

kenanga

SUSTAINABILITY
REPORT
2021





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About This Report

This 2021 Sustainability Report (“Report”) marks our inaugural standalone sustainability report which presents topics that are material to Kenanga Investment Bank Berhad (“Kenanga” or “Group”) and its stakeholders.

Complemented by our Sustainability Statement in the Kenanga Annual Report 2021, this Report provides a more comprehensive understanding of our sustainability commitments and how it is integrated into Kenanga’s business strategy and operations. This Report aims to present updates on the progress we have made in embedding environmental, social and governance (“**ESG**”) considerations across our business operations as we strive to create long-term value for our stakeholders.

Our Reporting Approach

Prepared in accordance with the requirements of the Bursa Malaysia Securities Berhad (“**Bursa Malaysia**”) Main Market Listing Requirements on Sustainability Reporting (“**Bursa Malaysia Sustainability Reporting Guide**”), this Report is also guided by the Global Reporting Initiative (“**GRI**”) Standards - Core Option. We have further aligned our sustainability efforts in support of the United Nations Sustainable Development Goals (“**UN SDGs**”) and have integrated the recommendations of the Task Force on Climate-related Financial Disclosures (“**TCFD**”). As a signatory to the United Nations Global Compact (“**UN Global Compact**”), this Report will also serve as our Communication on Progress (“**CoP**”) report. This Report has been reviewed and approved by our Group Sustainability Management Committee (“**GSMC**”), Group Governance, Nomination and Compensation Committee (“**GNC**”), Audit Committee (“**AC**”), as well as, the Board of Directors (“**Board**”).

Reporting Scope and Boundaries

The Report describes our sustainability strategy, approach and performance for the Financial Year Ended 31 December 2021, referred to as (“**2021**” or “**FY2021**”), covering our operations in Malaysia. We are continuously refining our data collection processes to enhance comprehensive disclosures in our future reports.

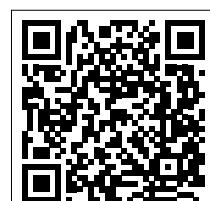
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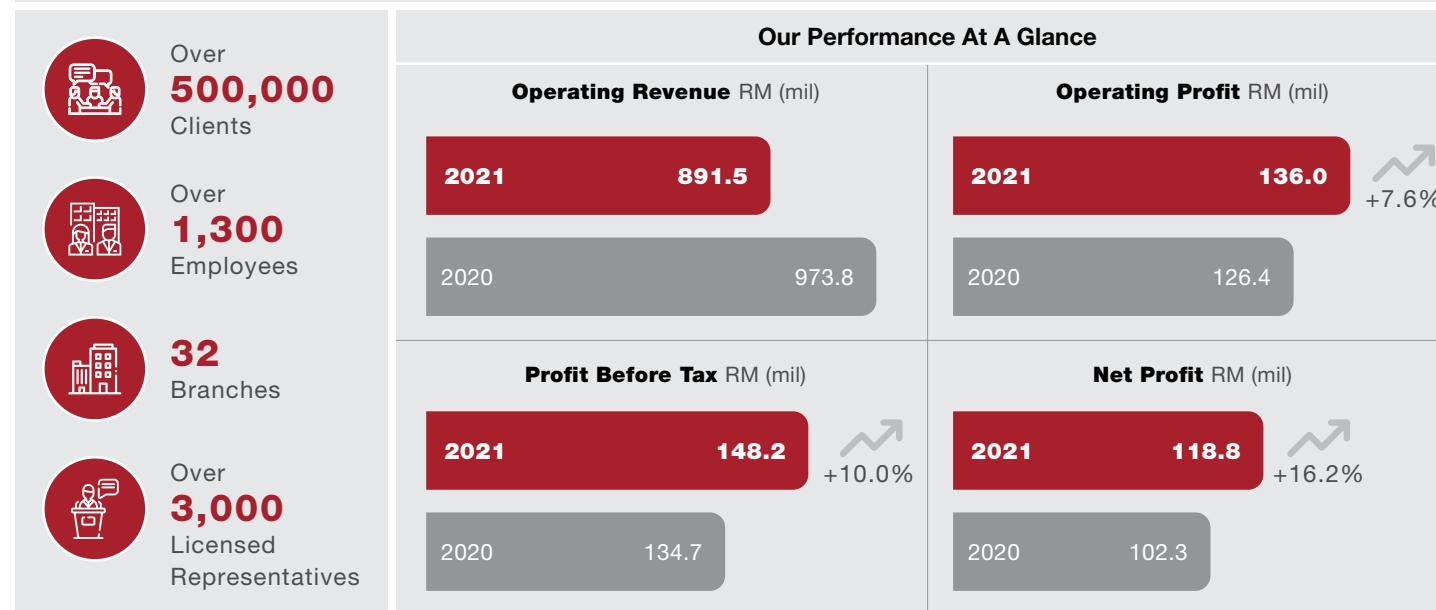
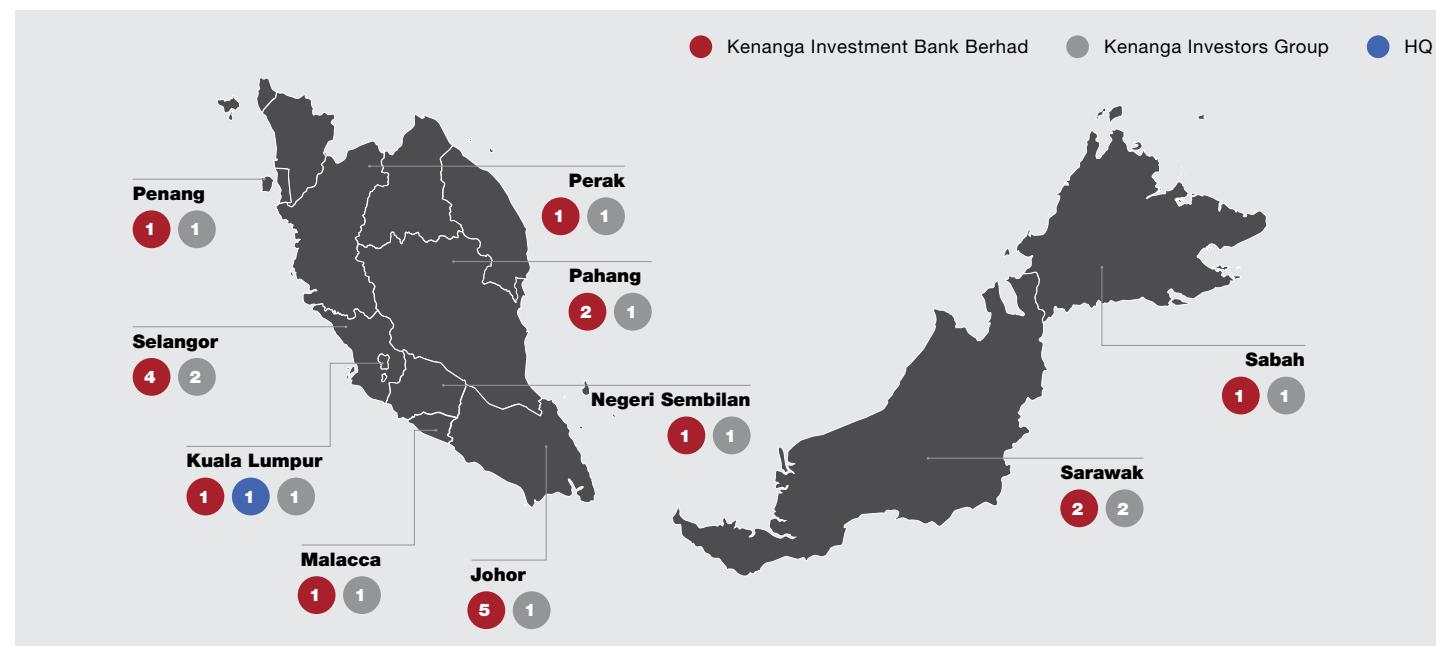
Scan here to our sustainability microsite for more info:



