






## EMPOWERING PEOPLE AND COMMUNITIES

We believe that investing in our people, nurturing talent, and uplifting communities are key to fostering inclusive growth, social wellbeing, and long-term prosperity. Through strategic initiatives in employee wellbeing, financial literacy and community outreach, we aim to create meaningful impact, bridge social gaps and drive positive change.

### MATERIAL MATTERS

-  Diversity and Inclusion
-  Employee Safety, Health and Wellbeing
-  Talent Attraction, Development and Management
-  Community Investment
-  Financial Inclusion

### GOALS

#### 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



### UN SDGs



## EMPOWERING PEOPLE AND COMMUNITIES



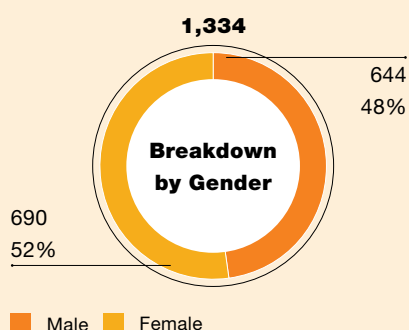
## DIVERSITY AND INCLUSION

## WHY IT MATTERS

Embracing diversity and inclusion allows us to attract a wider talent pool while fostering new ideas and perspectives that help enhance our business. We aim to provide equal opportunities for all employees to succeed professionally, regardless of their age, gender, ethnicity and background. As part of our commitment, we continue to report monthly to Group EXCO on employee demographics, including gender composition. We remain committed to fostering a gender-balanced workforce. Our focus on inclusivity ensures that every individual is treated with respect and provided the support needed to thrive in their careers.

## Our Workforce Profile

## Total Number of Employees



## Breakdown by Employee Category and Gender

M-Male F-Female

	2022			2023			2024		
	M %	F %	Total	M %	F %	Total	M %	F %	Total
Key Management	70.0	30.0	20	66.7	33.3	18	63.2	36.8	19
Senior Management	60.0	40.0	40	59.5	40.5	42	62.8	37.2	43
Middle Management	47.5	52.5	497	46.6	53.4	500	45.6	54.4	500
Junior Management	46.7	53.3	683	47.0	53.0	691	45.8	54.2	673
Non-Executive	66.1	33.9	115	70.1	29.9	107	69.7	30.3	99

## Breakdown by Ethnic Composition

	2022		2023		2024	
	%	Total	%	Total	%	Total
Malay & Other Bumiputera	40.5	549	40.5	550	42.7	570
Chinese	54.1	733	54.1	734	52.2	696
Indian	5.0	68	5.0	68	4.7	63
Others	0.4	5	0.4	6	0.4	5

Note: Restatement of FY2022 and FY2023 figure due to re-categorisation of the ethnicity group.

## Breakdown by Age Group

Age Group	2022	2023	2024
< 30	305	228	290
30 – 39	379	375	364
40 – 50	389	402	382
> 50	282	293	298

## Number of Temporary Staff

	2023	2024
Number of Temporary Staff <sup>1</sup>	3	2
Number of Fixed Term Contract Staff <sup>2</sup>	193	180
Total Temporary and Fixed Term Contract Staff by %	14.4	13.6

Notes:

1 Staff hired for specific purposes, i.e. temporary replacement or special project.

2 Staff which includes the Senior Management Team under a fixed-term contract on a renewal basis.

## EMPOWERING PEOPLE AND COMMUNITIES

### OUR APPROACH

#### Our Policy on Ethical Human Resource Practices

We ensure that our human resource operations continue to comply with the relevant Malaysian employment and labour laws and regulations, including adherence to the minimum wage requirements and local laws regarding working hours. Our commitment to these standards is reflected in the Group's Code of Ethics and Conduct for Employees. Key human resource policies ensuring compliance and employee welfare are as follows:

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

#### Zero Tolerance for Human Rights Violations

As a signatory to the UN Global Compact (“**UNGC**”), we are committed to upholding the human rights and labour principles outlined in the Ten Principles of the UNGC. We prioritise continuous improvement in workplace diversity, providing equal opportunities regardless of race, religion, gender, or age. At Kenanga, we have zero tolerance for any violation of human rights, including forced and compulsory labour, child labour, discrimination, and harassment in our workplace. Our hiring procedures comply with local laws regarding the minimum age for employment.

#### Communication on Human Rights for Employees

To ensure our employees are informed of their rights, all newly onboarded employees must complete a 10-minute self-directed learning module on employee rights, which is facilitated through our internal learning platform, the Learning Management System (“**LMS**”). In 2024, a total of 180 enrolments were recorded for this module.

Additionally, the Group Disciplinary Policy includes clear guidelines for addressing employee misconduct. This policy outlines the procedures for handling employee grievances related to their employment, providing employees with an opportunity to express concerns about employment-related matters. It also ensures that these concerns will be addressed by the relevant parties within a specified timeframe.

#### Building Awareness on Sexual Harassment

In 2024, we reinforced our commitment to creating a safe and respectful workplace by prioritising the prevention of sexual harassment and workplace bullying. Building on the foundation established by our *Preventing and Eradicating Sexual Harassment Policy* and Procedure, we took significant steps to ensure these principles are actively communicated and embedded across the organisation. To address specific concerns related to sexual harassment and workplace bullying, we have established clear policies and procedures, as outlined below:

- 1 Sexual Harassment:**  
The Preventing and Eradicating Sexual Harassment Policy and Procedure provides guidance for managing and resolving sexual harassment cases.
- 2 Office Bullying, Harassment, and Discrimination:**  
Complaints related to office bullying, harassment, and discrimination are addressed through the Grievance Section of the Group Disciplinary Policy. Our Speak Up Policy—an update to our previous Whistleblowing Policy—is in line with Section 69F of the Employment Act 1955 (Amendment 2022), underscoring our commitment to preventing discrimination and unethical practices in the workplace.

## EMPOWERING PEOPLE AND COMMUNITIES

In 2024, we conducted the “*Managing Workplace Harassment & Workplace Bullying Complaints*” training, which was attended by 10 managers, totalling 30 training hours. This programme aimed to equip managers with the skills to effectively address sensitive workplace issues. It was introduced in response to the positive feedback from the previous year’s sessions on managing harassment and bullying complaints.

The training offered participants the opportunity to:

- Strengthen their ability to manage sensitive issues with care and professionalism
- Contribute to a safer, more inclusive, and supportive workplace culture
- Gain practical insights into addressing harassment and bullying cases

Additionally, as part of our ongoing commitment to fostering a respectful and inclusive work environment, we addressed a grievance related issues to harassment, bullying, or discrimination. The complaint was thoroughly investigated in accordance with our established procedures and was resolved amicably. This case underscores our proactive approach in handling such matters, ensuring that all concerns are addressed with care and respect.

