

# EMPOWERING PEOPLE AND COMMUNITIES

We believe that our people are at their best when they feel a sense of belonging and are adequately supported by the organisation. We are committed to empowering our people to build their knowledge and expertise in an inclusive and healthy environment while extending our support in contributing to the growth and resilience of our communities.



## MATERIAL TOPICS:



Diversity and Inclusion



Talent Attraction, Development and Management



Employee Safety, Health and Wellbeing



Community Investment

### Goal 1

Maintain and promote workforce diversity and maintain anti-discrimination culture.

### Goal 2

Integrate mental health as a topic of overall wellbeing of employees.

### Goal 3

Increase social impact towards marginalised and deserving communities through consistent programmes and initiatives.

### Goal 4

Expand investing literacy reach through online and offline channels.





## DIVERSITY AND INCLUSION

GRI 405, 406

## WHY IT MATTERS

Embracing diversity and inclusion enables us to attract a wider pool of talent, as well as to encourage new ideas and perspectives that help enhance our business. We aim to give our employees equal opportunities to succeed professionally, regardless of their age, gender, ethnicity and background. We strive to improve and maintain a healthy gender-balanced workforce through our focus on inclusivity that allows each individual to thrive in their careers.

## Our Workforce Profile

[GRI 401, 404, 405]



Key Management	2022	2023
Male	20	18
Female	70.0%	<b>66.7%</b>
Senior Management	40	42
Male	60.0%	<b>59.5%</b>
Female	40.0%	<b>40.5%</b>
Middle Management	497	500
Male	47.5%	<b>46.6%</b>
Female	52.5%	<b>53.4%</b>
Junior Management	683	691
Male	46.7%	<b>47.0%</b>
Female	53.3%	<b>53.0%</b>
Non-Executive	115	107
Male	66.1%	<b>70.1%</b>
Female	33.9%	<b>29.9%</b>

Breakdown By Age Group	2022	2023
< 30	305	288
	22.5%	<b>21.2%</b>
30-39	379	375
	28.0%	<b>27.6%</b>
40-50	389	402
	28.7%	<b>29.6%</b>
> 50	282	293
	20.8%	<b>21.6%</b>

Breakdown By Ethnic Composition	2022	2023
Malay & Other Bumiputra	549	550
	40.5%	<b>40.5%</b>
Chinese	733	734
	54.1%	<b>54.0%</b>
Indian	60	62
	4.4%	<b>4.6%</b>
Others	13	12
	1.0%	<b>0.9%</b>

Number of Temporary Staff	2023
Number of Temporary Staff <sup>1</sup>	3
Number of Fixed Term Contract Staff <sup>2</sup>	193
Total Temporary/ Fixed Term Contract Staff by %	<b>14.4%</b>

<sup>1</sup> Staff that are hired for a specific purposes i.e. temporary replacement or special project.

<sup>2</sup> Staff which includes Senior Management Team under fixed term contract on a renewal basis.

## OUR APPROACH

### Our Policy on Ethical Human Resource Practices

We ensure our human resource operations are following the applicable employment and labour laws and regulations of Malaysia, including adhering to the set minimum wage and ensuring its continued compliance, with local laws on working hours. Our commitment to these standards is reflected in our Group's Code of Ethics and Conduct for Employees.

Group Code of Ethics and Conduct for Employees	Learning and Development Policy
Group Disciplinary Policy	Group Policy on Recruitment and Staffing Management
Flexible Work Arrangement Policy	
Compensation and Benefits Policy	Group Performance Management Policy

### Zero Tolerance of Human Rights Violation

As signatory to the UNGC, we adopt the human rights and labour principles as outlined in the UN Global Compact's Ten Principles and placed importance to continue improving workplace diversity, providing equal opportunities and reducing discrimination, including those based on race, religion, gender, age, disability or nationality. At Kenanga, we have zero tolerance for any violation of human rights, including forced and compulsory labour, child labour, discrimination and harassment at our workplace. Additionally, our hiring procedures abide by the local laws in establishing the minimum age for employment.

### Communication on Human Rights for Employees

In our efforts to ensure our employees are aware of their rights, all newly onboarded employees are required to undertake a 10-minute self-directed learning module on employee rights, which is facilitated through our Learning Management System ("LMS"), an internal learning platform. In 2023, a total of 158 enrolments were recorded for this module.

Furthermore, the Group Disciplinary Policy includes guidelines to address employee misconduct. This policy outlines the procedures for handling employee grievances related to their employment. Through this platform, employees are provided with the means to express their concerns regarding employment-related matters, with the assurance that these concerns will be addressed by the relevant parties within a specified timeframe.

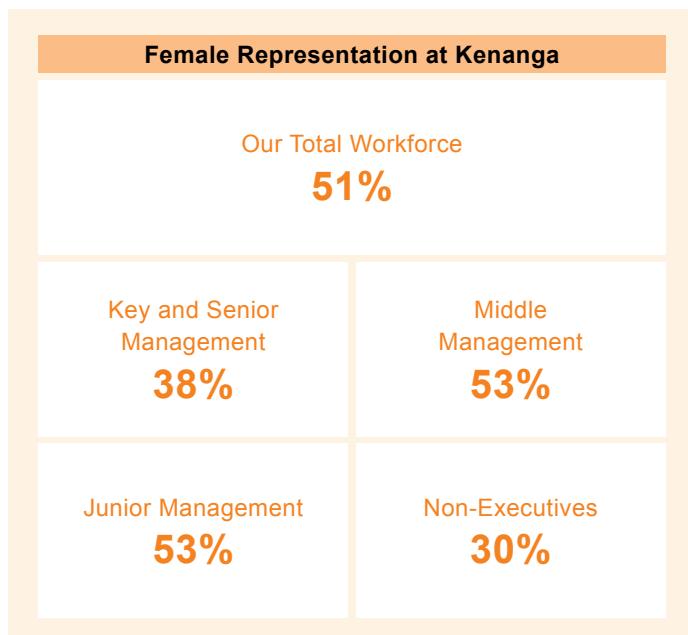
To heighten awareness on issues such as office bullying, harassment and discrimination in the workplace, we executed the following initiatives during the year:

- Revision of the "Preventing and Eradicating Sexual Harassment in the Workplace Policy and Procedure – Issue 2 191016". This has resulted in the creation of two (2) distinct documents – "Preventing and Eradicating Sexual Harassment Policy" and "Preventing and Eradicating Sexual Harassment Procedure"
- Employees are given constant reminders on sexual harassment and its risks through our internal electronic platform
- Training on sexual harassment and anti-bullying was conducted by an external legal counsel on November 2023, which we intend to continuously conduct in the coming years
- Incorporation of discrimination as per Section 69F of the Employment Act 1955 (Amendment 2020) which has been underscored further in initiatives such as the revision of our Whistleblowing Policy to a more comprehensive Speak Up Policy, aimed at preventing discrimination and unethical practices in the workplace.