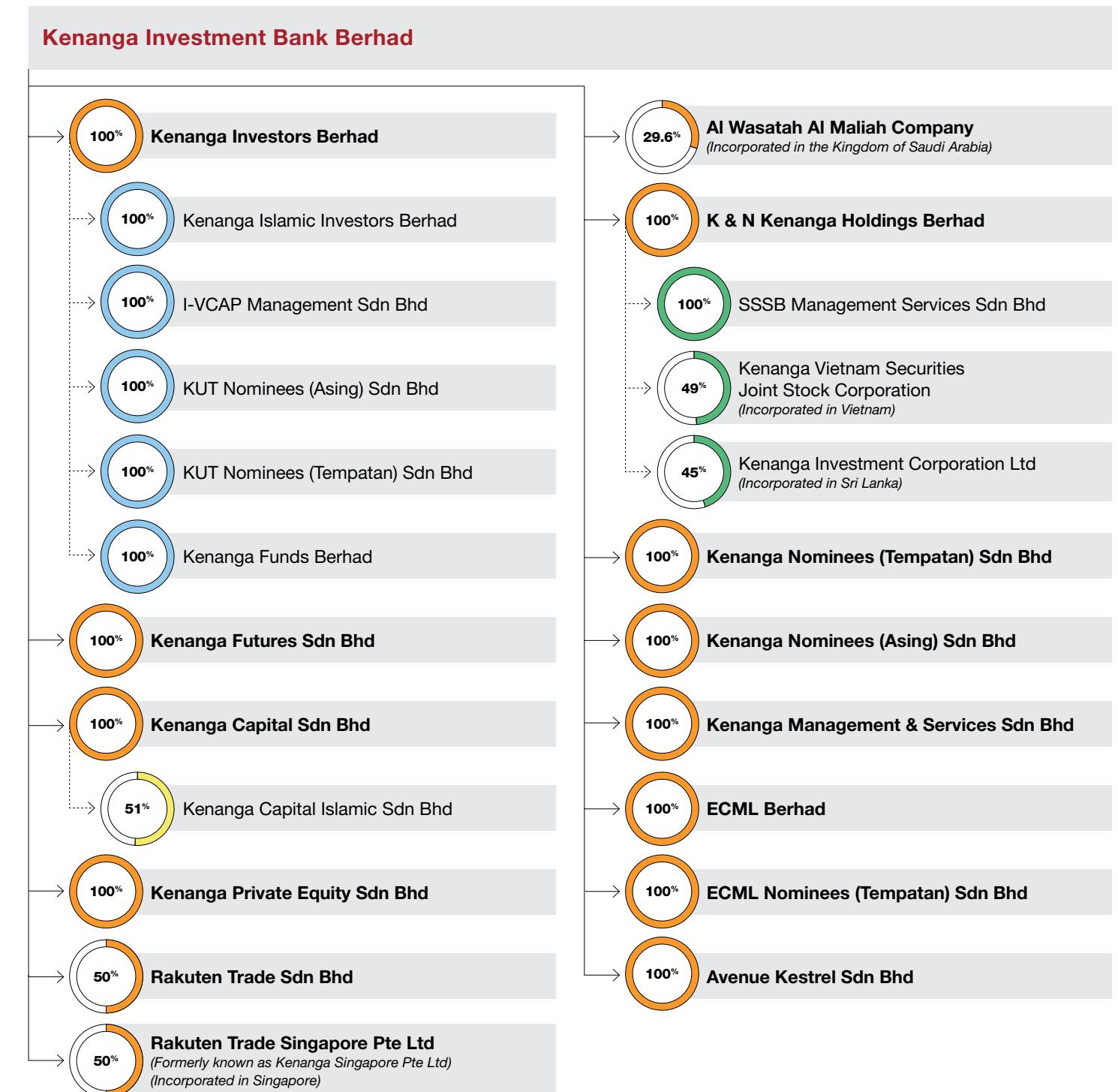
Who We Are

Founded in 1973, Kenanga Investment Bank Berhad is a home-grown financial group with extensive experience in equity broking, investment banking, treasury, Islamic banking, listed derivatives, investment management, wealth management, structured lending and trade financing.