### Promoting a Gender-Balanced Workplace Culture

We offer benefits such as nursing rooms, updated maternity and paternity leave, and hybrid working arrangements to foster a gender-balanced workplace. Our human resource practices, including recruitment, performance management, and talent development, are managed equitably.

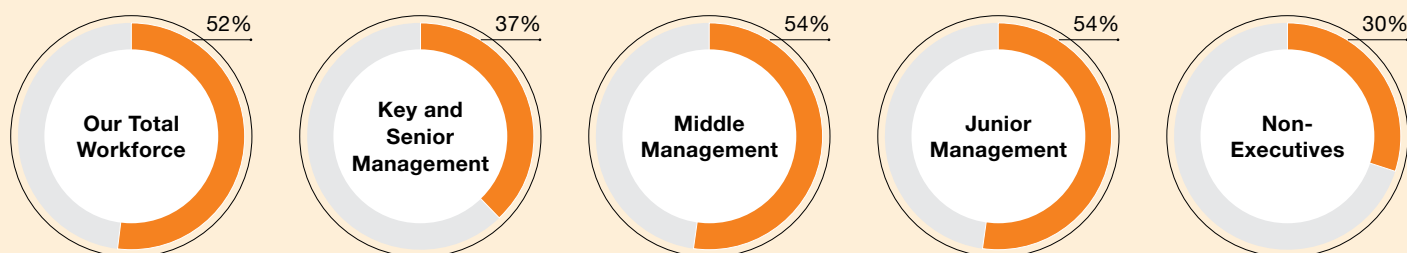
#### Gender Pay Gap

Ensuring equal economic opportunities for employees, regardless of gender, is a priority, particularly for those in similar roles. Our approach to pay and compensation is based on employees’ experience, skills, and the competencies required, as well as industry benchmarks in determining basic salary. All employee-related decisions are made based on business needs and individual merit. Our overall gender pay ratio for men to women in 2024 is 1:0.92. Below is the breakdown by employee category:

#### Ratio of Basic Salary of Men to Women

Key Management	1:0.76
Senior Management	1:1.06
Middle Management	1:0.86
Junior Management	1:0.97
Non-Executives	1:0.94

#### Female Representation at Kenanga



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### Signatory to the Women's Empowerment Principles ("WEPs")

Following our commitment as a WEPs signatory in 2023, we continued to strengthen our dedication to gender equality in 2024 by upholding its seven (7) principles:

- |   |  |
|---|--|
| 1 Equal Opportunity, Inclusion, and Non-discrimination          | 5 Community Leadership and Engagement    |
| 2 Health, Safety, and Freedom from Violence                     | 6 Transparency, Measuring, and Reporting |
| 3 Education and Training  | 7 Leadership Promotes Gender Equality    |
| 4 Enterprise Development, Supply Chain, and Marketing Practices |  |

Established by the UNGC and UN Women, the WEPs align with the 2030 Agenda for Sustainable Development and the 17 SDGs. The WEPs Framework guides businesses in advancing gender equality and women's empowerment in the workplace, marketplace, and community. Currently, there are over 10,000 global signatories, including 129 from Malaysia.

### Driving Gender Equality Through Our Partnership with LeadWomen

Kenanga continues its partnership with LeadWomen, an organisation founded in 2011 to advance the presence of women in senior leadership and corporate boards in Malaysia. This partnership underscores Kenanga's dedication to promoting gender equality and empowering women.

Through our ongoing collaboration with LeadWomen, we were proud to support the inaugural *LeadWomen APAC DEI Summit 2024*. Dedicated to advancing women's leadership and empowerment, LeadWomen organised the event that brought together women from diverse industries to share their experiences and expertise. Themed 'Humanity Rebalanced', the summit was the first regional DEI summit hosted in Malaysia aligned with the UN SDGs.

In 2024, we were honoured to be recognised in the UN Women Asia-Pacific WEPs Awards, which celebrate companies driving gender equality through the WEPs. As the first Malaysian investment bank to join the UN Global Compact, Kenanga's dedication to inclusive policies was further recognised by receiving the Leadership Commitment Award.

### Employee Engagement on Diversity and Inclusion

Kenanga encourages two (2)-way, open communication with our employees through dialogues and discussions. Our employee engagement initiatives aim to promote the sharing of knowledge, celebrate diversity, and foster a sense of belonging.

## EMPOWERING PEOPLE AND COMMUNITIES



### International Women's Day 2024

In celebration of International Women's Day 2024 ("IWD24"), Kenanga hosted virtual engagement activities on 8 March 2024 via the #myKenanga Intranet Portal. The activities aligned with the year's theme, #InspireInclusion, encouraging employees to reflect on and promote inclusivity within the workplace and beyond. Employees actively participated in the 'Strike a Pose' activity, where they submitted photos symbolising the theme of inclusion. Additionally, an IWD-themed pop quiz was organised to further engage employees and raise awareness about the campaign's objectives. In conjunction with IWD24, we encouraged our employees to join the following panel sessions:

**UNGC's Countdown to International Women's Day 2024** – Organised by the UN Global Compact to inspire and equip companies to take meaningful and actionable steps toward advancing gender equality. Through expert-led sessions, global collaboration, and on-demand learning, it seeks to translate commitments into impactful corporate practices that support inclusive workplaces and align with the principles of gender equality.

**The Science of Women Leadership: Breaking the Barriers** – Organised by the Malaysian Institute of Chartered Secretaries and Administrators, this talk session delved into the challenges and achievements of women in leadership, fostering meaningful discussions on overcoming barriers and driving positive change in the professional sphere. Maheswari Kanniah, our Group Chief Regulatory and Compliance Officer, captivated the audience by sharing her inspiring journey from a national hockey player to corporate leader.



### FUTURE OUTLOOK

Our Group Human Rights Policy, which will be rolled-out to all stakeholders in 2025, aims to complement our existing practices, with a central focus on ensuring the protection of human rights across our operations.

## EMPOWERING PEOPLE AND COMMUNITIES



## EMPLOYEE SAFETY, HEALTH AND WELLBEING

## WHY IT MATTERS

We recognise the importance of prioritising our employees' health, safety and wellbeing, as it enhances employees productivity and operational efficiency while providing conducive working environment. It also fosters a responsible corporate culture that prioritises minimising risks arising from mismanaged workplace safety and long-term workforce resilience. We strive to nurture a safe working environment culture while advancing initiatives that support physical and emotional wellness of our employees.

## OUR APPROACH

At Kenanga, we take a proactive approach to ensuring a safe and healthy work environment, guided by the Occupational Health and Safety ("OHS") Act 1994. To further enhance employee wellness, our Group Human Resources ("GHR") department has introduced initiatives such as an Employee Health Day, which featured wellness talks, physical health checks, and the promotion of health and wellbeing related products to employees. Additionally, employees can now access wellness learning modules conveniently through the LinkedIn Learning platform launched in August 2024.

