



EMPOWERING PEOPLE AND COMMUNITIES

At Kenanga, 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.



Diversity, Inclusion and Wellbeing



Talent Attraction and Management



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.

Our Workforce Profile

Workplace Composition	2019	2020	2021
Total Number of Employees	1,247*	1,280*	1,395
Key Management	15	16	15
Senior Management	38	40	43
Middle Management	448	471	479
Junior Management	592	602	720
Non-Executive	154	151	138

Employee Gender Breakdown	2019		2020		2021	
	Number	%	Number	%	Number	%
Male	599*	48*	616*	48*	685	49
Female	648*	52*	664*	52*	710	51

Ethnic Composition	2019		2020		2021	
	Number	%	Number	%	Number	%
Total Number of Employees	1,247*	100	1,280*	100	1,395	100
Malay and Other Bumiputera	539*	43.22	549*	42.89	573	41.08
Chinese	643*	51.56	665*	51.95	753	53.90
Indian	58	4.64	56	4.37	61	4.37
Others	7	0.56	10	0.78	8	0.57

Employees by Age Group	2019		2020		2021	
	Number	%	Number	%	Number	%
<30	241	19	257	20	346	24
30-39	353	28	368	29	365	26
40-50	419	34	400	31	411	30
>50	234*	19	255*	20	273	20

Voluntary Attrition Rate (%)	2019	2020	2021
Kenanga	11.75	9.56	12.54

Ratio of Basic Salary of Men to Women	
Key Management	1:0.92
Senior Management	1:0.93
Middle Management	1:0.96
Junior Management	1:0.99
Non-Executive	1:0.87

* Restatement of data due to revision of employee classification as part of our enhancement to data tracking.



DIVERSITY, INCLUSION AND WELLBEING

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 maintain a healthy gender-balanced workforce through our focus on inclusivity that allows each individual to thrive in their careers.



FEMALE REPRESENTATION AT KENANGA

Our Workforce
51%

Key and Senior Management
36%

Middle Management
53%

Junior Management
53%

Non-Executive
39%

INTERNATIONAL WOMEN'S DAY AT KENANGA



In conjunction with International Women's Day, we continued to raise awareness on gender equality within our workforce through an array of initiatives, including pop quizzes and the dissemination of informative communication materials.

As part of our efforts to inspire employees, we also engaged an up-and-coming female calligrapher to create uplifting digital wallpapers for employees to use throughout the year.

We supported the #EqualityforEquity campaign by Bursa Malaysia which encouraged women to sign-up for a trading account. In 2021, women made up only close to 30% of total traded value on our local bourse.

Fostering Anti-Discrimination

Kenanga is committed to cultivate a work environment where employees, regardless of their gender, ethnicity or background are treated with respect. We strive to create a conducive work culture that respects the dignity and rights of our employees. Aligned to the principles set out in the UN Global Compact, we are cognisant of our responsibility to respect human and labour rights.

We do not tolerate violation of human rights, including forced and compulsory labour, child labour, as well as, discrimination at our workplace. Our operations comply with the applicable employment and labour laws and regulations of Malaysia.

All new hires undergo a self-directed learning module via our LMS which covers employee rights concerning the relevant local labour laws. Our existing employees also have the option of completing the module as a refresher. In 2021, a total of 337 participated in this training, logging 235.9 training hours in total.



"We provide equal opportunities for all employees and prospective candidates and do not discriminate based on age, gender, ethnicity, disability, marital status, parental status, political convictions or religious beliefs. Our decisions are premised on business needs and employees' merits."

NIK HASNIZA NIK IBRAHIM
Head
Group Human Resources
Kenanga Investment Bank Berhad

We adopt a non-discriminatory approach for all HR practices throughout the Group, including processes related to recruitment, redundancy, training and development allocations, as well as, remuneration packages. All decisions on matters about employees are made based on business needs and employee merit. The Group's whistleblowing channels are available to employees, as an avenue to report concerns regarding misconduct or unethical practices.

Our approach to equal compensation and pay is based on employees' skills and competencies. We offer competitive salaries, especially in relation to the industry average for similar roles and responsibilities.