Today, it is an award-winning leading independent investment bank in Malaysia and the country's top stockbroker with the largest remisier network. With a continuous commitment towards driving collaboration, innovation and digitalisation in the marketplace, its ambitions include building a robust digital ecosystem which meets the needs of its clients and businesses. Some of its innovative game-changing products to date include Malaysia's fully online digital stockbroking platform, Rakuten Trade and a fully Artificial Intelligence ("A.I")-driven Robo-advisor, Kenanga Digital Investing.



Our Corporate Structure



Note:

All of the above companies are incorporated in Malaysia unless stated otherwise.

Our Core Business Segments



Our Brand Values



Message From Our Chairman



“Supporting climate transition and inclusive growth is a significant opportunity for us, especially in leapfrogging the economy towards low-carbon technologies and digital solutions.”

Dear Readers,

The last two years of battling the far-reaching impacts of the pandemic precipitated the need for businesses around the world to rethink the role of sustainability within organisations.

At Kenanga, as we made conscious efforts to swiftly adapt to the new normal and the changing expectations from our stakeholders – clients, regulators, business partners, shareholders and employees – we found ourselves examining how we can further our role in contributing to a better, safer and prosperous world for the benefit of current and future generations through a heightened focus on ESG dimensions.

During the year, a Group Sustainability Management Committee (“**Committee**”) comprising multidisciplinary business leads and chaired by the Group Managing Director, Datuk Chay Wai Leong, was established to set the tone of Kenanga’s ESG ambitions and to augment oversight and stewardship of our ESG strategy and performance. The Committee reports to the Group Governance, Nomination and Compensation Committee, as well as, the Board of Directors.

I am also very pleased to share, in the following pages of this Report, our newly established ESG Framework that sets out our sustainability scope and priorities for the longer term. Anchored on four key pillars – Good Governance, Sustainable Economic Growth, Environmental Stewardship and Empowering People and Communities – this framework now serves as the bedrock that formalises how Kenanga views and takes action on sustainability matters across our operations.

To further power our progress on this front, we became the first investment bank in the country to join the world’s largest corporate sustainability initiative, UN Global Compact. Our participation marks a significant milestone as we advance our sustainability efforts to deliver impacts that matter to our stakeholders and society at large. As a participant member, we advocate for responsible stewardship of our business, aligned with the UN Global Compact’s Ten Principles and the broader UN SDGs.

For me, this rapid collective response demonstrated in the past months, despite the challenging and volatile circumstances exacerbated by the pandemic, is a testament to the earnest commitment we have made to take responsibility for our sustainability agenda.

Our goals are ambitious and I am pleased to share the progress we have intensified this year through this Report, our first standalone sustainability publication. Aligned to the GRI standards, this report is focused on the most material ESG aspects of our business and marks our move towards enhanced disclosures and greater transparency.

The following chapters highlight several of our notable milestones this year. These include the development of a Climate Change Risk Management Framework (“**CCRMF**”) that will accelerate the integration of climate risk factors into our business decisions, as well as, the creation of a roadmap that will guide us in our efforts to incorporate ESG considerations into our products and services. In addition, we saw a breakthrough in our industry-wide fraud awareness campaign and addressed our responsibilities as a key financial institution by putting together an enterprise plan. The enterprise plan ensures that we create a great working environment for our employees, while driving positive social change for the communities around us.

In response to the increasing social and community needs in the COVID-19 environment, I am proud to share that Kenanga launched a bespoke campaign, The Humankind Project, aimed at boosting our support for local social enterprises. The year-long rally generated tremendous public support and saw us raising over 5,000 orders for Café Includes, a café run by differently-abled individuals. This has helped to keep their doors open at a time when many retail businesses have shuttered.

We have also made significant strides forward in terms of managing our enterprise carbon footprint. Through the adoption of A.I.-driven technology, we are tackling greenhouse gas emissions (“**GHG**”) from our largest source of energy demand - the Heating, Ventilation and Air Conditioning (“**HVAC**”) system at our premises. We have observed impressive improvements thus far and look forward to saving up to 1 million kWh in the next year.

Undoubtedly, the climate crisis the world is facing today is one of the most profound challenges of our time and we understand the pressing urgency for institutions and individuals around the world to take action. Doing our part, Kenanga has signed a Memorandum of Understanding (“**MoU**”) with Malaysia’s leading solar producer, reNIKOLA for the purchase of renewable energy. By 2025, we will transition all our energy requirement to renewable energy sources.