## Our Safety Rules and Procedure

As part of our commitment to minimising workplace injuries and property damage, we have implemented strict Safety Rules and Regulations, including emergency response protocols. Assembly points and evacuation procedures remain in place, with annual fire evacuation drills conducted to reinforce preparedness. Workplace safety during renovations is closely monitored in accordance with Kenanga Tower's Renovation Guidelines, aimed at minimising the risk of construction-related accidents.

In 2024, we strengthened staff safety awareness by organising OHS-related training programmes. During the year under review:

- 18 floor marshals participated in the Fire Safety Awareness Training in collaboration with Kobopem Galtech Training Sdn Bhd, a subsidiary of *Koperasi Bomba dan Penyelamat Malaysia Berhad*.
- 15 new fire marshals were designated, in addition to the 96 incumbents. They make up part of our Emergency Response Team, which complies with the Fire Services Act 1988.

## Establishment of a Group Occupational Safety and Health Committee

In November 2024, the Group Executive Committee ("GEXCO") approved the establishment of a Group Occupational Safety and Health Committee ("GOSHC") to further strengthen our safety governance. The GOSHC's composition is as follows:

Committee Members:	Permanent Invitees:
<ul style="list-style-type: none"> <li>• Group Chief Human Resource Officer - Chairman</li> <li>• Head, Group Procurement and Administration - Alternate Chairman</li> <li>• Chief Operations Officer, KIBB - Member</li> <li>• Group Chief Risk Officer - Member</li> <li>• Group Chief Financial and Operations Officer - Member</li> <li>• Safety and Health Officer (to be appointed)</li> </ul>	<ul style="list-style-type: none"> <li>• Group Procurement &amp; Administration Representative</li> <li>• Group Human Resource Representative</li> </ul>

The GOSHC is scheduled to hold its first meeting in 2025. No workplace injuries were reported in 2024.

	2022	2023	2024
Total Employees	1,335	1,358	<b>1,334</b>
Total Man-Hours Worked <sup>1</sup>	2,745,487	2,713,213	<b>2,682,726</b>
Number of Work-Related Fatalities	0	0	<b>0</b>
Number of Lost Time Injuries	0	0	<b>0</b>
Lost Time Incident Rate ("LTIR")	0	0	<b>0</b>

*Note: Total man-hours worked refers to the cumulative number of hours worked by all employees, including both regular and overtime hours during working days.*

## EMPOWERING PEOPLE AND COMMUNITIES

### Addressing Outbreak of Communicable Diseases

Managing outbreaks of communicable diseases, such as Covid-19, influenza, and monkeypox requires a coordinated and timely approach to ensure the health and safety of all employees. Drawing from the lessons learned during the Covid-19 pandemic, our Group Business Continuity Management Committee (“**BCMC**”) has consistently implemented effective measures to mitigate risks and maintain a safe work environment.

A key element of our response has been regular updates to standard operating procedures, ensuring they reflect the latest health guidelines. The BCMC has also maintained consistent communication across the organisation, particularly through regular email updates, to raise awareness and keep everyone informed of the latest developments. These communications outline the current company policies, precautionary measures, and the steps employees should take to safeguard their health and wellbeing. Through these coordinated efforts, we continue to prioritise public health and ensure that our workplace remains safe and aligned with the latest preventive measures.

In 2024, the Hybrid Work Arrangement continues to be implemented, offering employees and Division Heads/ CEOs the flexibility and autonomy to structure work schedules in alignment with business requirements and divisional priorities. This approach supports productivity, enhances work-life balance, and strengthens our ability to attract and retain top talent.

### Promoting Emotional Wellness

At Kenanga, we prioritise the overall wellbeing of our employees by incorporating mental health support into our wellness programmes. In 2024, we expanded our programmes to encompass physical, financial, and social aspects, in addition to our existing mental health and wellbeing initiatives. The initiatives conducted included the following:

Kenanga Wellbeing Programme	Number of Sessions Carried Out	Number of Participants
<b>Meditation Session</b> Partnership with: <b>Ruma Yoga Malaysia</b> <i>Aimed to support holistic wellness and mindfulness.</i>	11	205
<b>Sound Healing Therapy Session</b> Partnership with: <b>Goodvibes_VR</b> <i>Aimed to support holistic wellness and mindfulness.</i>	15	368
<b>Financial Wellness Session</b> Partnership with: <b>Kenanga’s Senior Financial Planner</b> <i>Aimed to provide employees with knowledge on managing finances.</i>	5	62



## EMPOWERING PEOPLE AND COMMUNITIES



## Kenanga's Inaugural Employee Health Day

At Kenanga, fostering employee wellbeing is integral to our commitment to sustainability and inclusivity. In line with this, we successfully held our inaugural Employee Health Day, themed 'Work on Wellness'. The event, officially launched by Y.M. Tan Sri Dato' Paduka Tengku Noor Zakiah Tengku Ismail, Founder Emeritus & Adviser of Kenanga Investment Bank Berhad, aimed to promote holistic health awareness, provide access to preventive care, and create a supportive environment for our employees' physical and mental wellbeing. The Health Day featured activities tailored to address different aspects of health. Some of the activities include:

### Comprehensive Health Screenings:

Employees benefited from valuable health services, including breast self-examination demonstrations, physiotherapy consultations, occu-AI screenings, and hearing tests.

### Expert-Led Wellness Talks:

- "Ways of Preventing Heart Diseases" by Dr. Mohd Tawfeq Mohd Noor from the National Heart Institute.
- "The Importance of Emotional Well-Being in the Workplace" by Norazizalin bt Hj Mat Najib from MiCare.

### Interactive Wellness Activities:

Ms. Estelle from Goodvibes conducted a practical session on "Stress Relieving Self-Massage Techniques", equipping employees with tools to manage stress effectively.



The Employee Health Day successfully raised awareness about health and wellness while empowering employees with actionable knowledge to enhance their physical and mental wellbeing. Through engaging activities and expert insights, the event inspired participants to prioritise their health, fostering a happier and healthier workforce.

With over 350 enthusiastic participants, the event demonstrated strong engagement across the organisation. Building on this success, the Kenanga Group looks forward to continuing this tradition and expanding its impact in the future.

In addition, Kenanga's 'Work on Wellness' LinkedIn Learning campaign focused on promoting employee wellness across key areas: Emotional Wellness, Financial Wellness, Physical Wellness, and Work-Life Balance. A total of 169 employees completed the e-learning modules, accumulating 639.7 training hours. This initiative is part of Kenanga's broader efforts to support and enhance the overall wellbeing of its employees.

## EMPOWERING PEOPLE AND COMMUNITIES

**Kenanga Group's Historic Win at the Malaysian Investment Banking Association ("MIBA")**

Kenanga Investment Bank Berhad celebrated a historic victory by clinching the prestigious "Champion" title at the MIBA Annual Games 2024. This landmark achievement marks the first time Kenanga has secured the overall championship.