As guided by our Preventing and Eradicating Sexual Harassment in the Workplace Procedure, we continue to monitor and ensure that we prevent any instances related to sexual harassment.

Grievance Mechanism

The Group Disciplinary Policy, which includes guidelines in handling employee misconduct also covers the procedures involved in responding to grievances from employees relating to their employment. This provides a platform for employees to raise concerns about employment-related issues and have those issues be addressed within a stipulated time frame by the relevant parties.

In 2021, there were zero grievances or incidents reported related to harassment, bullying or discrimination.

Caring for Employee Wellbeing

We adopt a comprehensive approach to caring for our employees, holistically supporting their health and wellbeing.

Through the Tengku Noor Zakiah Staff Outreach Fund, which was established to provide financial aid to employees in need, slightly over RM78,850 was disbursed in 2021 to 12 employees impacted by floods, as well as, one who was impacted by critical illness. Moving forward, we plan to integrate mental wellness into our overall employee wellbeing programme.

Supporting Our Employees Throughout COVID-19

Kenanga has always prioritised the safety and wellbeing of our workforce. With the ongoing threat of the pandemic present throughout the year, we maintained a consistent 70:30 split between employees WFH and those working in the office (“WIO”).

Supporting Employees During The Pandemic



Supporting Employee Welfare

- We kept our employees updated on information related to the Government Prihatin packages.
- We extended monthly financial assistance, amounting to RM325,000 to non-executive employees of the lower-income range.
- We extended meal provisions to those who were required to work in the office.



Adhering to SOPs

- We have maintained a strict and rigorous sanitisation schedule for Kenanga’s headquarters and all its branches nationwide. Additionally, we have enforced the following:
 - On-premise temperature screening
 - On-premise visitor declaration
 - Mandatory wearing of face masks
 - Distribution of hand-sanitisers, face masks and self-test kits
 - Overseas and interstate travel monitoring
 - Contact tracing
 - COVID-19 case follow-ups



Monitoring, Tracking and Updates

- Since the start of the pandemic, we have maintained a daily dashboard that details our WFH ratio, split operations arrangements, employee movement/travel, quarantine tracking and contact tracing.
- We also disseminate regular updates and reminders to employees on COVID-19 developments and SOPs.





TALENT ATTRACTION, DEVELOPMENT AND MANAGEMENT

We recognise that an agile and engaged workforce is essential for the continued success of our organisation. Kenanga is committed to invest in our talent, while ensuring that our employees have access to technical, professional and personal development opportunities. In doing so, we aim to equip our employees with the knowledge and skills they require to flourish in their careers.

Fair Recruitment

Guided by our Group's Procedure on Recruitment and Staffing Management, our recruitment processes are fair and non-discriminatory. The Group endeavours to recruit locally as far as possible. Malaysians make up approximately 99.9% of the Group's workforce.

	2021	
	Number of Employees	Rate (%)
New Hires		
Total	282	20
Male	156	55.32
Female	126	44.68
Age Diversity		
<30 years old	190	67.38
30-39 years old	53	18.79
40-50 years old	27	9.58
>50 years old	12	4.25
Employee Turnover		
Total	168	12.54
Male	88	13.51
Female	80	11.63
Age Diversity		
<30 years old	63	21.07
30 to 50 years old	74	9.57
>50 years old	31	11.59

Employee Benefits

In compliance with local labour standards and expectations, we provide a range of benefits to our employees, which range from interest-free employee share option scheme loan, fitness memberships, insurance coverage, tuition and education assistance.

We are in full compliance with statutory minimum wage requirements and, in addition, provide financial support from our Zakat funds to lower-income Muslim employees and Muslim employees with school-going children, whose income levels fall below a certain threshold.



Parental Leave in 2021	Female	Male
Total number of eligible employees	378	405
Total number of employees that took parental leave	19	22
The total number of employees that returned to work after parental leave ended	19	22
Return to work rate	100%	100%

Nurturing A Skilled Workforce

Providing access to meaningful growth and developmental opportunities are essential aspects of Kenanga's efforts to foster a skilled, competent and agile workforce. We offer numerous training and development programmes to equip our employees with the right skills to realise their full potential, better serve our clients and effectively drive organisational growth.