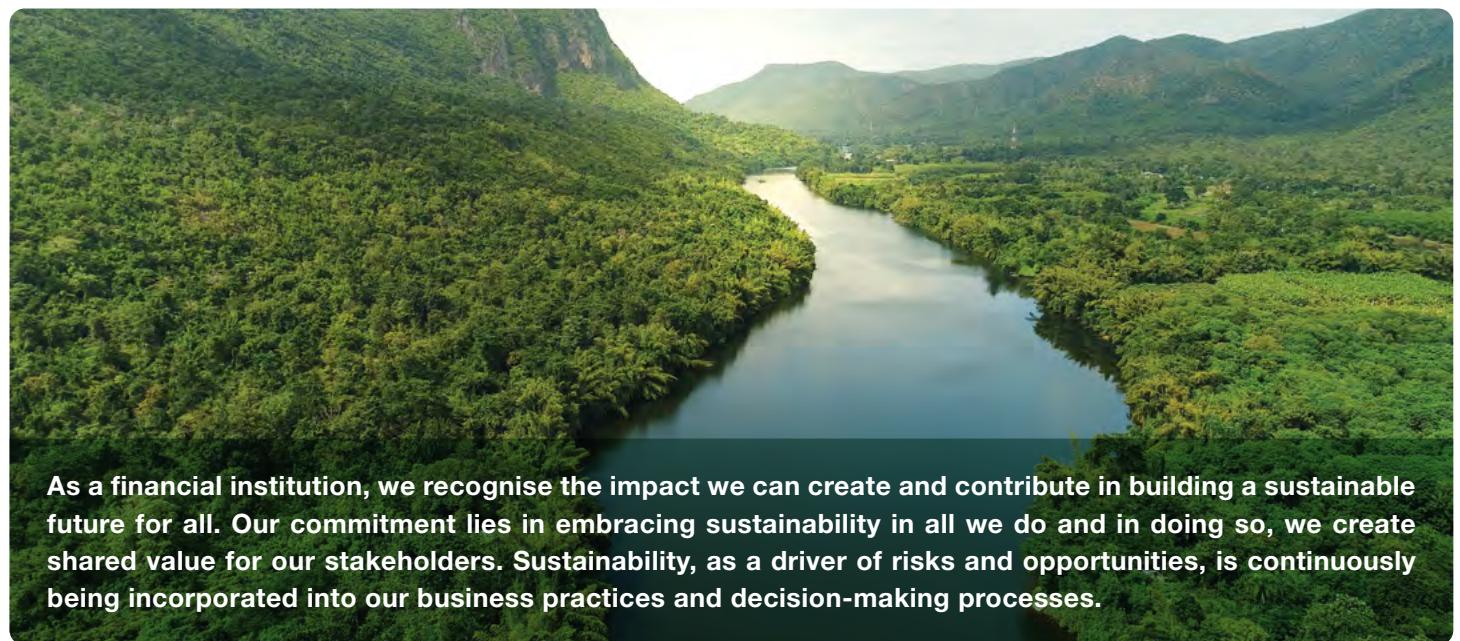
Despite the progress, there is still a lot more to be done. The year ahead will involve refining and cascading targets to drive progress, operationalising our plans and frameworks, as well as, to continue driving advocacy and capacity building across the business.

We are cognisant that the COVID-19 crisis has magnified the need for a more sustainable approach to capital allocation and Kenanga, as one of the leading financial institutions in the country has a catalytic role in driving opportunities that contribute to multi-layered development goals, whilst delivering prosperity across the economy in this new era of finance.

Building upon our current trajectory, I am optimistic of the journey ahead and confident that we will continue to punch above our weight and lead our sustainability efforts with conviction and accountability, which will, in turn, allow us to positively impact the planet and its people, as we realise our business goals.

TAN SRI DATO' SERI SYED ANWAR JAMALULLAIL
Chairman

Towards A Sustainable Future



Supporting the UN Global Compact and SDGs

In 2021, we marked a milestone by becoming the first Malaysian investment bank to join the UN Global Compact, supporting its Ten Principles which articulate the core tenets of four (4) landmark United Nations ("UN") documents including the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the UN Convention against Corruption. In tandem with this and the introduction of our ESG Framework, which guides our sustainability strategy, we have expanded our commitment and contribution towards 11 UN SDGs moving forward.