 In 2023, there were zero grievances or incidents reported related to harassment, bullying or discrimination.

## Promoting a Gender-Balanced Workplace Culture

In promoting a gender-balanced workplace, we offer benefits in line with local labour laws, which applies to all eligible employees. This includes, nursing rooms, and updated maternity and paternity leave days, as well as hybrid working arrangement. Our human resource practices, including recruitment, performance management and talent development are managed equitably.



## Gender Pay Gap

We believe in providing equal economic opportunity for all, regardless of gender, especially within similar roles. Our approach to pay and compensation is based on employees' experiences, skills and competencies required, as well as industry benchmark in determining basic salary. All employee-related decisions are made based on business needs and employee merit.

### Ratio of Basic Salary of Men to Women (2023)

Key Management	<b>1:0.85</b>
Senior Management	<b>1:1.01</b>
Middle Management	<b>1:0.83</b>
Junior Management	<b>1:0.98</b>
Non-Executive	<b>1:0.93</b>



### Kenanga Becomes Signatory of the Women's Empowerment Principles ("WEPs")

In 2023, we strengthened our commitment to gender equality by becoming a signatory of the WEPs. These seven (7) principles are:

- Equal Opportunity, Inclusion, and Non-discrimination
- Health, Safety and Freedom from Violence
- Education and Training
- Enterprise Development, Supply Chain and Marketing Practices
- Community Leadership and Engagement
- Transparency, Measuring and Reporting
- Leadership Promotes Gender Equality

These principles were established by the UNGC and UN Women, aligning with the 2030 Agenda on Sustainable Development and the 17 SDGs. The WEPs Framework offers guidance to businesses on how to advance gender equality and women's empowerment in the workplace, marketplace, and community. Currently, there are over 7,000 global signatories, including 103 from Malaysia.

"A gender-equal workplace not only benefits women, but all individuals. We are dedicated to creating an environment where everyone can thrive and contribute to the growth and success of our organisation."



**DATUK CHAY WAI LEONG**  
Group Managing Director

## EMPOWERING PEOPLE AND COMMUNITIES



### Kenanga is Officially a Partner of LeadWomen

As an official partner of LeadWomen, an organisation founded in 2011 to advance the presence of women in senior leadership and corporate boards in Malaysia, Kenanga reinforced our commitment towards promoting gender equality and women empowerment.

Through the partnership, we supported LeadWomen's dialogue session on "Women on Boards," where our Board member participated as one of the panellist speakers, sharing her experience and insights on driving meaningful change towards a more equitable future. The session covered leadership development, representation and inclusion, offering attendees with an opportunity to learn from influential leaders. Additionally, through LeadWomen, we conducted a webinar on the "Introduction to DEI and Allyship at the Workplace". The one (1)-hour session, tailored for Kenanga employees, provided an understanding of the various aspects of Diversity, Equity & Inclusion (DEI). A total of 159 employees benefitted from the session.

### Employee Engagement on Diversity and Inclusion

Kenanga continuously strives to encourage two (2)-way, open communication with our employees through dialogues and discussions. Our employee engagement programmes seek to promote the sharing of knowledge amongst our employees, celebrate diversity, and foster a sense of belonging.

### Employee Engagement Activities



### Celebrating Our Founder's Day

Every year, we commemorate Founder's Day alongside the birthday of our esteemed Founder Emeritus and Adviser, YM Tan Sri Dato' Paduka Tengku Noor Zakiah Tengku Ismail, a pioneering female stockbroker in the country. This tradition serves as a tribute to our heritage and is an annual celebration of Kenanga's success. In 2023, Founder's Day activities included a nationwide celebration of virtual games via myKenanga Intranet portal. Total participation from employees in all activities conducted were 1,897.





## Kenanga's 50<sup>th</sup> Anniversary

On 9<sup>th</sup> June 2023, a nationwide celebration was held for Kenanga's 50<sup>th</sup> anniversary, marking our achievement as the largest independent investment bank in Malaysia. The event featured virtual engagement with prizes through Kenanga Money and exclusive Kenanga 50<sup>th</sup> merchandise distributed to all employees nationwide. Additionally, on-ground activities and food redemption were arranged for employees at our headquarters office, Kenanga Tower. As part of the celebration, we also introduced and honoured recipients of the 40-year Long Service Award.



EMPOWERING PEOPLE AND COMMUNITIES



### Cultural Festive Celebration

In 2023, we marked the celebration of Chinese New Year, Hari Raya and Deepavali through a hybrid of on ground and online events. Employees received e-festive money through the Kenanga Money mobile application, coupled with early salary payouts aligned with the festive seasons. Additionally, a variety of games and activities were organised as part of the celebrations. The total participation from employees in all our festive celebrations were 2,895.



### Launch of #MyKenanga Intranet Portal

In 2023, we introduced the #MyKenanga Intranet Portal to all employees nationwide. This portal is aimed at improving collaboration, communication, and productivity throughout our organisation. With the #MyKenanga Intranet Portal, employees can stay informed and connected about everything that happens within Kenanga. A total of 1,356 employees took part in the activities organised during the launch of the portal.

**kenanga | 50 YEARS**

**Introducing the #myKenanga Intranet Portal**

**What is the #myKenanga Intranet Portal?**

Kenanga will help us work better, together. Stay connected and up-to-date with all that's going on across the organisation. At the click of a button, you'll be able to access all the latest news, events and information you need!

**How can I access the #myKenanga Intranet Portal?**

Access via your desktop, iOS or Android devices via [myKenanga - Home \(sharepoint.com\)](https://myKenanga.sharepoint.com) using your Internet Browser (desktop only), Microsoft TEAMS and SharePoint App.