The MIBA Annual Games, a series of competitive indoor and outdoor events, bring together 17 investment banks and securities houses in Malaysia to foster camaraderie and teamwork through sports. By encouraging participation in sports and recreational activities, Kenanga promotes physical fitness, supports mental health, and fosters stronger interpersonal bonds.

Initiatives like the MIBA Games create opportunities for employees to connect and embrace teamwork, aligning with the Group's broader wellness agenda to build a healthier and more resilient workforce.

*"We are incredibly proud to be named Champion of the MIBA Annual Games 2024, a historic milestone for Kenanga Group. This victory reflects the dedication, teamwork, and competitive spirit of our employees, as well as our commitment to fostering a culture of wellness and collaboration. Together, we continue to set new benchmarks for success."*

**Datuk Chay Wai Leong**

Group Managing Director, Kenanga Investment Bank Berhad

**Our Employees' Experience**

"Being part of the MIBA Games is more than just competition—it's about teamwork, strategy, and the camaraderie built along the way. Regaining the Champion title in 2024 was a testament to our collective effort, and I'm proud to have contributed to Kenanga's success. Having served the company for 33 years, it's truly rewarding to represent Kenanga on this platform. My advice to future participants: train hard, enjoy the process, and have fun alongside colleagues and industry peers."

**Mohd Yussof Bin Abd Karim**

Assistant Vice President, IT Coordinator



"Playing netball at the MIBA Games has been an incredible journey of teamwork, trust, and resilience. The sport is not just about competition; it builds confidence, strengthens collaboration, and fosters a strong sense of camaraderie. Securing 1<sup>st</sup> runner-up was a proud achievement, but more importantly, it was about pushing our limits and supporting one another. Representing Kenanga in this tournament has been truly rewarding, and I encourage future participants to focus on continuous improvement, play with passion, and enjoy every moment on and off the court."

**Izalia Nathrah Binti Mat Isa**

Administrator, Group Treasury

**FUTURE OUTLOOK**

As the Group Occupational Safety and Health Committee prepares to hold its first meeting in 2025, it is poised to play a pivotal role in shaping the future of health, safety, and wellbeing within the organisation. With a forward-thinking approach, the committee is expected to drive impactful initiatives that prioritise employee welfare, foster a culture of safety, and promote holistic wellbeing across all levels of the organisation.

## EMPOWERING PEOPLE AND COMMUNITIES



## TALENT ATTRACTION, DEVELOPMENT, AND MANAGEMENT

## WHY IT MATTERS

At Kenanga, we understand that a dynamic workforce is critical to our organisation's long-term success. We are dedicated to investing in our people by providing technical, professional, and personal development opportunities. This approach equips our employees with the knowledge and skills needed to excel in their careers.

## OUR APPROACH

## Fair Recruitment

We uphold impartial and unbiased recruitment processes by implementing our Group Policy on Recruitment and Staffing Management. In addition, our Malaysian-first hiring strategy reflects our commitment to supporting local talent. As part of ongoing industry efforts, Kenanga continued its participation in the Securities Commission Malaysia's InvestED programme in 2024, welcoming a new cohort of trainees. During the year, 16 InvestED trainees were placed within the Group for a six-month job placement, gaining valuable industry exposure and hands-on experience.

## New Hires

 Male
  Female

## By Gender

2024	98	102	15.0%
2023	105	103	15.3%
2022	113	96	15.4%

## By Age Group

## &lt; 30

2024	117
2023	113
2022	106

## 30 - 39

2024	54
2023	52
2022	67

## 40 - 50

2024	19
2023	25
2022	27

## &gt; 50

2024	10
2023	18
2022	9

## Employee Turnover

 Male
  Female

## By Gender

2024	125	98	16.6%
2023	104	104	15.3%
2022	130	119	18.1%

## By Age Group

## &lt; 30

2024	68
2023	95
2022	97

## 30 - 39

2024	74
2023	49
2022	71

## 40 - 50

2024	40
2023	24
2022	39

## &gt; 50

2024	41
2023	40
2022	42

## EMPOWERING PEOPLE AND COMMUNITIES

## Employee Turnover

## By Employee Category

## Key Management

2024		0
2023		1
2022		2

## Senior Management

2024		1
2023		3
2022		5

## Middle Management

2024		66
2023		61
2022		71

## Junior Management

2024		74
2023		129
2022		149

## Non-executive

2024		1
2023		14
2022		22

## Total Number Voluntary Attritions and Rate (%)

2024	10.6	142
2023	10.1	137
2022	13.7	189

## Employee Benefits

Our employee benefits align with local labour standards and reflect industry practices.

Highlights of our employee benefits include:

- 1 Insurance Coverage
- 2 Medical Benefits
- 3 Dental and Optical
- 4 Fitness Memberships
- 5 Bonus & Incentives
- 6 Employees' Share Option Scheme
- 7 Leave Allocation
- 8 Professional Development
- 9 Private Retirement Scheme
- 10 Travel and Transport Allowances

Parental Leave in 2024	Male	Female
Total number of covered employees	403	353
Total number of employees that took parental leave	9	11
The total number of employees that returned to work after parental leave ended	9	11
Return to work rate	100%	100%

Note: In 2024, the return-to-work rate for parental leave is reported as 100%. However, some employees who commenced their leave in 2024 are scheduled to return in 2025.

## Engaging the Next Generation in the Financial Industry

## Universiti Malaya Financial Industry Profession Challenge

We sponsored The Financial Industry Profession Challenge (an annual flagship event by the University of Malaya Finance Association ("UMFA"), which serves as a platform for Malaysian undergraduates to explore the dynamic financial sector. In 2024, the event brought together 60 participants, offering them a unique opportunity to engage in training sessions and assessments aligned with real-world industry practices. This initiative aimed to provide practical exposure and foster professional development among future financial professionals.

## EMPOWERING PEOPLE AND COMMUNITIES

### Key Employee Engagement Initiatives

#### Celebrating Our Heritage

We celebrate our Founder's Day annually in honour of our esteemed Founder Emeritus and Adviser, YM Tan Sri Dato' Paduka Tengku Noor Zakiah Tengku Ismail, Malaysia's pioneering female stockbroker. This tradition pays tribute to our heritage and celebrates Kenanga's journey of success in corporate Malaysia since 1973. In 2024, Founder's Day activities included nationwide virtual games hosted on our #myKenanga Intranet Portal, with 411 employees participating in all activities.



#### Cultural Festive Celebration

In 2024, we celebrated Chinese New Year, Hari Raya, and Deepavali by organising both physical and virtual events. Employees also received e-festive money through the Kenanga Money, the stockbroker's e-wallet mobile application, along with early salary payouts, in line with the festive seasons. The celebrations featured a variety of games and activities with 3,085 participations recorded across all events.



