workers Education Towards Certificate of Higher Education – Ruskin College, Oxford, UK
- Researchers Course – Bosco Institute of Social Work (BISW), Thirupathur, Bengaluru, Tamil Nadu, India

Governance, Risk & Compliance

- National Specialised Course on Labour Laws & Industrial Relations – Malaysian Labour Organisation (MLO)
- Domestic Inquiry Proceedings Workshop – UEM Learning Centre / Lyons Sher Inc.
- Managing Cross-Border Assignment Risks – Ernst & Young
- Withholding Tax & Cross-Border Transactions – Wolters Kluwer
- Tax Planning for HR Managers – Global Leadership Learning Centre

People & Performance Development

- Job Analysis & Evaluation – Hay Group
- Train-The-Trainer Certification (HRDC Certified) – Malaysia
- Effective Compensation & Management Workshop – Timeus Communication Sdn. Bhd.
- Effective Quality Management Representative – Det Norske Veritas (DNV)
- Influencing Skills – Management Concepts Asia Pacific
- Hann DISC Profiling – UEM Learning Centre
- Managing Effective Meetings – Irshad HR Consulting
- Effective Report Writing – British Council
- Trainers / Educators Course (Phases 1–3) – National Union of Bank Employees (NUBE)
- ESQ Basic Training (ESQ Way 165) – ESQ Leadership Centre
- Making A Difference (MAD) Workshop – Zubedy (M) Sdn. Bhd.

Other Notable Programs & Certifications

- Certified Scuba Diver – National Association of Underwater Instructors (NAVI)
- Kem Bina Diri / Semangat – Persatuan Bekas Perajurit Malaysia (PBPM), Perak

LANGUAGE PROFICIENCY

- **English** – Excellent (Written & Spoken)
- **Bahasa Malaysia** – Excellent (Written & Spoken)
- **Urdu / Hindi** – Fair (Spoken)
- **Punjabi** – Fair (Spoken)
- **Cantonese** – Fair (Conversational)

GENERAL INTERESTS AND HOBBIES

- Traveling
- Watching Documentaries
- DIY
- Listening to music
- Reading
- Cycling and swimming

PERSONAL PHILOSOPHY AT WORK

I am deeply committed to the concept that Human Capital Management (People Connected) is the most important aspect in any organization. While the Human Resources Department is the bridge linking the Employees with Employer, I strongly believe that those in the Human Resources Department have the main responsibility of developing the Human Capital and building and maintain a Culture of Integrity with the ultimate objective of achieving Organizational Growth and Productivity in the Organisations – ***“Strive to Achieve Great Results without Compromising on Respect”***.

REFERENCES

Available upon request.