*Note: To access via your iOS or Android devices, please ensure you have installed Intune (Office365 suite of apps for smartphone/tablet).*

**Do I have to create a new account to access it?**

No. The #myKenanga Intranet Portal supports single log-in as you log into your desktop at the start of the day.



### International Women Day 2023 ("IWD23")

In celebration of International Women's Day 2023, themed "DigitALL: Innovation and Technology for Gender Equality," we conducted several initiatives to further promote gender equality amongst employees, including pop quizzes, the dissemination of online awareness material and #EmbraceEquity pose challenge. In conjunction with IWD23, we encouraged our employees to join the following panel sessions:

- **Invest Meet Up #3: Babe & Finance** – "Women's Money Talk" session, hosted by Tokenize Malaysia in collaboration with InvestingNote, ShareInvestor Malaysia and Kenanga Group. The event aims to empower women from diverse backgrounds by providing essential knowledge and insights into investing, breaking down barriers in the traditionally male-dominated field. It fosters a supportive environment for enhancing financial literacy.
- **#EmbraceEquity Festival 2023** – Organised by LeadWomen with the aim to empower women in Science, Technology, Engineering, Arts and Mathematics fields, as well as healthcare and sports through insightful panel sessions and networking opportunities. The event focuses on inspiring discussions, promoting wellbeing with a yoga session and fostering inclusivity in the sports industry. Attendees were given the opportunity to engage in meaningful conversations about women's journeys, creating a more inclusive sports environment for women and girls.
- **Bursa Malaysia's #EqualityforEquity Campaign** – Encouraged women to open trading accounts to increase the number of female traders on the local bourse. As part of the campaign, we waived the account opening fee, and those who joined have a chance to receive GrabFood e-vouchers.

A total of 203 employees participated in the activities organised during the IWD23 programme.

Moving forward, we aim to continue advocating financial independence for women through products and financial literacy programmes.



### Future Outlook

We are currently developing a Group Human Rights Policy, which will be communicated to all stakeholders. This policy aims to enhance our existing practices, with a central focus on ensuring the protection of human rights across our operations.



## WHY IT MATTERS

We believe that the health, safety and wellbeing of our employees are essential to our success, as it is not only beneficial to our employees, but also to our business, promoting productivity, engagement, and overall satisfaction. We aim to create a safe working environment culture as we progressively promote overall wellbeing of our employees including physical and emotional wellness.

### OUR APPROACH

At Kenanga, we continue to exercise precaution to ensure we provide a safe and healthy work environment. Kenanga follows the Occupational Health and Safety (“OHS”) Act 1994 as we make our best efforts to protect our workforce health, safety and wellbeing.

#### Our Safety Rules and Procedure

We have established Safety Rules and Regulations to address emergencies, aiming to minimise injuries to personnel and property damage, and we continue to organise OHS-related training programmes for our staff in 2023 to enhance their safety knowledge and practices. In 2023, 86 employees received training on Basic Fire Safety Training in collaboration with the Malaysian Fire and Rescue Department (*Jabatan Bomba Malaysia*).

Assembly points and evacuation protocols are established, with fire evacuation drills conducted yearly. Our renovation processes and procedures are monitored according to Kenanga Tower’s Renovation Guideline to mitigate any accidents due to construction in the workplace.

The Group has also designated fire marshals that form members of our Emergency Response Team (“ERT”) to ensure we are in compliance with the Fire Service Act 1988. As of 31 December 2023, we have a total of 71 employees who are trained as fire and floor marshals. We also conducted “Occupational Safety and Health in the Office” training, which was attended by 91 of our ERT members, including fire marshals and floor wardens.

We are pleased to report that there were zero workplace injuries reported in 2023.

	FY2022	FY2023
Total Employees	1,335	1,358
Total Hours Worked <sup>1</sup>	2,745,487	2,713,213
Number of Work-related Fatalities	0	0
Number of Lost Time Injuries	0	0
Lost Time Incident Rate (“LTIR”)	0	0

Note:

1. Total man hours worked – the combined hours worked by all employees, inclusive of overtime and non-overtime hours during the working days.

## Addressing COVID-19

The Ministry of Health (“MOH”) has guided the country’s transition from the COVID-19 pandemic to an endemic phase, implementing several revisions to the standard operating procedures (“SOPs”). Aligning with MOH’s updates, we have consistently reviewed, updated and communicated our internal COVID-19 measures across the entire organisation during the reporting year. In December 2023, there was an increase in COVID-19 cases nationwide. In response, the Group Business Continuity Management Committee shared updated precautionary measures to maintain a safe work environment for all.

The Group has been operating at full capacity in the office since November 2022. However, in April 2023, a Hybrid Work Arrangement was implemented to provided employees and Heads of Divisions/ CEOs with greater autonomy and flexibility in planning their work schedules according to business needs and the priorities of respective divisions/ subsidiaries to enhance productivity.

## Promoting Emotional Wellness

At Kenanga, we strive to enhance employees’ overall wellbeing by integrating mental health support into our employee wellness programmes. Thus, Group Human Resources (“GHR”) organises health-related programmes and talks annually. In 2023, we engaged mental health professionals from a reputable wellness organisation, Naluri Hidup Sdn Bhd (“Naluri”) to conduct talks aimed at enhancing mental health awareness for our employees.

Additionally, we partnered with Etiqa Insurance Berhad (“Etiqa”), an insurance provider, and MiCare Sdn Bhd (“MiCare”), a third-party medical administrator, to conduct three (3) health talks as follows:

<b>Programme</b>	C.A.R.E Workshop (Mental Health & Wellbeing Advocacy Workshop for People Managers)	Virtual Health Talk - Lower Back Pain and Methods of Prevention	Virtual Health Talk – Diabetes Mellitus
<b>Partnership with</b>	Naluri	MiCare and Etiqa	
<b>Objectives</b>	The session aimed to facilitate open discussions to reduce mental health stigma and cultivate for a healthy and productive workforce. The programme also encouraged employees to seek guidance on emotional wellness.	The session aimed to help participants maintain a healthy lower back, covering topics on body awareness by identifying factors causing back pain and exploring the link between stress and back discomfort. The programme promoted exercise for preventing lower back issues and introduces new approaches for managing pain.	The session aimed to help participants understand the causes, management and prevention of diabetes. The programme covered the origins of diabetes, effective lifestyle management, the role of medications and focused on identifying and reducing associated risk factors.
<b>Number of Participation</b>	79 employees	155 employees	168 employees

## EMPOWERING PEOPLE AND COMMUNITIES

Going forward, we plan to expand our programmes to encompass physical, financial and social aspects, in addition to the existing mental health and wellbeing initiatives.