#### Increasing ESG Literacy Through the Biannual #ThinkESG Newsletter

The biannual #ThinkESG Newsletter was relaunched in 2024 on the #myKenanga portal to reinforce our commitment to promoting sustainable actions and thought leadership across the organisation. This initiative aims to equip stakeholders with the essential knowledge to support informed decision-making, with the latest edition featuring insights on ESG trends, sustainable supply chains, and the carbon market.

#### Engaging Employees Through the #myKenanga Intranet Portal

The #myKenanga Intranet Portal continues to enhance collaboration, communication, and productivity across the organisation, keeping employees informed and connected on developments within Kenanga. As of December 2024, the portal has received over 600,000 views, reflecting strong employee engagement with the content and updates shared. This level of interaction underscores the portal's effectiveness in fostering a connected, informed, and collaborative work environment.

#### Supporting Employees in Need

In FY2024, we distributed zakat contributions received from Zakat Perniagaan and Zakat Wakalah amounting to over RM300,597.93. A total of 270 deserving employees benefitted from these funds, providing significant financial aid for them and their families. Kenanga remains dedicated to providing holistic support for employees' health and wellbeing, recognising the importance of addressing their overall welfare.

The Tengku Noor Zakiah Staff Outreach Fund continues to serve as an initiative specifically to provide financial assistance to employees in need and alleviate the challenges they may face. In 2024, there were no applications from employees seeking financial aid for personal or their immediate family members.

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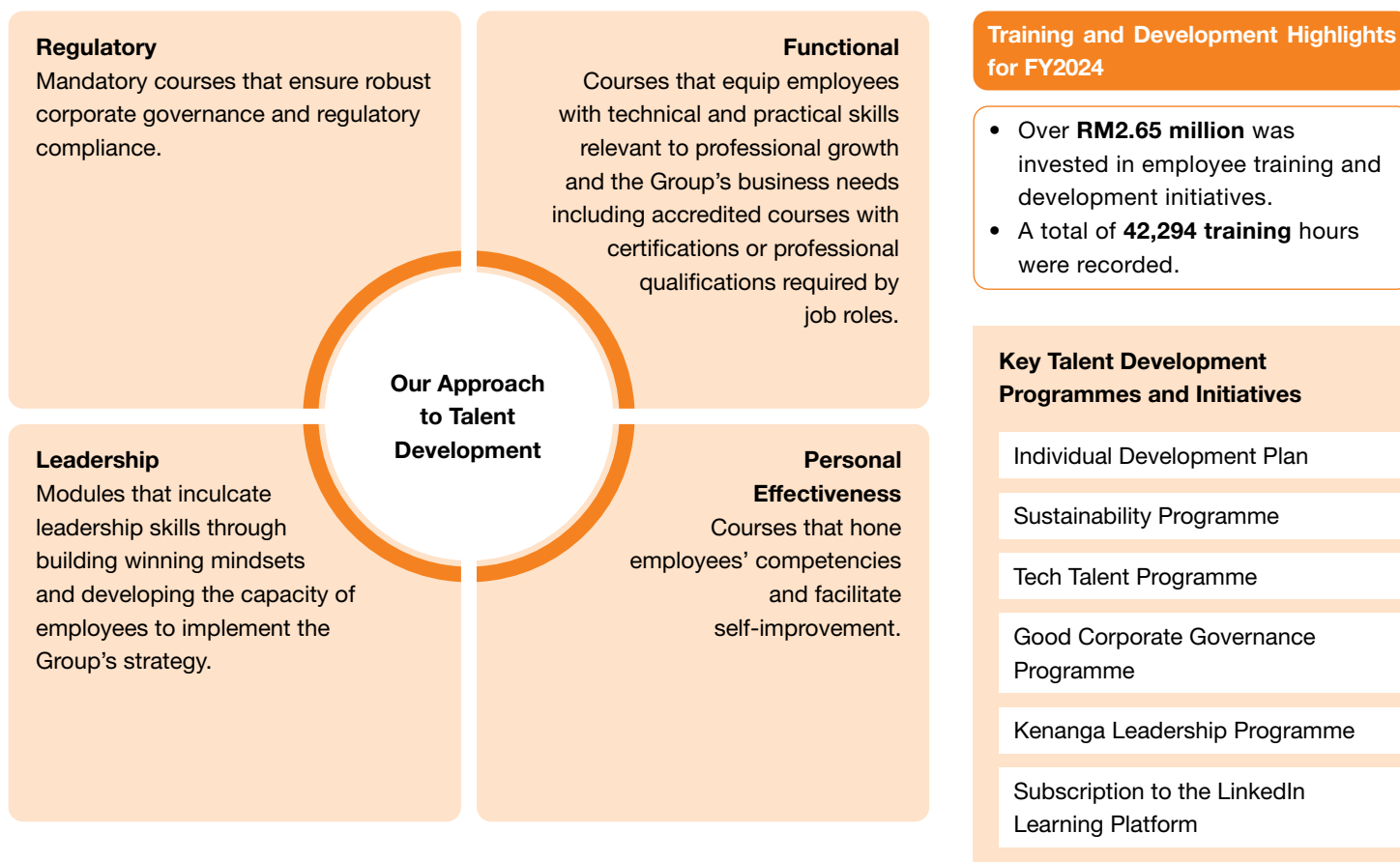
### Talent Development

Kenanga remains focused on cultivating a skilled, competent, and agile workforce by providing employees with access to purposeful growth and developmental opportunities. A variety of training and development initiatives were implemented to enable employees to upskill and reach their potential, ensuring they continue to drive organisational growth. Training and development programmes are identified through the Kenanga Competency Framework, which aligns with the Securities Industry Development Corporation (“SIDC”)’s Industry Competency Framework and is supported by Kenanga’s core values and leadership competencies. In addition to the Framework, we also refer to the Bursa Malaysia Sustainability Competency Framework to develop training plans for roles relevant to sustainability. Our Future Skills Framework further supports these efforts by identifying the future-oriented skills necessary to keep our workforce competitive and adaptable in a rapidly changing business landscape.

Kenanga’s Learning and Development Policy reinforces our commitment to continuous learning at all levels of the organisation. We consistently provide opportunities for growth through training programmes in areas such as digital competency, leadership skills, and sustainability, ensuring employees are well-prepared to meet evolving business needs.

### Our Approach to Talent Development

At Kenanga, we adopt a competency-based approach to Talent Attraction, Development, and Management to ensure alignment with organisational priorities and individual employee growth. A yearly training plan is established based on each employee’s Individual Development Plan (“IDP”), enabling targeted development programmes that support both the Group’s focus areas and individual career progression. We continue to uphold a comprehensive four (4)-pronged approach to our training and development initiatives, with a central focus on fostering personal development of our employees in alignment with the evolving requirements of our business.