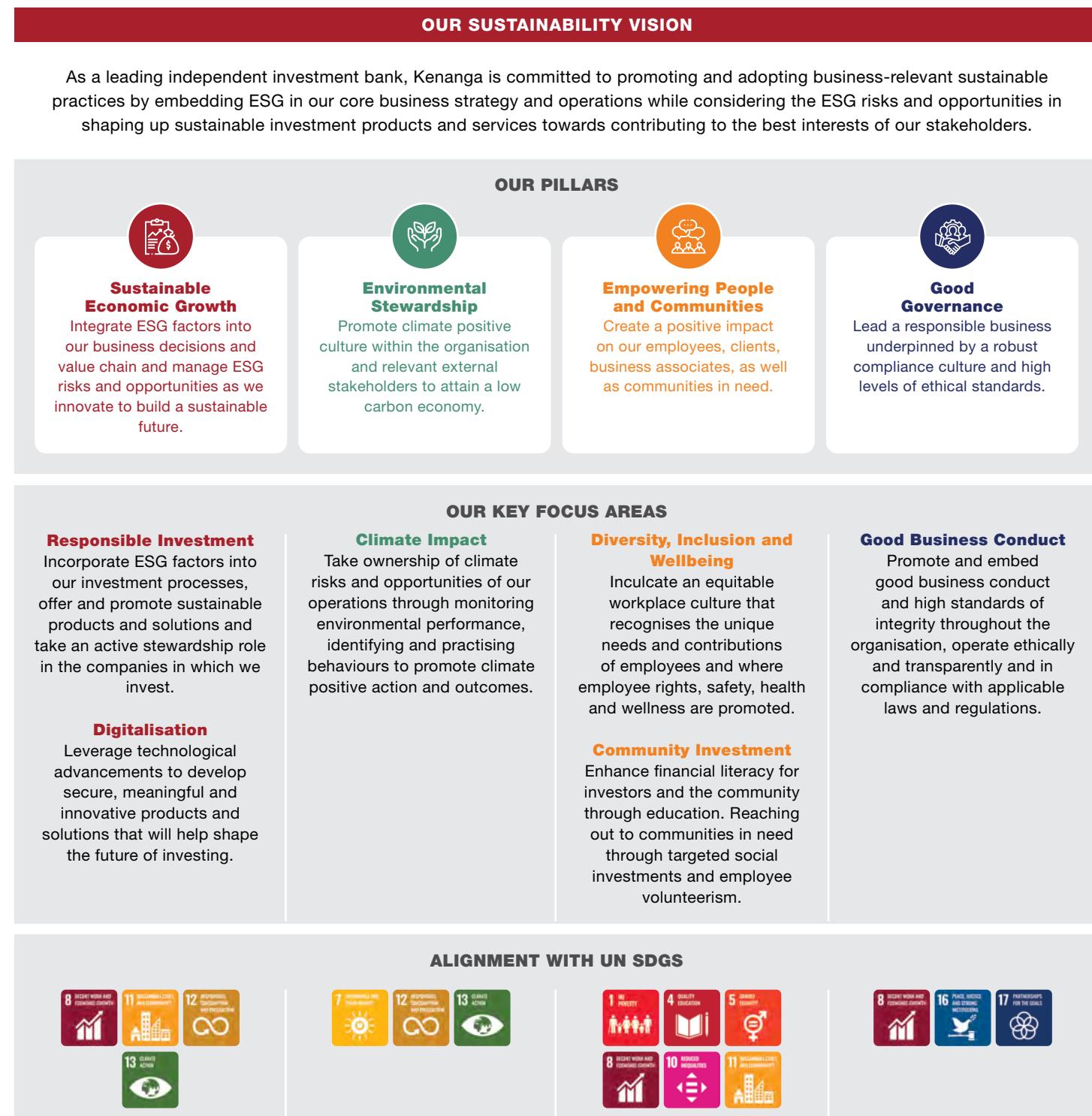
► For more information on how we have committed to UN Global Compact's Ten Principles, please refer to pages 73 and 74 of this Report.

UN SDGs	Alignment with UN SDG Targets	Our Focus
	1.4 Equal rights for all to ownership, basic services, technology and economic resources	<ul style="list-style-type: none"> Extending support to our local communities through philanthropic contributions and social investments.
	4.4 Increase the number of people with relevant skills for financial success	<ul style="list-style-type: none"> Promoting financial literacy across the industry through our community programmes and industry financial literacy initiatives.
	5.5 Women's full and effective participation and equal opportunities for leadership	<ul style="list-style-type: none"> Supporting the empowerment and representation of women in our workforce.
	7.2 Increase global percentage of renewable energy 7.3 Double the global rate of improvement in energy efficiency	<ul style="list-style-type: none"> Investing in green energy companies and increasing the share of renewable energy in our operations.

UN SDGs	Alignment with UN SDG Targets	Our Focus
	8.3 Encourage the growth of micro-, small- and medium-sized enterprises 8.5 Full and productive employment and decent work for all 8.10 Expand access to banking, insurance and financial services for all	<ul style="list-style-type: none"> Supporting social enterprises through our community investment efforts. Ensuring a safe, conducive and thriving workplace for all our employees. Expanding client base, particularly the unserved/underserved retail segment via online platforms for investing and trading.
	10.2 Social, economic and political inclusion of all	<ul style="list-style-type: none"> Uplifting our communities through philanthropic contributions and employee volunteerism, while promoting diversity and non-discriminatory practices across our employment practices and product.
	11.6 Reduce the environmental impact of cities	<ul style="list-style-type: none"> Increasing environmental awareness through programmes that encourage employees to practice a zero-waste lifestyle at home. Raising awareness across industries through knowledge sharing sessions to drive the transition towards a more sustainable business landscape.
	12.5 Significantly reduce waste generation 12.6 Encourage companies to adopt sustainable practices and sustainable reporting	<ul style="list-style-type: none"> Reducing our resource consumption through responsible energy, water and waste management.
	13.2 Integrate climate change measures into policies and planning 13.3 Improve human and institutional capacity on climate change	<ul style="list-style-type: none"> Embarking on a climate action pathway to address our climate-related risks and opportunities, while reducing our direct operational carbon footprint.
	16.4 Combat organised crime and illicit financial and arms flow 16.5 Reducing all forms of corruption and bribery 16.7 Responsive, inclusive, participatory and representative decision-making at all levels	<ul style="list-style-type: none"> Strengthening our framework and compliance culture to prevent financial crimes.
	17.16 Enhance partnership to mobilise technology and financial resources 17.17 Encourage and promote effective public, public-private and civil society partnerships	<ul style="list-style-type: none"> Building partnerships with community-based organisations to create positive social impacts.

Our ESG Framework

Our newly developed ESG Framework serves as a focal point for how we articulate our sustainability aspirations for the long-term. Anchored upon four (4) key sustainability pillars - Sustainable Economic Growth, Environmental Stewardship, Empowering People and Communities, as well as, Good Governance - the framework guides us in our efforts in addressing ESG issues that are material to our business which align with our strategies and targets.



Stakeholder-Driven Sustainability

Stakeholder engagement, assessment and feedback are integral to our organisation. We continuously improve our engagement approaches through various communication channels to ensure we meaningfully engage with our stakeholders, gather feedback relevant to current trends and understand their changing priorities.