In conjunction with World Blood Donor Day on 14 June 2023, Kenanga organised a blood donation drive to raise awareness about the critical need for blood donation and encouraged employee participation. A total of 82 employees participated in the #GiveBlood Drive. Simultaneously, two (2) health talks were conducted on the same day:

“Unlock the Secrets of Dry Eye Disease”  
by Dialogue Includes All Academy

“Colorectal Cancer”  
by National Cancer Society Malaysia



### Empathy Workshop by Dialogue Includes All Academy

Over 200 Kenanga Investors Berhad's staff and advisers participated in immersive empathy workshops led by visually impaired trainers from Dialogues Includes All (“DIA”) Academy, a social enterprise that envisions an inclusive society, breaking down barriers between abled and disabled communities.

The empathy workshop, guided by visually impaired trainers, focuses on cultivating cross-cultural communication and understanding, emphasising empathetic listening and understanding. Participants were actively engaged in empathy-driven activities and discussions conducted in darkness, which are crafted to reshape awareness, promote deeper appreciation, and encourage empathetic connections. This immersive experience not only sharpens communication, teamwork, and listening skills but also fosters self-reflection, leading to profound insights rooted in empathetic principles.



“It was a privilege working with social enterprise, DIA Academy, on this impactful programme. I commend DIA Academy for their unwavering commitment to creating an inclusive society, and I extend my heartfelt gratitude to the visually impaired trainers whose guidance and wisdom enriched our experience. Together, we have embarked on a journey of personal growth and enlightenment, laying the foundation for a more empathetic and inclusive workplace culture at Kenanga Investors.”

**DATUK WIRA ISMITZ MATTHEW DE ALWIS**

Chief Executive Officer/Executive Director of Kenanga Investors Berhad

### Building Awareness on Sexual Harassment

Our 2016 guideline, “Preventing and Eradicating Sexual Harassment in the Workplace Procedure,” is designed to guide, monitor and ensure the prevention of any instances of sexual harassment in the workplace. In 2023, we revised and segregated the guideline into two separate documents, namely “Preventing and Eradicating Sexual Harassment Policy” and “Preventing and Eradicating Sexual Harassment Procedure” to provide clearer information and guidance to all employees on sexual harassment.

Following that, our Notice on Sexual Harassment was communicated and information on the topic was disseminated to all employees to raise awareness. We also conducted a three (3)-hour training session titled “Managing Sexual Harassment and Workplace Bullying Complaints,” aimed at People Managers, covering sexual harassment, office bullying, and investigative skills.



## TALENT ATTRACTION, DEVELOPMENT AND MANAGEMENT

GRI 401,404

**WHY IT MATTERS**

We understand that an agile and engaged workforce is critical to our organisation's long-term success. As such, Kenanga is committed to investing in our people while also providing technical, professional, and personal development opportunities. In doing so, we hope to provide our employees with the knowledge and skills they need to succeed in their careers.

**OUR APPROACH****Fair Recruitment**

At Kenanga, we will continue to uphold impartial and unbiased recruitment processes. To accomplish this, we operate based on our Group Policy on Recruitment and Staffing Management. Furthermore, we employ a Malaysian-first approach in our hiring strategy with the aim to support local talent.

As part of industry efforts, Kenanga participated in the Securities Commission Malaysia's InvestED programme, which aimed at enhancing the knowledge and increasing employability rate of young graduates in the capital market. A total of 16 InvestED programme trainees were placed within the Group for a six (6)-month period in 2023.

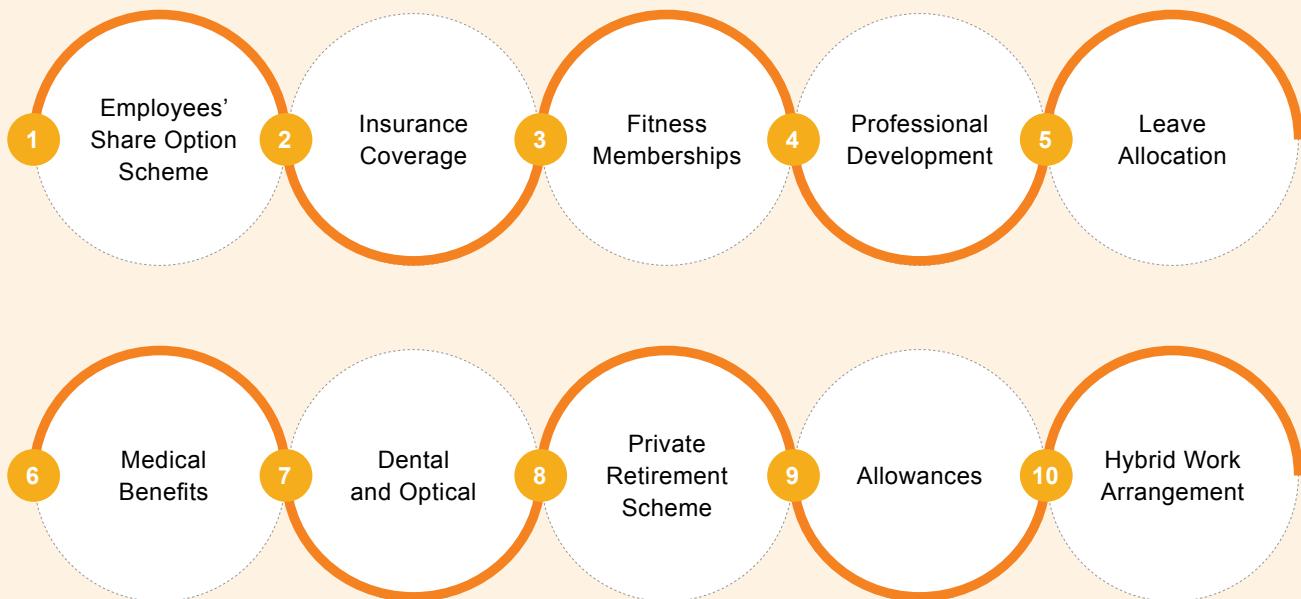
	2022	2023
<b>New Hire</b>		
<b>Total Number of New Hires</b>	209	208
New Hires Rate (%)	15.4	15.3
<b>By Gender</b>		
Male	113	105
Female	96	103
<b>By Age</b>		
< 30	106	113
30-39	67	52
40-50	27	25
> 50	9	18
<b>Employee Turnover</b>		
<b>Total Number of Employee Turnover</b>	249	208
Total Turnover Rate (%)	18.1	15.3
<b>By Gender</b>		
Male	130	104
Female	119	104
<b>By Age</b>		
< 30	97	95
30-39	71	49
40-50	39	24
> 50	42	40
<b>By Employee Category</b>		
Key Management	2	1
Senior Management	5	3
Middle Management	71	61
Junior Management	149	129
Non-executive	22	14
<b>Total Number Voluntary Attritions</b>	189	137
<b>Total Voluntary Attritions Rate (%)</b>	13.7	10.1