Established in 2018, the Kenanga Competency Framework ("**KCF**") is based on the Securities Industry Development Corporation ("**SIDC**")'s Industry Competency Framework ("**ICF**"). The KCF, which outlines Kenanga's Core Values and leadership competencies, allows us to identify training and development programmes for our employees effectively.

The Group values continuous learning and development. Supported by our Learning and Development Policy, our employees are constantly encouraged to enhance their capabilities by upgrading their skills, expanding their knowledge, taking on stretch assignments and embracing new responsibilities.

A strong learning culture is present across our workforce and we continue to introduce opportunities that address the needs of employees at all levels of the organisation. These include training programmes in areas such as digital competency, leadership skills and sustainability-related issues such as climate and ESG risk management. In 2021, we invested approximately RM2.16 million into our talent development programmes for our employees.

OUR APPROACH TO TALENT DEVELOPMENT

We adopt a four-pronged approach to our training and development efforts which centres on supporting our employees' personal development while ensuring that they can meet our evolving business needs.



Regulatory

Mandatory courses that ensure robust corporate governance and regulatory compliance.



Leadership

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



Functional

Equipping employees with technical and practical courses that are relevant to their professional growth and the Group's business needs including accredited courses with certifications or professional qualifications required by job roles.

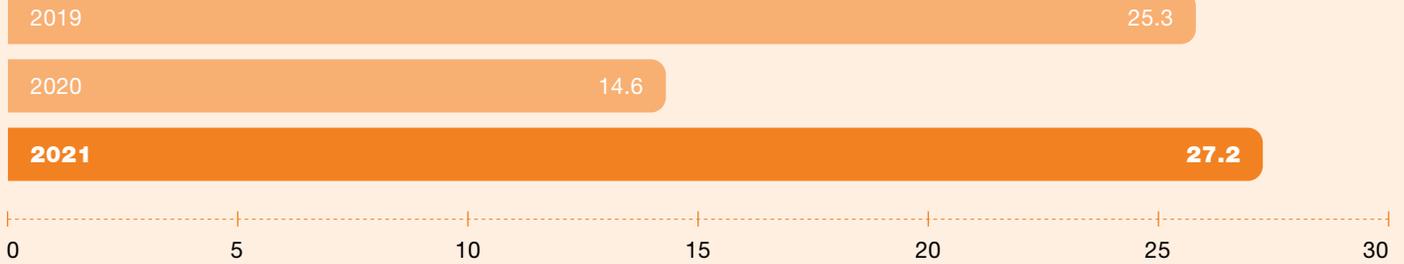


Personal Effectiveness

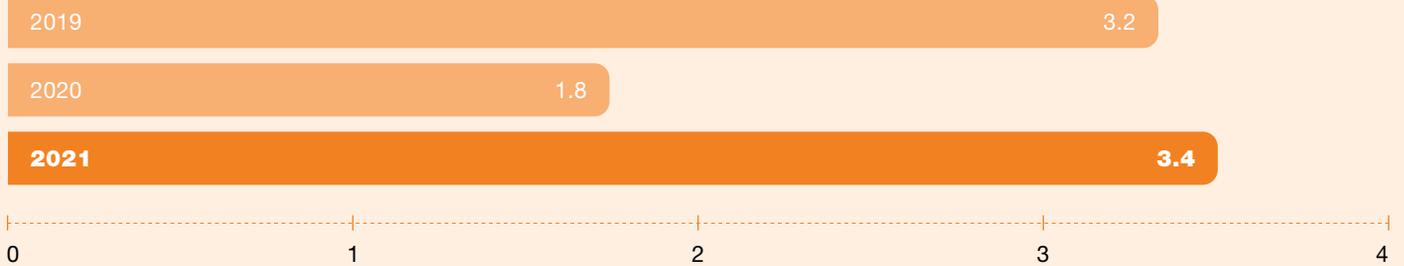
Courses that hone employees' competencies and facilitate self-improvement.

The courses and programmes that we offer are based on factors such as the Group's business strategy and objectives, competency gaps, new role-based requirements, regulatory requirements and audit findings. Due to the ongoing COVID-19 pandemic, 99.9% of training programmes in 2021 were conducted virtually, through formats such as webinars or self-directed learning modules.