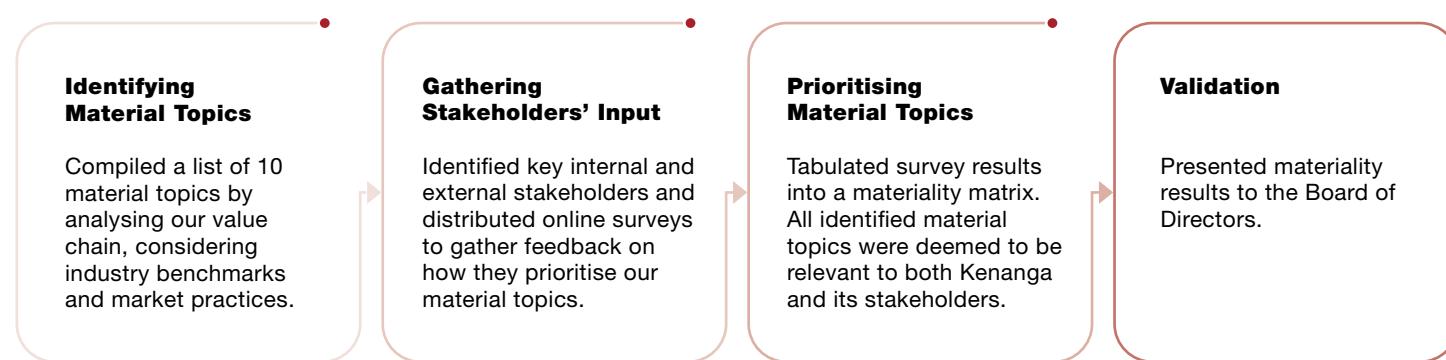
Our Stakeholder Groups	Our Commitment	How We Engage	Areas of Interest
Those Whom We Are Accountable	<ul style="list-style-type: none"> Ensure our investors and shareholders are kept abreast on how we embed ESG in our business strategy and operations Incorporate feedback to create long-term, sustainable value for our stakeholders Leverage innovation and technology to enhance the client experience 	<p>Shareholders</p> <ul style="list-style-type: none"> Provide updates and gather feedback through meetings, reports and disclosures <p>Clients</p> <ul style="list-style-type: none"> Provide products, tools, education and insights through our trading platforms, mass media channels, events, emails, websites and social media channels Respond to queries, as well as, gather input and feedback via social media channels, helplines and emails 	<ul style="list-style-type: none"> Cyber security and data protection Portfolio performance Financial inclusion Financial literacy Digitalisation Responsible investing New products and services Market outlook Enhanced client experience
Those Who We Collaborate With	<ul style="list-style-type: none"> Create a safe, inclusive and high-performing work environment Embed our values of ethics, integrity and compliance throughout the organisation, to lead a responsible business operation 	<p>Regulators</p> <ul style="list-style-type: none"> Participate in industry discourse and enforce adherence to regulations and policies <p>Employees</p> <ul style="list-style-type: none"> Engage through internal policies, meetings, emails, dialogues, training programmes, special events and performance appraisals <p>Remisiers and Agents</p> <ul style="list-style-type: none"> Engage through policies and procedures, training programmes and special events <p>Vendors</p> <ul style="list-style-type: none"> Collaborate through meetings, policies and procedures 	<ul style="list-style-type: none"> Compliance culture Cyber security and operational resilience Training and development Product training Certifications, examinations and tutorials ESG and climate awareness
Those Whose Lives We Enrich	<ul style="list-style-type: none"> Create positive impact for communities in need through targeted social investments and employee volunteerism Enhance the financial literacy of our communities to empower them to make decisions on their investments and financial resources 	<p>Community Partners</p> <ul style="list-style-type: none"> Contribute to various social causes, in particular towards enterprises Activate employee volunteerism and philanthropy <p>Public</p> <ul style="list-style-type: none"> Disseminate investing knowledge via roadshows, social media channels and webinars 	<ul style="list-style-type: none"> Community empowerment Financial literacy