## EMPOWERING PEOPLE AND COMMUNITIES

**Employee Benefits**

Our employee benefits are in compliance with local labour standards, and are based on industry practice. Our spectrum of benefits ranges from insurance coverage, leave allocation, and fitness memberships, to employees share option scheme.

Highlights of our Employee Benefits include:



Parental Leave in 2023	Male	Female
<b>Total number of eligible employees</b>	242	545
<b>Total number of employees that took parental leave</b>	24	14
<b>The total number of employees that returned to work after parental leave ended</b>	24	14
<b>Return to work rate</b>	100%	100%

**Supporting Employees in Need**

We support our employees' health and wellbeing in a comprehensive manner, considering their holistic welfare. The Tengku Noor Zakiah Staff Outreach Fund was established specifically to provide financial assistance to employees in need and alleviate the challenges they may face. In 2023, GHR received two (2) applications from employees seeking financial aid for their immediate family members undergoing major surgery.

Additionally, we distributed zakat contributions received from Zakat Perniagaan and Zakat Wakalah amounting to over RM250,000. A total of 274 employees in the lower income category have benefitted from these funds, providing significant financial aid for them and their families.

## Talent Development

Kenanga works towards creating a skilled, competent, and agile workforce by providing its employees access to purposeful growth and developmental opportunities. Numerous training and development programmes have been offered to help our employees upskill and reach their potential to better serve our clients and effectively drive organisational growth.

We identify training and development programmes for our employees by referring to the Kenanga Competency Framework, which is based on the Securities Industry Development Corporation (“**SIDC**”’s Industry Competency Framework, where it outlines Kenanga’s core values and leadership competencies. In addition to that Framework, we also refer to Bursa Malaysia Sustainability Competency Framework to develop training plan for roles relevant to sustainability.

Our Learning and Development Policy further supports our values for continuous learning and development for employees at all levels of the organisation. We continue to introduce opportunities to learn through training programmes in areas such as digital competency, leadership skills, and sustainability.

### Our Approach to Talent Development

In 2023, we continue to uphold a comprehensive four (4)-pronged approach to our training and development initiatives, by placing a central focus on fostering the personal development of our employees in alignment with the evolving requirements of our business.

#### Regulatory

Mandatory courses that ensure robust corporate governance and regulatory compliance.

#### Functional

Courses that equip employees with technical and practical skills relevant to professional growth and the Group’s business needs including accredited courses with certifications or professional qualifications required by job roles.

#### Leadership

Modules that inculcate leadership skills through building winning mindsets and developing the capacity of employees to implement the Group’s strategy.

#### Personal Effectiveness

Courses that hone employees’ competencies and facilitate self-improvement.

## Training and Development Highlights for FY2023

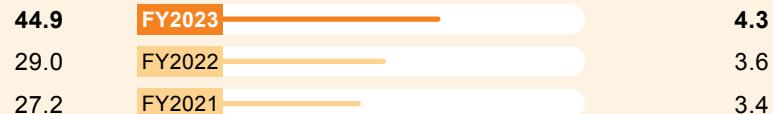
Over **RM1.9 million** invested in employees training and development initiatives

Over **40,000** training hours recorded

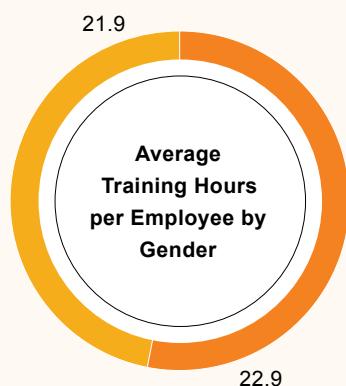
## Average Training Hours Per Employee



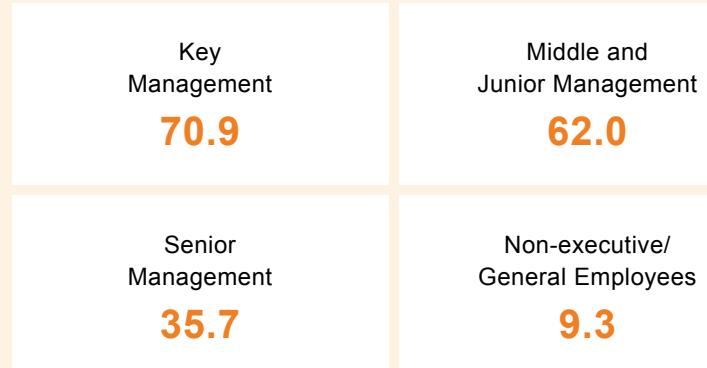
## Average Training Days Per Employee



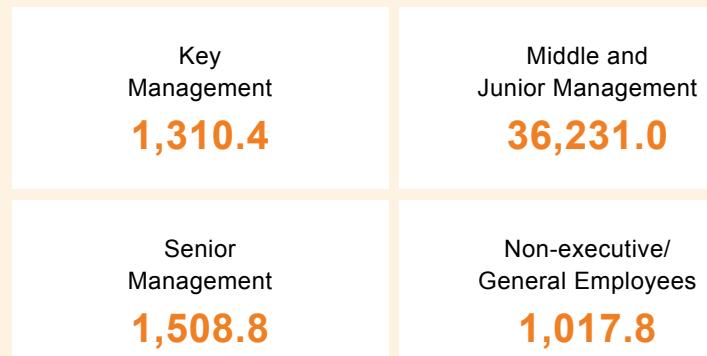
Male      Female



## Average Training Hours Per Employee by Category



## Total Hours of Training by Employee Category



## Role-based Development

At Kenanga, we offer role-based training in order to ensure that employees in crucial positions stay knowledgeable and remain competitive.