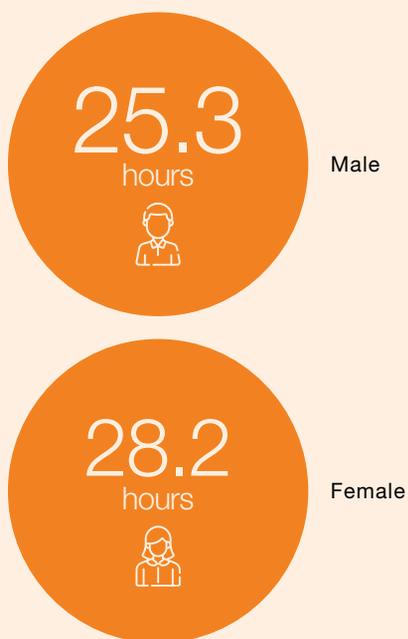
Average Training Hours per Employee



Average Training Days per Employee



Average Training Hours by Employee Gender in 2021



Average Training Hours by Employee Category in 2021



Role-Based Development

The financial industry is rapidly evolving, with new roles constantly being introduced. At Kenanga, we strive to ensure that all employees are well-equipped to fulfil their roles and responsibilities within the organisation. To this end, we provide role-based training to ensure that employees in key positions remain competent and competitive in this ever-changing landscape.

We also provide support for employees working towards attaining professional certifications and qualifications which includes professional qualifications from the Asian Institute of Chartered Bankers (“**AICB**”). Since 2017, we have supported 34 employees in achieving the following qualifications:

Qualification	Number of Employees
Chartered Banker	3
Professional Qualifications in Regulatory Compliance	5
Professional Qualifications in Anti-Money Laundering/Counter Financing of Terrorism	4
Professional Credit Certification Programme	8
Bank Risk Management	8
Certification for Bank Auditors	5
Certified Sustainability Reporting Practitioner by Bureau Veritas	1

We continue to collaborate with industry-recognised and reputable training providers to provide high-quality learning and development opportunities for our employees that are relevant to the industry and their day-to-day roles. In 2021, these collaborations included:

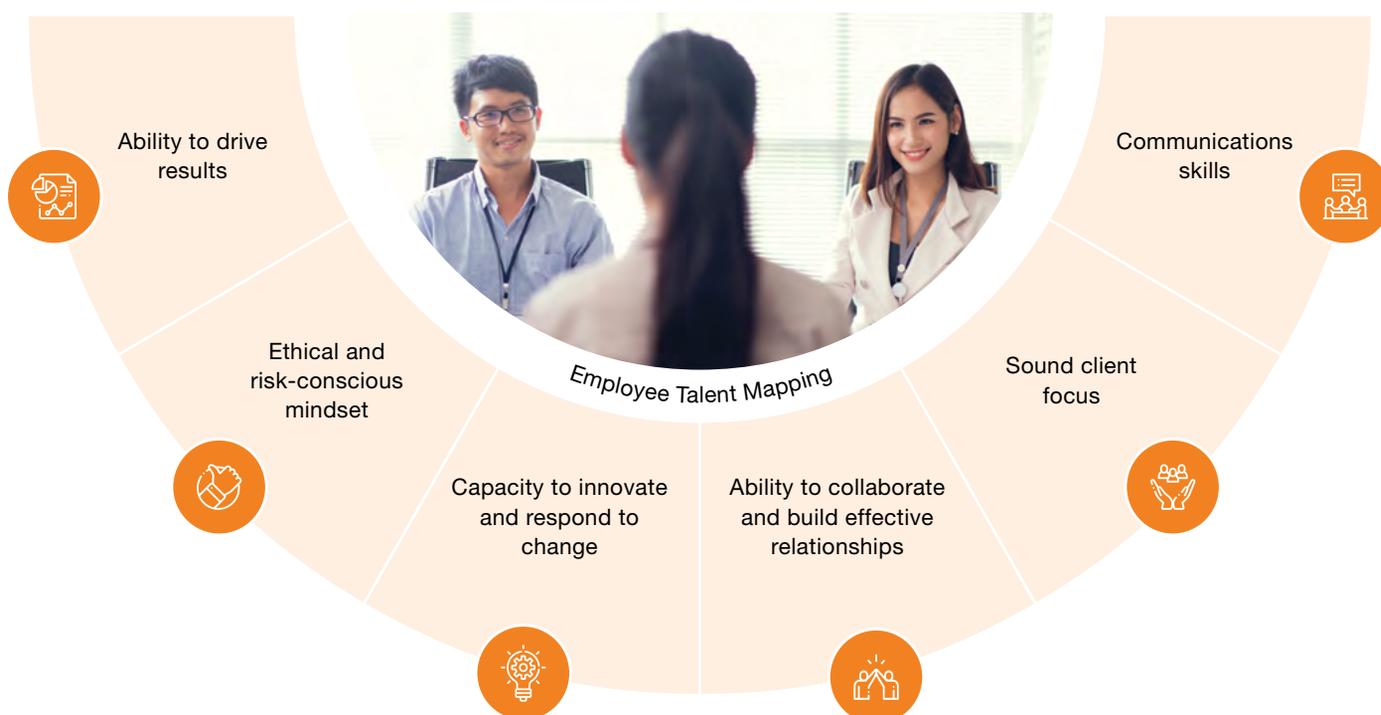
Industry Partner	Nature of Collaboration
Securities Industry Development Corporation	<ul style="list-style-type: none"> Continuing Professional Education (“CPE”)-accredited courses
Asian Institute of Chartered Bankers	<ul style="list-style-type: none"> Professional qualifications Executive education courses
Asian Banking School	<ul style="list-style-type: none"> Masterclasses that are related to the topics in AICB professional qualifications Courses on BNM supervision protocols Courses relevant to ethics and treasury
Association of Certified Fraud Examiners	<ul style="list-style-type: none"> Participation in Kenanga’s annual FAW Talk Series on Fraud
Malaysian Investment Bank Association	<ul style="list-style-type: none"> Programmes according to Malaysian Investment Bank Association’s (“MIBA”) Learning and Development Framework