## EMPOWERING PEOPLE AND COMMUNITIES

## Average Training Hours per Employee



## Average Training Days per Employee



## Average Training Hours per Employee by Gender

Male Female



## Average Training Hours per Employee by Category

## Key Management



## Senior Management



## Middle and Junior Management



## Non-Executive/ General Employees



## Total Hours of Training by Employee Category

## Key Management



## Senior Management



## Middle and Junior Management



## Non-Executive/ General Employees



## Role-Based Development

At Kenanga, we offer role-based training to help employees in key positions stay updated and competitive. We continue to support their professional development by partnering with external training and certification providers such as Iverson Malaysia, the Asian Institute of Chartered Bankers (“AICB”), and the Asian Banking School.

Together with our partners, we strive to develop a workforce that is equipped with high standards of conduct, knowledge and competence. In 2024, we supported 45 employees in obtaining professional certifications from various certification programmes as follows:

Asian Institute of  
Chartered Bankers

- Certification for Climate Risk
- Certification for Professionalism and Ethics
- Advanced Certification in Anti-Money Laundering and Counter Financing of Terrorism

## Iverson Malaysia

- Certification for ITIL Strategist: Direct, Plan & Improve
- Certification for Microsoft Azure Security Technologies

Securities Industry Development  
Corporation

- Techguard: Empowering Capital Markets with Resilient Technology Risk Framework
- Certification for Investment Management and Corporate Finance Programme

We initiated a three (3)-year Tech Talents Programme in 2023 to prioritise the upskilling of internal capabilities and support the Group's digital transformation. In 2024, a total of 14 employees underwent training as part of this initiative.

We continue to equip our employees with ESG and sustainability-related skills and expertise to drive our sustainability agenda forward. In the year under review, 244 employees participated in ESG and sustainability-related training, recording 1,019.9 training hours. The training covered topics such as climate-related risks, ESG investing, sustainability assurance, and sustainability disclosures.

## EMPOWERING PEOPLE AND COMMUNITIES



### Kenanga Launched Its Inaugural Sustainability Day

The Kenanga Group Sustainability Team hosted its inaugural Sustainability Day on 31 July 2024, a milestone event designed to enhance sustainability awareness and engagement among key stakeholders. The morning session, dedicated to employees, featured a comprehensive overview of ESG trends, highlights of Kenanga's sustainability progress, and a fireside chat with industry leaders, which provided valuable insights on combating greenwashing. The afternoon session, aimed at Kenanga's vendors, included a panel discussion on ESG fundamentals and key emerging ESG trends for SMEs. The event concluded with a focus group discussion, fostering dialogue on ESG adoption tailored for our SME vendors and suppliers.



To ensure our licensed representatives remain well-informed about new developments and changing market needs, we offered in-house Continuing Professional Education courses. These courses covered a range of topics, including Anti-Money Laundering Risks in Capital Markets, Personal Data Protection & Customer Information Management in the Age of Big Data, Financial Crime and Cybersecurity Risk, The Age of Artificial Intelligence: Impact & Implications in Financial Services, and Rethinking Business Strategies in Driving the ESG and Sustainability Agenda. In 2024, a total of 439 licensed representatives participated in these courses.

### 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

Ethical and  
risk-conscious  
mindset

Capacity to  
innovate and  
respond to  
change

Ability to  
collaborate and  
build effective  
relationships

Sound client  
focus

Communications  
skills

Kenanga continues to prioritise leadership development as part of its Talent and Succession Management Framework, which ensures a strong talent pipeline to fill key positions across the Group. We have further refined our approach to evaluating talent potential based on ability, commitment and engagement in a more standard and objective manner.

Building on the success of previous initiatives, we have expanded our structured coaching programme, which connects experienced employees with emerging talents to foster knowledge transfer, skill development and professional growth. In line with this, the Kenanga Leadership Programme, aimed at offering employees a comprehensive and targeted learning experience to develop their leadership capabilities, remains a cornerstone of our training and development strategy. In 2024, we extended the Kenanga Leadership Programme to include People Managers.

## EMPOWERING PEOPLE AND COMMUNITIES

**E-learning on Kenanga Learning Management System**

During the year, Kenanga enhanced its e-learning offerings to ensure the learning needs of all employees are met effectively. The e-learning modules, which are regularly updated, cater to employees at various levels, including new hires, and are designed to provide accessible and relevant training to support ongoing development within the organisation.

In addition, Kenanga subscribed to the LinkedIn Learning platform, enabling employees to access curated, competency-based learning paths tailored to their roles and IDPs. This platform also offers a vast library of on-demand courses, fostering a culture of continuous learning across the organisation.

e-Learning at Kenanga	2024		
	Number of Courses	Hours	Enrolments
Cyber Security Awareness Training	14	4,456	9,830
Data Loss Prevention	1	106	53
Business Continuity Management Awareness Training	1	567.5	1,135
9 <sup>th</sup> ARS	1	7,475	1,150
AML/ CFT	20	276	62
<b>Total</b>	<b>37</b>	<b>12,880.5</b>	<b>12,230</b>

**Performance Management at Kenanga**

Kenanga implements its annual performance management process, which requires all employees to develop a Balanced Scorecard at the beginning of the year, following the approval of the Group's business plan and budget by the Board. Throughout the year, progressive performance reviews are conducted by respective Heads of Departments/ Business Units, culminating in a formal annual appraisal. Three (3) key reviews are implemented: self-appraisal, reviews by immediate superiors and performance moderation or calibration. The results of these appraisals serve as the basis for reward distribution, talent management as well as learning and development. In cases of underperformance, performance improvement plans are implemented.

**Employee Performance Management in 2024**

<b>Total Employees Covered</b>	Number of Employees	<b>1,158</b>
	% of Workforce	<b>86.9</b>

**Covered Employees by Gender****Male**

**Female**


## EMPOWERING PEOPLE AND COMMUNITIES



### COMMUNITY INVESTMENT

#### WHY IT MATTERS

Supporting local communities is essential for building stronger and more resilient societies in which people can thrive. To achieve this, we engaged with communities in need by providing focused social investments and encouraging active employee volunteerism.

#### OUR APPROACH

Our Group Donation Policy ensures a standardised approach to assessing and directing donation requests and community investments. Since 2022, we have implemented an employee volunteering mechanism designed to foster a positive work culture, enhance relationships with stakeholders and contribute to social and environmental causes. This initiative also offers our employees opportunities for both personal and professional growth.

#### Empowering Our Communities

Kenanga has a long-standing commitment to philanthropy, community outreach initiatives, and fundraising campaigns. We consistently strengthen these efforts through employee volunteerism and targeted investments in social enterprises, reflecting our dedication to empowering and uplifting local communities. In 2024, we invested over RM640,000 in community outreach programmes, benefitting more than 2,740 individuals. For 13 consecutive years, we have supported our key social enterprise partners, Silent Teddies Bakery (“**Silent Teddies**”) and Dialogue Includes All (“**DIA**”) Academy. Through our volunteering programme, we accumulated 2,808 hours of volunteer service in 2024, furthering our outreach to local communities.