We continue to support employees in obtaining professional certifications and credentials by collaborating with external training and certification providers such as Iverson Malaysia (“**Iverson**”), the Asian Institute of Chartered Bankers (“**AICB**”), and the Asian Banking School, which is the largest specialised provider of training programmes for the banking sector in the ASEAN region.

Together with our partners, we strive to develop a workforce that is equipped with high standards of conduct, knowledge, and competence. In 2023, we supported 58 employees in obtaining professional certifications from various certification programmes as follows:

Organisation	Certification Programmes
<b>Asian Institute of Chartered Bankers</b>	<ul style="list-style-type: none"> <li>• Certification for Climate Risk</li> <li>• Certification for Financial Services (CFS)</li> <li>• Advanced Certification in Anti-Money Laundering and Counter Financing of Terrorism</li> </ul>
<b>Association of Certified Anti-Money Laundering Specialists</b>	<ul style="list-style-type: none"> <li>• Certification for Anti-Money Laundering Specialist</li> </ul>
<b>National University of Singapore</b>	<ul style="list-style-type: none"> <li>• Certification for Cyber Security</li> </ul>
<b>Iverson</b>	<ul style="list-style-type: none"> <li>• Certified Information System Auditor by Iverson</li> <li>• Certified EC-Council Incident Handler by Iverson</li> </ul>
<b>Securities Industry Development Corporation</b>	<ul style="list-style-type: none"> <li>• Certification for Capital Market Professional</li> </ul>

In 2023, we initiated a three (3)-year Tech Talents Programme which prioritises in upskilling internal capabilities to support the Group’s digital transformation. During the year, a total of 23 employees underwent training as part of this initiative.

We continue to provide our employees with the necessary ESG and sustainability-related skills and expertise to drive our sustainability agenda forward. In the year under review, a total of 393 employees took part in ESG and sustainability-related trainings with 2,239.7 training hours recorded, covering the topics of climate-related risks, ESG investing, sustainability assurance, and sustainability disclosures.

Additionally, the Kenanga Group Sustainability Team hosted a Sustainability Roadshow which was held from July to August 2023. Attended by over 170 employees across 10 sessions, the roadshow aimed at promoting and understanding of ESG issues and trends, as well as Kenanga’s sustainability journey and ambition. Topics presented included managing ESG-related risks, the importance of ESG data and reporting, as well as Kenanga’s sustainability transformation, amongst others.

To ensure our licensed representatives, who are our intermediary personnel remain updated with new developments and rapidly evolving consumer market needs, they were offered in-house Continuing Professional Education (CPE) courses. These courses cover a variety of topics including Anti-Money Laundering Risks in Capital Markets, Personal Data Protection & Customer Information Management in the Age of Big Data, Fundamentals of ESG Investing and Digital Leadership for Sustainable Business in Industry 4.0, and The Evolution of the Internet: The Metaverse & Decentralised Finance. In 2023 a total of 1,105 of our licensed representatives participated in these courses.

## EMPOWERING PEOPLE AND COMMUNITIES

**Leadership Development**

We recognise the importance of developing leadership skills of our employees and apply employee talent mapping based on the traits listed below:

Ability to drive results	Ability to collaborate and build effective relationships
Ethical and risk-conscious mindset	Sound client focus
Capacity to innovate and respond to change	Communications skills

The Group's Talent and Succession Management Framework outlines our strategy to ensure a strong talent pipeline is available to fill key positions as needed within the Group. Additionally, we have implemented a new approach to measure talent potential based on ability, commitment, and engagement. To assess these components, we have developed new guidelines that provide a more standardised and objective approach to employees' evaluations.

We identify critical positions and high-potential employees that could be possible successors for critical positions and create succession plans to prepare them for leadership roles in the future. We develop their Individual Development Plan to groom and develop these individual to increase their readiness to take up the critical positions.

Additionally, we implemented structured coaching programme in 2023 that connect experienced employees with talents seeking guidance. This promotes knowledge transfer, skill development and professional growth.

In 2023, the Kenanga Leadership Programme was launched following the introduction of the Kenanga Leadership Development Framework in 2022. This programme aims to offer employees with a comprehensive and targeted learning experience to develop their leadership potential, cultivating and

enhancing their leadership capabilities, skills, and qualities. These attributes will enable employees to assume leadership roles, contribute meaningfully to the Group's goals, and drive positive outcomes across various aspects of the business. We also actively encouraged participation in the following leadership programmes:

Leaders Discourse: Reinventing a Sustainable Workforce of the Future by AICB
Suite Talk: Governing Into The Future by SIDC
ICMR-SIDC Conference - Reshaping Markets & Finance: Thought Leadership, Technology & Talent as Levers for Change by SIDC
International Institutional Investor Series 2023 by Malaysian Association of Asset Managers
2023 Asia Pacific/ South Asia Leadership Institute Meeting by Project Management Institute

Moving forward, we will extend the Kenanga Leadership Programme to also include People Managers.

### E-learning on Kenanga Learning Management System

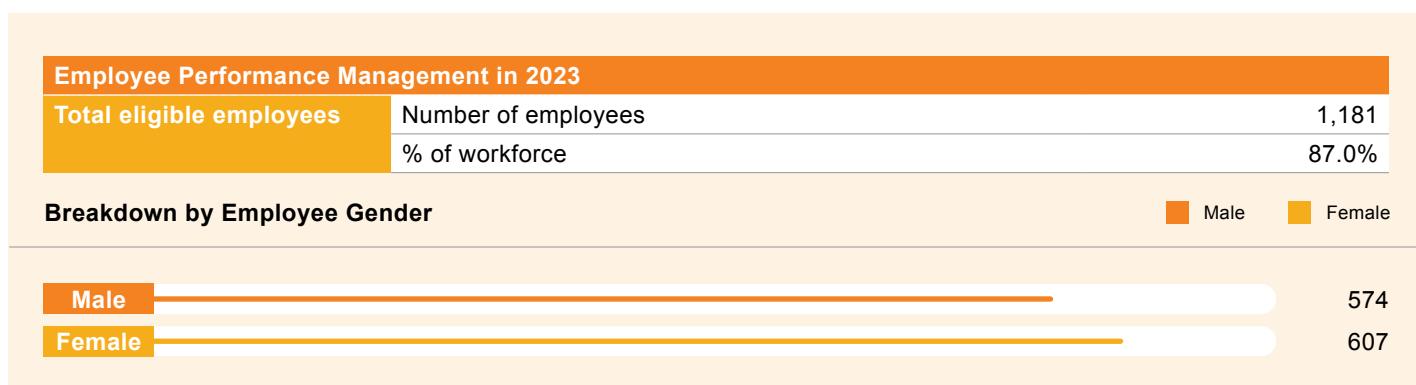
We consistently update our e-learning modules to meet the learning requirements of our employees. These courses are designed for employees at all levels, including new hires.