Industry Partner	Nature of Collaboration
Association of Stockbroking Companies Malaysia	<ul style="list-style-type: none"> CPE-accredited courses
Sophos	<ul style="list-style-type: none"> Monthly cyber security training Mock-phishing exercises

We continue to equip our employees with the necessary skills and knowledge on ESG and sustainability, so that they are better able to drive our sustainability agenda. In 2021, a total of 182 employees attended courses on the topics of climate-related risks, ESG and sustainability, amounting to a total of 627.8 training hours. This is expected to increase in 2022, as we continue to emphasise these training programmes for employees, especially those who have a critical role in the implementation of our newly-approved CCRMF. Additionally, our remisiers attended 40 sessions of in-house CPE courses which cover topics such as Anti Money Laundering and Financial Crime in the age of COVID, The Psychology of Investing - Insights from Behavioral Finance, Macroeconomic Forces in the Financial Market, Investing in Clean Energy Industry and many more.

Leadership Development

We recognise the importance of developing our employees' leadership capabilities and we strive to cultivate strong leaders within our workforce, who are capable of guiding teams across the Group. To identify leadership potential, we conduct employee talent mapping, based on the qualities below:



The Kenanga Talent and Succession Management Framework sets out our approach to ensuring a healthy talent pool that is ready to fill critical positions within the Group as required. In addition, the Framework also ensures that potential successors of leadership positions are capable of driving business growth and implementing our business strategies. Due to the movement restrictions and lack of face-to-face interactions throughout 2021, our focus for these individuals was to provide them with internal assignments that support continuous enrichment and opportunities for development.

E-Learning at Kenanga

Key Highlights of Our E-Learning Initiatives



715

online courses



17,809

enrolments



37,897

logged hours of e-learning

Though the pandemic has presented disruptions to our ways of working and learning, the investments we made into our digital learning platforms have enabled us to continue delivering key training and development programmes to our employees, allowing them to gain new knowledge and skills while working remotely.

Topics offered via LMS include orientation courses for our new hires, annual regulatory seminars, AMLA and ethics training, as well as, personal development and leadership courses. This year we also made some CPE-accredited courses available on the LMS, which has been beneficial for those amongst our employees who are Capital Markets Services Representative's Licence holders.