Our Materiality

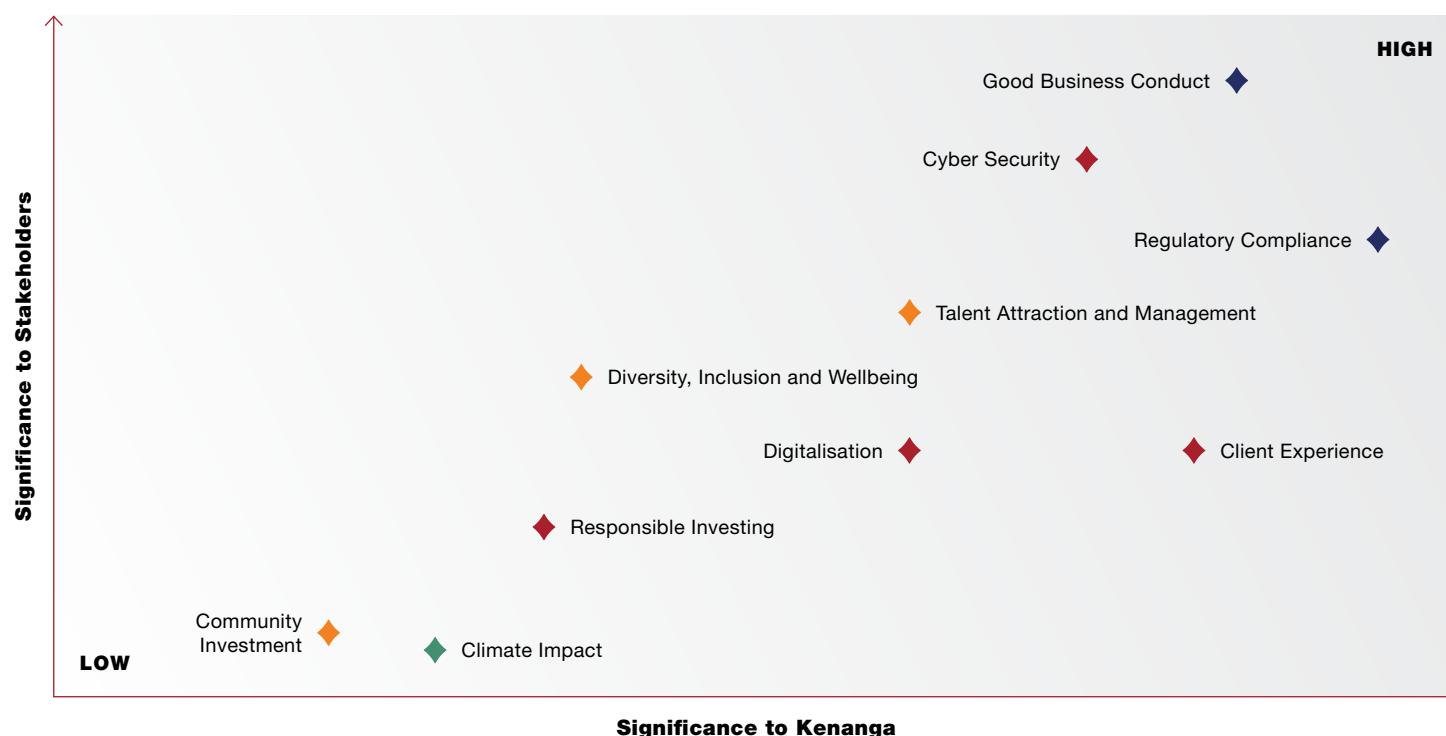
In 2020, we conducted our materiality assessment to identify key sustainability topics that are material to both Kenanga and its stakeholders. The biennial assessment ensures that we have a clear understanding of the material topics which have the most impact on our business and stakeholders. Conducting the assessment also enables us to identify salient issues for reporting disclosures, as well as, prioritise them in our enterprise plans and operations.

In 2021, we expanded our materiality survey to include institutional investors, to ensure that we capture a more representative view of our stakeholders' priorities. In addition, we conducted a materiality confirmation to ensure that our topics remained relevant to the evolving ESG issues that impact our business and stakeholders. We reviewed our material topics against current key industry trends at the local, regional and global levels.

Our Materiality Assessment Process



Based on the updated results of the survey in 2021, the materiality matrix mostly remained consistent with the materiality matrix obtained from the previous year. Diversity, inclusion and wellbeing was the only material topic to have shifted to a slightly higher priority for our stakeholders.



Material Topic	Description
 Good Governance	
 Good Business Conduct	Operating transparently, with integrity and accountability in compliance with applicable laws and regulations. Adopting the highest standards of professionalism, honesty and ethics.
 Regulatory Compliance	Identifying, managing and responding to compliance risk across the Group. Cultivating a transparent ethical culture and educating employees to reflect the compliance behaviours of the organisation.
 Sustainable Economic Growth	
 Responsible Investing	Collaborating with asset owners, regulators and a wide range of market participants on ESG matters and ensuring that it takes place at the heart of the investment process and promote the sustainability agenda.
 Digitalisation	Leveraging technological advancements to develop innovative products and services; enhance and reinforce advisory operations and offer seamless service solutions that meet clients' needs.
 Cyber Security	Implementing robust cyber security solutions through strategic partnerships to protect corporate and client information and enhance cyber security posture. Equipping employees with the knowledge and skills to recognise and prevent malicious activity from cyber threat actors.
 Client Experience	Delivering positive client experience through customer service excellence and delivering innovative products and services.
 Environmental Stewardship	
 Climate Impact	Taking ownership of the climate impacts of our operations through monitoring environmental performance, identifying and practising behaviours promoting climate positive outcomes and raising awareness of climate change and sustainability with internal stakeholders.
 Empowering People and Communities	
 Diversity, Inclusion and Wellbeing	Inculcating a diverse and inclusive workplace culture where employee rights, safety, health and wellness are promoted.
 Talent Attraction and Management	Designing the Group's training and development initiatives to respond to business needs, regulatory requirements, industry standards and people development principles.
 Community Investment	Enhancing financial literacy and inclusion for clients and the community through education. Reaching out to communities in need through targeted social investments and employee volunteerism.

Managing Our Sustainability Risks

Risk management enables us to consider our full range of risks associated with our business and is vital in ensuring our day-to-day operations run seamlessly through the set-up of necessary safeguards. The Board, through its appointed Board Committees such as the Group Board Risk Committee (“**GBRC**”), oversees the implementation of a sound and comprehensive risk management framework which enables the organisation to systematically identify, measure, monitor and mitigate the various risks undertaken by Kenanga.

Our Approach

Kenanga's risk management is governed by the Enterprise Risk Management Framework. Underpinned by the Three Lines of Defence model, the framework defines the roles and responsibilities across the organisation to ensure accountability and ownership, as well as, effective management of our risks. Based on our annual risk analysis, we identified the following as some of the key risks associated with our business in 2021:

Key Emerging Risks in 2021	Our Responses
	<p>Cyber Security Risks With the rapid adoption of digital innovation and remote work arrangements, cyber threats are becoming more prevalent.</p> <p>Our Technology Risk Management Framework and Cyber Resilience Framework incorporate industry best practices in managing various technology-related risks, including cyber security risks.</p>
	<p>Climate Change Risks Climate change may lead to significant financial consequences to our investment and lending practices.</p> <p>Guided by Climate Change & Principle-based Taxonomy (“CCPT”) by Bank Negara Malaysia (“BNM”), we developed and approved a Climate Change Risk Management Framework in 2021 to guide our investment and lending/financing activities.</p>
	<p>Safety Risks Associated with the COVID-19 Pandemic Efforts to curb the spread of the disease engendered severe disruptions to business operations and posed health and safety risks to our direct stakeholders.</p> <p>The Business Continuity Management Team implements precautionary measures to reduce the risks of contagion exposure, such as rolling out split-team operations and working-from-home arrangements.</p>

► To learn more about our Risk Management Framework and Governance, please refer to page 27 of our Annual Report 2021.