#### Key Initiatives

##### Silent Teddies Bakery

Based in Kuala Lumpur, Silent Teddies is run by hearing-impaired youths. In 2024, Kenanga continued to extend its support to this partner through several key initiatives. Under the Kenanga Gives Back to Silent Teddies Bakery initiative, Kenanga purchased 890 boxes of assorted baked goods worth RM10,000, which were distributed as door gifts to corporate clients during the 2024 Kenanga Corporate Raya Open House.

We contributed RM26,000 to the Community Service Centre for the Deaf Revitalisation Project by Silent Teddies. Our support included providing new equipment and sponsoring barista training for eight (8) hearing-impaired individuals, empowering the bakery's expansion into a new café. The café is anticipated to be fully operational by 2026. Through this initiative, 16 employees contributed 96 volunteering hours, participating in activities such as painting the café and packing hamper orders.



## EMPOWERING PEOPLE AND COMMUNITIES

### Feed the Homeless via Pertiwi Soup Kitchen

In 2024, in collaboration with Pertiwi Soup Kitchen, Kenanga continued its efforts to support the homeless community by facilitating food packing and distribution at their dedicated food distribution centre. We distributed over 900 meals, with our volunteers actively serving, packing, and distributing the meals. In this initiative, 25 employees contributed 100 volunteering hours.



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

In 2024, Kenanga Investors Group continued to support and participate in the Dive Against Debris and Beach Clean-up event, alongside Yayasan Salam Malaysia and the Black Eye Scuba Team. Building on the previous year's involvement of eight (8) volunteers, 2024 saw the participation of 13 dedicated volunteers coming together to support the community in maintaining beach cleanliness and ocean conservation, spending 182 volunteering hours on this initiative. Through our efforts, we successfully collected 37 kg of marine debris and completed a total beach clean-up collection of nearly 179 kg, positively impacting our oceans and local environment.



### Qurban Programme

In 2024, in collaboration with 1EBC Sdn Bhd, we organised our third annual Qurban Perdana event. Through this initiative, we distributed approximately 1,200 packs of Qurban meat to around 25 charities, orphanages, and homes in need as part of the Eid al-Adha celebration. Held at Colla Cattle Farm in Kuala Selangor, the event saw the participation of 300 Kenanga agents and volunteers who collectively dedicated 2,400 volunteering hours. The Qurban activity provided essential food and strengthened bonds within the community, reflecting Kenanga's commitment to social responsibility and compassion.

### Pertubuhan Rahoma Darul Fakir Malaysia ("Rahoma")

We extended our support to Rahoma Orphanage, a non-profit organisation dedicated to supporting children's welfare. The organisation provides shelter, education, and wellness support for underprivileged children from low-income families.

In 2024, as part of the back-to-school campaign, our volunteers accompanied the orphans to purchase school uniforms, headscarves as well as footwear. Additionally, Kenanga extended its support by covering 11 months of transportation fees to enable the orphans to attend school, from March 2024 to January 2025. Through this initiative, we contributed a total of RM39,310.

### Blood Donation Drive 2024

We collaborated with Pusat Darah Negara to host our annual Blood Donation Drive at our headquarters Kenanga Tower in conjunction with World Blood Donor Day. This initiative aimed to encourage staff to take part in life-saving efforts, resulting in the collection of 45 packs of blood, which could potentially benefit up to 135 individuals. Through this initiative, we reinforced our commitment to social responsibility and raised awareness of the significance of blood donation within our workforce.



## EMPOWERING PEOPLE AND COMMUNITIES

### National Cancer Society Malaysia (“NCSM”)

In 2024, we continued to support the NCSM by donating RM20,000 to its early detection and cancer awareness activities.



### Bursa Bull Charge Run

We continued our annual participation at the Bursa Bull Charge 2024. The funds raised by the event were for beneficiaries focused on climate action and environmental protection, zero-waste practices, and empowering marginalised communities, which aligns with Malaysia’s commitment to the UN SDGs, particularly Goal 13 – Climate Action. Kenanga contributed RM10,000 to this event.



### Pledge2Preserve Campaign

Launched by KIG in partnership with Animal Projects & Environmental Education Sdn. Bhd. (“**APE Malaysia**”), this initiative aligned sustainable investing with environmental action. APE Malaysia, a social enterprise focused on animal welfare through volunteering and education, collaborated with KIG to integrate the Kenanga Sustainability Series with tree planting efforts in the Lower Kinabatangan River, Sabah. This campaign promoted reforestation, biodiversity conservation and sustainable investing, while ensuring effective implementation through APE Malaysia. Since its inception in 2022, a total of 3,713 trees have been planted.

## EMPOWERING PEOPLE AND COMMUNITIES

### Empathy Workshop by Dialogue Includes All (“DIA”) Academy



In 2024, Kenanga Investors strengthened its collaboration with DIA Academy by organising an immersive empathy workshop to promote inclusivity and enhance interpersonal effectiveness across the organisation. Led by visually impaired trainers from DIA Academy, the workshop engaged over 210 employees and advisers in experiential activities conducted in complete darkness. These sessions were designed to develop patience, active listening, communication, and self-awareness, while fostering stronger teamwork and empathy.

DIA Academy is a Malaysia-based social enterprise that advocates for disability inclusion and empowers individuals through life and vocational skills development. Beyond the workshop initiative, Kenanga extended its support to include the renovation of DIA Academy's new training centre at GMBB Plaza, Bukit Bintang. Total contributions for the year amounted to RM104,586, reinforcing Kenanga's ongoing commitment to community development and inclusive growth.

### Our Employees' Experience



"I joined the workshop to enhance my ability to connect with others, both at work and in my personal life. The session helped me realise that empathy is about truly understanding others, not just listening. It's key to effective teamwork and building trust in relationships.

I learned to listen actively and approach situations with patience. I have already applied these lessons in meetings and at home. What sets this workshop apart is its focus on emotional intelligence and personal connection, which are crucial for an inclusive workplace. It reflects Kenanga's commitment to inclusivity and fostering a culture of empathy and collaboration."

**Nor Hazrina Binti Aliruddin**

*Senior Associate, Marketing & Retirement Solutions,  
Kenanga Investors*



"I joined the workshop to better understand others, especially those with visual impairments, and improve my connection with colleagues. The hands-on experience in darkness made me appreciate sight and reinforced the importance of empathy and clear communication for better teamwork. Since then, I have been more mindful of how I communicate. This workshop reflects Kenanga's commitment to inclusivity, and I hope it continues to foster a more empathetic work culture."