FY2023			
e-learning at Kenanga	No. of Courses	Hours	Enrolments
Cyber Security Awareness Training	12	2,979.6	11,274
Data Loss Prevention	1	483.3	1,160
Business Continuity Management Awareness Training	1	400.0	959
8 <sup>th</sup> ARS	1	8,932.0	1,160
AML/ CFT	4	3,790.5	1,015
Operational Risk Management ("ORM") Awareness Training	1	542.5	1,085
<b>Total</b>	<b>20</b>	<b>17,127.9</b>	<b>16,653</b>

### Performance Management at Kenanga

Performance management is an annual process, necessitating all employees to develop a Balanced Scorecard/ Scorecard in the first quarter of the year following the Board's approval on the Group's business plan and budget. Throughout the year, progressive performance reviews are conducted by respective Heads of Departments/ Business Units, culminating in a formal annual appraisal involving all eligible employees. To ensure fairness, three (3) key appraisal reviews are implemented: self-appraisal, reviews by immediate superiors and performance moderation or calibration.

The outcomes of these appraisals form the foundation for reward distribution, talent management, as well as learning and development. In cases of underperformance, performance improvement plans are implemented.





## WHY IT MATTERS

We believe that supporting local communities is crucial for building stronger and more resilient societies where people can thrive. To achieve this, we have been reaching out to communities in need through targeted social investments and active employee volunteerism.

## OUR APPROACH

We have in place a Group Donation Policy that establishes a standardised approach for assessing and directing donation requests and community investments. Additionally, we have implemented an employee volunteering mechanism since 2022, designed to foster a positive work culture, enhance relationships with stakeholders and contribute to social and environmental causes. This initiative provides employees with opportunities for both personal and professional growth.

### Empowering Our Communities

Kenanga Group has a long history of philanthropic contributions, community outreach initiatives, and fundraising campaigns. We continue to strengthen these initiatives through employee volunteerism and support social enterprises through targeted community investments that is consistent with our focus on empowering and uplifting local communities. In 2023, we invested over RM600,000 in community outreach programmes, benefitting over 2,700 people. For 12 consecutive years, we have also consistently supported our key social enterprise partners, Silent Teddies Bakery and Dialogue Includes All Academy.

### KEY EMPLOYEE VOLUNTEERING ACTIVITIES

The introduction of the volunteering mechanism enabled us to accumulate a total of 2,423 hours of volunteering service through outreach programmes to local communities in 2023.

#### **Silent Teddies Bakery**

Based in Kuala Lumpur, the Silent Teddies Bakery ("Silent Teddies") is entirely run by hearing-impaired youths. In 2023, Kenanga contributed RM35,000 to Silent Teddies to support its refurbishment and renovation efforts. Additionally, as part of our 50<sup>th</sup> anniversary celebration, we purchased baked goods from the bakery to be distributed to all staff in Klang Valley.

Additionally, 22 dedicated Kenanga volunteers contributed a collective total of 132 hours in 2023, providing support to the bakery across various tasks including baking and providing delivery services, along with packing and labelling of the products.

#### **Flood Relief Centre in Johor**

In collaboration with our Batu Pahat Branch staff and remisiers, we contributed food and essential items worth RM30,000 to the flood victims in March 2023. Through this initiative, we achieved a total of 67 volunteering hours, invested by 10 Kenanga volunteers for the distribution of food and essential items, as well as cleaning up the aftermath of a flood incident.

#### **Feed the Homeless via Pertiwi Soup Kitchen**

In our commitment to support the homeless community, 18 volunteers devoted a total of 72 hours at the food distribution centre, and actively participated in serving, packing and distributing meals to over 790 homeless individuals.

### **Qurban Programme**

As part of the Aidiladha celebration, this programme was carried out to distribute 'Qurbani' or 'sacrificial meat' to the less fortunate where, approximately 250 Kenanga agents and volunteers spent a cumulative of 2,000 volunteering hours distributing the Qurbani portions to 68 orphanages, old folks' homes and various community centres in Klang Valley.

### **Dive Against Debris and Beach Clean-up Event**

Eight (8) volunteers inclusive of Kenanga Investors employees actively supported and participated in the Dive Against Debris and Beach Clean-up event, organised by a non-profit organisation, Yayasan Salam Malaysia and Black Eye Scuba Team. The event was aimed at making a positive environmental impact on our oceans and beaches. Through this event, we contributed a total of 112 volunteering hours.



Kenanga Investors employees actively supported and participated in the Dive Against Debris and Beach Clean-up event



Joined forces with our amazing Batu Pahat Branch team and dedicated remisiers to support Johor Flood Relief initiative

## EMPOWERING PEOPLE AND COMMUNITIES

## Other Community Outreach Initiatives

<b>Dialogue Includes All (“DIA”) Academy</b>	Through the commission of Empathy Workshops conducted by the DIA Academy for the employees and agents of KIG, a total of RM70,000 was contributed to the Academy. In addition to that, a total of RM5,000 was contributed to support Café Includes All, a F&B outlet operated by the individuals with disabilities of DIA Academy.
<b>Pertubuhan Rahoma Darul Fakir Malaysia (“Rahoma”)</b>	We also extended our support to the Rahoma orphanage, a non-profit organisation dedicated to support children’s welfare. The organisation provides shelter, education, and wellness support for the underprivileged children from low-income families. In 2023, we organised a movie screening activity with 35 underprivileged children, and the Group contributed a total of RM3,925 to support this initiative.
<b>National Cancer Society Malaysia  (“NCSM”)</b>	We continued to extend our support to NCSM, where during the year, we donated a total of RM15,000 to the organisation for its early detection and cancer awareness activities.
<b>Pertubuhan Tindakan Wanita Islam  (“Pertiwi”)</b>	In our aspiration to support the underprivileged and underserved, we contributed a total of RM10,000 to purchase food that would be distributed to the homeless through Pertiwi’s Soup Kitchen.
<b>Bursa Bull Charge Run</b>	We also took part in the Bursa Bull Charge Run, a corporate charity run organised by Bursa Malaysia. Funds collected from the run were contributed to environment-related NGOs/ institutions, and Kenanga contributed a total of RM15,000.
<b>Special Olympics World Summer Games 2023</b>	In our efforts to promoting inclusion for individuals with intellectual disabilities, we were privileged to sponsor our athletes representing Malaysia at the Special Olympics World Summer Games 2023 in Berlin, where Kenanga contributed a total of RM15,000 to support this cause.