In 2021, through the workflow digitalisation initiative, employees are now able to request training programmes relating to specific topics. By automating the training requisition and approval process, we have been able to lower the overall turnaround time by approximately 50%.

Employees can view the list of training or programmes in Kenanga LMS where they can select to attend or participate and submit the training requisition via iLeap accordingly. The average number of days for the end-to-end processing for training requisitions was reduced from five (5) to three (3) days.



What our employees say about LMS

"A really good effort overall. I found whenever educational videos were included within the course, it does help with my understanding of the subject."

"Great knowledge gained during this e-learning session. Superb work, thank you for this platform and the learning opportunity."

Performance Management at Kenanga

Guided by our Group Performance Management Policy, our talent management process is based on a Balanced Scorecard comprising key criteria that are aligned with annual performance objectives for all our employees. To foster a high-performing culture, our employees are incentivised through annual performance bonuses, sales targets, as well as, commission plans and an employee share option scheme. We also hold performance improvement sessions to assist underachieving employees to achieve work expectations.

Employee Performance Management In 2021

Total Eligible Employees

Number of employees	1240
% of workforce	88.88

By Employee Category

Key Management	15
Senior Management	43
Middle Management	462
Junior Management	584
Non-Executive	136

By Employee Gender

Male	591
Female	649



Employee Engagement

Kenanga continuously strives to promote open, two-way communication with our employees. Employees are encouraged to share their views and concerns through dialogues and discussions. The prevalence of remote work throughout 2021 meant that many employee events and conversations took place virtually, through platforms such as Microsoft Teams.

Our Engagement Initiatives

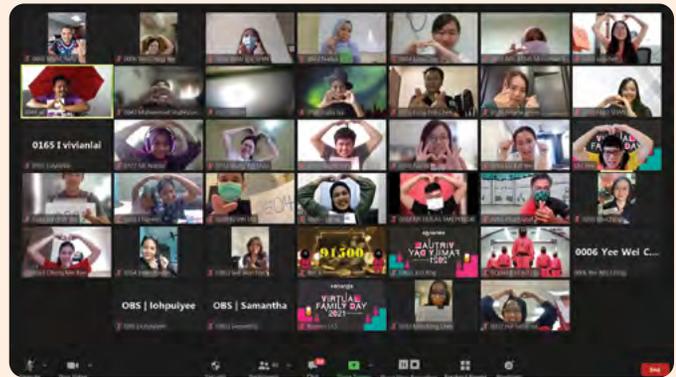
Our employee engagement initiatives aim to celebrate diversity, create a sense of belonging and share knowledge throughout our workforce. Although intermittent movement restrictions were in place during the year, we were able to carry out several employee engagement activities in 2021, described as follows:



#GreenAtHome

To promote environmental awareness throughout our workforce in a meaningful and engaging way, we organised a month-long, interactive campaign focusing on environmental issues, as well as, conservation efforts.

➤ To learn more about the #GreenAtHome initiative, please refer to page 53 of this Report.



Family Day

To promote family values and inclusivity, we organised an annual social event for all employees to bond with their families.



Founder's Day

To honour the heritage and celebrate the success of Kenanga, as well as, to pay homage to our Founder Emeritus and Adviser, Y.M. Tan Sri Tengku Noor Zakiah, the annual event was organised.



Cultural Festive Celebration

In conjunction with seasonal festivities, such as Chinese New Year, Hari Raya and Deepavali, employees nationwide were sent festive gift packages and presented with e-Ang Pow on the Kenanga Money mobile application. Additionally, employees were extended early salary payouts to coincide with the festive seasons.



COMMUNITY INVESTMENT

Kenanga has had a long rich history of community investment efforts, encompassing efforts such as philanthropic contributions, outreach initiatives and fundraising campaigns. Due to our ongoing efforts to closely observe COVID-19 SOPs, we have limited our external volunteering activities in 2021. However, we continued to support our communities through various community engagement events, such as digital marketing channels.



THE HUMANKIND PROJECT: ORDER-IN A GESTURE OF KINDNESS

Founded on the philosophy of shared humanity, The Humankind Project was launched in 2021 to enhance the resilience of local social enterprises and underprivileged communities in weathering the impact of the pandemic. We piloted the project by working with one of our long-standing social enterprise partners, Dialogue Includes All, which operates Café Includes - a café run by a team of people with disabilities.