**Sabrina Teo Yearn Rhan**

*Associate, Marketing & Retirement Solutions,  
Kenanga Investors*

## EMPOWERING PEOPLE AND COMMUNITIES



### FINANCIAL INCLUSION

#### WHY IT MATTERS

Financial inclusion, a key material issue within Kenanga's ESG framework, supports social equity in finance. It addresses financial access inequalities, aims to enhance livelihoods, and builds community resilience. Kenanga ensures that financial services are accessible, affordable, and meaningful, especially for underserved communities, leveraging digital solutions to bridge gaps in banking, investment, and wealth management. By enabling access to financial services for underserved communities, the Group promotes inclusivity, empowers communities, and drives long-term socio-economic development.

#### OUR APPROACH

Kenanga adopts a proactive approach to enhancing financial literacy as a key driver of financial inclusion. By partnering with non-governmental organisations, government bodies, and local communities, the Group provides accessible financial education to equip individuals with the knowledge and confidence to engage with financial services. This initiative also strengthens digital literacy, fostering the adoption of digital tools and building trust and awareness around financial solutions. Complementing this effort, Kenanga conducts targeted outreach campaigns to promote its digital platforms and their benefits, addressing both trust and literacy challenges. Together, these initiatives form a holistic strategy to expand financial inclusion by offering accessible and affordable financial services.

#### Comprehensive Financial Products and Services

The Group offers a comprehensive suite of financial products and services, designed to meet the diverse needs of its clients through tailored solutions.

- **Equity Broking**  
Facilitated equity trading for clients, providing services such as global equity trading, structured warrants, equity structured solutions, and securities borrowing and lending. These services enable clients to access multiple markets, diversify their portfolios, and capitalise on various trading opportunities.
- **Corporate Investment and Islamic Banking**  
Offers investment solutions, including corporate banking, corporate finance, debt capital markets, equity capital markets, and private equity services. These offerings support businesses in securing financing, managing financial growth, and achieving long-term corporate success. For clients seeking Islamic financial solutions, Islamic Banking provides Shariah-compliant products such as Islamic financing, Islamic treasury products, and Islamic stockbroking, ensuring alignment with faith-based investment principles.
- **Treasury Service**  
Offers a range of treasury products, including foreign exchange and currency market instruments. This enables clients to effectively manage their cash flow and mitigate currency volatility.

## EMPOWERING PEOPLE AND COMMUNITIES

- **Investment Management**

Offers asset and wealth management services, which include portfolio management and investment advisory for both individuals and institutional clients. With a diverse range of investment solutions tailored to different risk appetites and financial goals, this leverages our expertise to deliver long-term value and sustainable returns for our clients.

- **Listed Derivatives**

Provides access to derivative products listed on exchanges, allowing clients to engage in risk hedging or market speculation. These products are ideal for clients looking to manage hedge risks in dynamic market conditions.

### Advancing Financial Literacy

In our aspiration to empower individuals to make informed decisions about their investments, navigate complex financial systems and plan for their future effectively, our team of experts at Kenanga actively organised and participated in various financial literacy programmes and events throughout 2024. Some of key financial literacy activities are as follows:

- Malaysia Market Outlook 2024: A Rising Tide Lifts All Boats
- Stock Chat with Kenanga - Take Control of Your Investment
- KFSB Webinar CME Agri Month 2024: Are You Positioned for The Coming Commodity Bull Run?
- Bursa Marketplace Fair, Kuching Sarawak
- Monthly Market Outlook Briefing by KIB Fund Managers
- FSMOne What & Where to Invest Seminar
- 3Q24 Malaysia Market Outlook Dawn of the Laggard
- InvestSmart Fest 2024 by Securities Commission Malaysia

We also shared 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 of 5,200,563 views.

	Engagement Platforms	Number of Sessions	Number of Participants
Stockbroking	Webinar, Exhibitions, Seminar	68	7,278
Structured Warrants	Webinar	23	5,273
Asset and Wealth Management	Webinar, Roadshows, Exhibitions, Workshops	68	1,396
Futures Broking	Webinar	5	159
<b>Total</b>		<b>164</b>	<b>14,106</b>

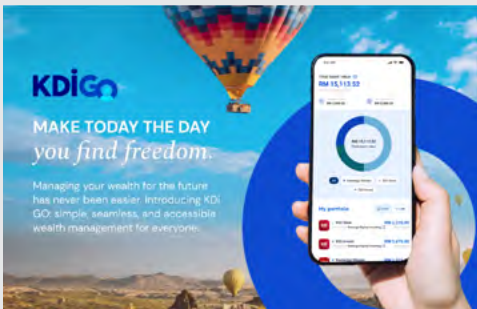
## EMPOWERING PEOPLE AND COMMUNITIES

### Advancing Financial Access with Digital Innovation

Kenanga actively utilises digital platforms to democratise access to financial solutions and in doing so, promote financial inclusivity.



#### The Launch of All-in-One Financial SuperApp - KDi GO



A significant milestone in our digital transformation, KDi GO was launched in 2024 as an all-in-one financial SuperApp aimed at transforming how individuals manage their finances. More than just a platform, KDi GO reflects our commitment to making wealth management more accessible, breaking down traditional barriers to financial services, and fostering greater financial inclusion.

Developed in collaboration with Ant Digital Technologies, KDi GO uses the Mobile Platform-As-A-Service solution to provide a seamless user experience. For the first time, investors can access a wide range of financial solutions—from AI-driven robo-advisory tools and retail payments to money remittance—all within one

easy-to-use application. By integrating services like equity broking, unit trusts, fixed deposits, and even alternative assets such as cryptocurrencies, KDi GO empowers users to take charge of their financial future with confidence and ease.

With KDi GO, we are not just introducing a platform but establishing a new approach to financial management. Our goal is clear: to make investing more efficient, simplify financial management, and make wealth creation accessible to all.



#### Reaching the Underserved: Transforming Financial Inclusion

Kenanga Digital Investing (“KDI”), launched in 2022, is transforming the investment landscape with its cutting-edge, AI-driven robo-advisor. Offering personalised investment advice at scale, KDI is reshaping how individuals approach wealth management. KDI Save delivers a powerful, accessible savings solution with daily returns, zero lock-in period, and no management fees—perfect for those at the beginning of their financial journey. Meanwhile, KDI Invest provides users with seamless access to global investment opportunities, with a low entry point of just RM100, giving them the flexibility to invest and withdraw at their convenience, all at competitive, transparent fees.

As we pursue our goal of reaching underserved and markets, the impact is clear. As of December 2024, nearly 50% of our clients are women, 50% are from outside the Klang Valley, and 90% of our users come from the B40 and M40 income groups. These results demonstrate our commitment to financial inclusion, providing an untapped and diverse demographic with the necessary tools to manage and grow their wealth.



#### FUTURE OUTLOOK

Kenanga’s financial inclusion strategy leverages innovation to address access gaps and drive socio-economic growth. Looking ahead, Phase 2 of KDi GO will introduce AI-driven personalisation, refining user experience and deepening customer engagement. This next evolution of the platform will harness data-driven intelligence to offer tailored investment strategies, intuitive financial planning tools, and an even more seamless digital experience.