## Advancing Financial Literacy

In our aspiration to empower individuals in making informed decisions about their investments, navigate complex financial systems, and plan for their future effectively, our team of experts at Kenanga actively drive and participate in various financial literacy programmes and events throughout the year:

Market Outlook for Gold & WTI Crude Oil: What’s Driving Markets of Late?

Malaysia Market Outlook 2003: Earnings Resilience to Weather Macro Headwinds

Kenanga Oil & Gas Sector Outlook: Where Do We Go From Here?

Malaysia Market Outlook 2H 2023: Calling the Bottom

Unleashing 2H 2023 market Opportunities with Rakuten Trade

Kenanga Banking Sector Outlook: Is the Worst Over?

ESG Evolve 2023

Unlocking Investment Potential: A Close Look at Market Outlook and ETF Strategies by Bursa

11<sup>th</sup> Asia Asset Management Malaysia Roundtable

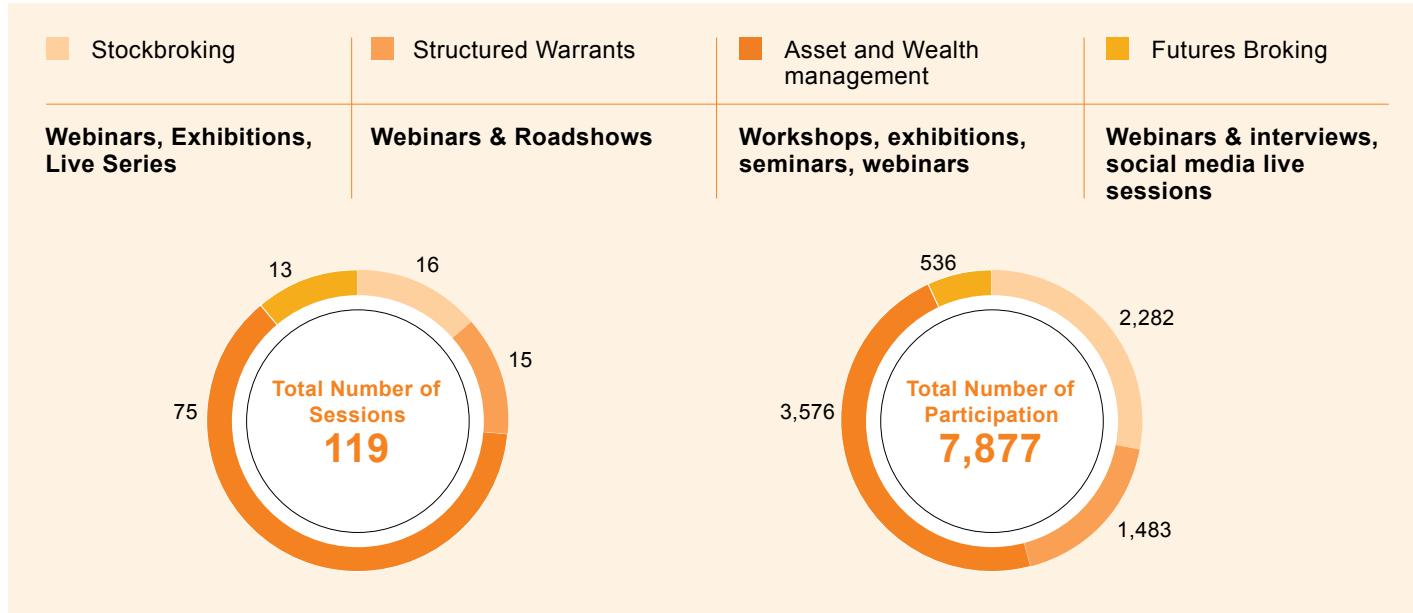
FIMMAC 2023 Grand Summit

Business Foresight Forum 2023 – Securities Commission

12<sup>th</sup> Association of Financial Advisors Annual Conference 2023

iFAST Symposium, London

Additionally, we continued to disseminate investment knowledge through published articles, webinars, virtual roadshows, exhibitions and various social media platforms. Our financial literacy outreach initiative via social media garnered a total reach of 4,883,575 views.



#### Promoting Youth Empowerment

##### Kenanga x Malaysia Youth Trading Championship ("MYTC") 2023

Kenanga has partnered with Tunku Abdul Rahman – University of Management and Technology ("TAR UMT")'s Bursa Youth Investor Club to host its inaugural MYTC, aimed at promoting financial literacy and investing education amongst Malaysian youths. The competition is designed to cultivate real-world trading knowledge and experience amongst the younger generation, preparing them for the future. Over 370 students, representing universities such as TAR UMT, Universiti Tunku Abdul Rahman, University of Malaya, Sunway University, and others, actively participated.

During the event campaign, we also conducted a knowledge-sharing session on structured warrants, attended by nearly 100 participants.

##### Monash University Investment Group ("MUIG") Workshops

The "MUIG Summit: Trade, Invest, Triumph!" is a four (4)-week competition to equip Monash University students with actionable insights and expertise in trading and investing. The competition comprises three (3) key phases: a Workshop Series, an Online Trading Round and an Investing Case Study Final Round.

Kenanga was invited to serve as a judge for the Final Round and conduct talks on trading and investment topics such as technical indicators, guidance on drawing and identifying patterns on stock charts, functions and applications of various tools used in technical analysis, and hands-on experience in real-world trading. A total of 61 students took part in the programme.