Since the inception of the project in February 2021, Kenanga has undertaken various initiatives to enhance awareness of Café Includes, amongst our stakeholders, as well as, members of the public. These efforts included:

- Issuance of the press release that was covered by key print and digital media and social media channels.
- Dissemination of direct mail to our employees, suppliers and clients.
- Sponsorship of Grab Food codes for orders made to Café Includes.
- Purchased meals from the cafe to be distributed to the homeless communities and orphanages.

As a result of these initiatives, Kenanga was able to help raise over 5,000 orders for Café Includes, which enabled it to weather the challenges of the pandemic and continue to employ all its employees.

SUPPORTING UNDERPRIVILEGED CHILDREN AND YOUTH

Through our annual participation via the MIBA, we contribute towards the Financial Industry Collective Outreach (“**FINCO**”), which is a collaborative initiative pioneered by all financial institutions in Malaysia with the support of Bank Negara Malaysia. The aim of FINCO is to provide underprivileged children and youth with the guidance and educational tools they need to achieve their life goals. FINCO’s initiative focuses on four (4) strategic pillars which include English Proficiency, Life Aspiration, Financial Literacy and Disaster Relief.

In 2021, FINCO has not only delivered programmes through 1,383 teachers in 1,140 schools across Malaysia, but it has also directly engaged 8,492 students through its online and WhatsApp workshops and impacted over 30,601 individuals in total.

Empowering Our Communities

2021 continued to be a challenging year as communities around us battled the impacts of the COVID-19 pandemic. Overall, we supported 11 charitable organisations, directly impacting 447 lives. Over RM689,000 was channelled towards community investments, of which slightly over RM164,300 was contributed specifically towards social enterprises.

Social Enterprises We Support

Silent Teddies Bakery

A Kuala Lumpur bakery, operated entirely by hearing-impaired youths. Procured 1,310 baked goods sets from the Silent Teddies Bakery for distribution to employees during Chinese New Year.

Dialogue Includes All (formerly Dialogue In The Dark)

A café and an exhibition, spearheaded by Stevens Chan, an activist in support of people with disabilities. Supported Café Includes, an initiative under Dialogue Includes All, through the HumanKind project, which raised over 5,000 orders for the Café.

Generating Opportunities for the Learning Disabled ("GOLD")

Established by a group of volunteer parents and teachers of SMK Bandar Sunway to provide a platform for rehabilitative vocational training and supported employment programmes that cater to individuals with learning disabilities.

Ordered over 1,300 baked goods sets from GOLD, for distribution to employees during Hari Raya.



"Empowering the communities we operate in remains top of our agenda, in particular social enterprises that encourage independence, ownership and the promotion of dignity. Throughout the last 10 years, we have been working hand in hand with our social enterprise partners, Dialogue Includes All and Silent Teddies. It is incredibly rewarding to be part of their growth story."

CHUAH SZE PHING
Head
Group Marketing, Communications and Sustainability
Kenanga Investment Bank Berhad



Advancing Financial Literacy

Given the significance of financial literacy in making sound financial decisions and promoting financial inclusion, Kenanga is focused on advancing the financial literacy agenda within the communities around us.

Throughout the pandemic, our team of experts at Kenanga continued to share their knowledge and insights through various industry financial literacy initiatives over the course of 2021. Some of the key events we participated in are as follows:



We also continued to share investing knowledge through published articles, webinars, virtual roadshows and exhibitions.

Business Units	Forums	Number of Sessions	Individual Participation
Stockbroking	Webinars, exhibitions	14	26,354
Structured Warrants	Webinars	15	12,315
Investment and Wealth Management	Workshops, exhibitions, seminars, webinars	29	3,797
Futures Broking	Webinars, interviews	36	3,286
Grand Total		94	45,752

EXPERIENCE FUTURES TODAY

Kenanga Futures hosted a webinar series, “Experience Futures Today”. Topics covered in the series included a brief introduction to futures trading and a comprehensive overview of contract specifications. Throughout 2021, we saw the participation of 844 attendees across nine (9) sessions.