Addressing Our ESG Risks

As industry trends and business values transform, we recognise that it has become increasingly critical to embed ESG considerations into how we assess our risks and translate these assessments into mitigating actions across our operations. In 2021, ESG risks, including climate-related risks, remain one of the key emerging risks for Kenanga.

ESG risks and considerations are integrated into the company's business operations, operating environment, as well as, risk management practices through an effective governance structure, reinforced ESG risk culture and appetite, robust risk management framework, as well as, policies and procedures.

Guided by BNM, the CCPT guidance paper and industry best practices, we developed the Group's Climate Change Risk Management Framework during the year, which aims to integrate climate change risk management into Kenanga's lending, financing and investment business activities.

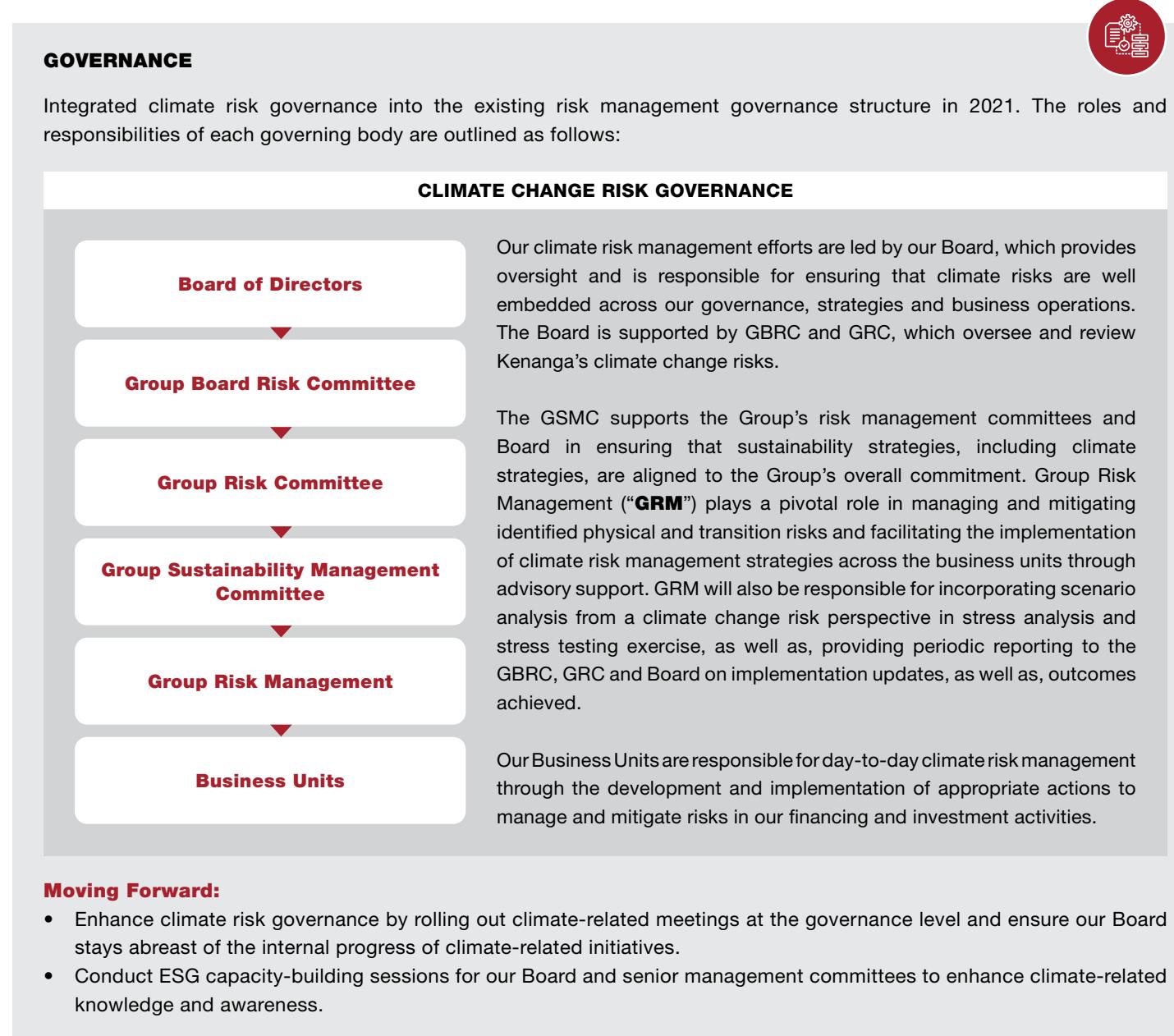
We have set up a sustainability governance structure to oversee and manage our ESG risks in a balanced and systematic manner. Our GBRC, supported by our Group Risk Committee (“**GRC**”) and GSAC, reviews and addresses ESG risks in our operations. The sustainability governance structure will be covered under the Good Governance chapter within this report.

Responding to Climate Risks

Climate change has a significant impact on society, the economy and the financial system. It also poses a myriad of risks and opportunities for financial institutions. In Malaysia, regulators are working to enhance the role of the financial sector in promoting a smooth transition to a low-carbon and climate-resilient economy, as exemplified by the formation of BNM's Joint Committee on Climate Change ("JC3") Committee and publication of the BNM's CCPT guidance document.

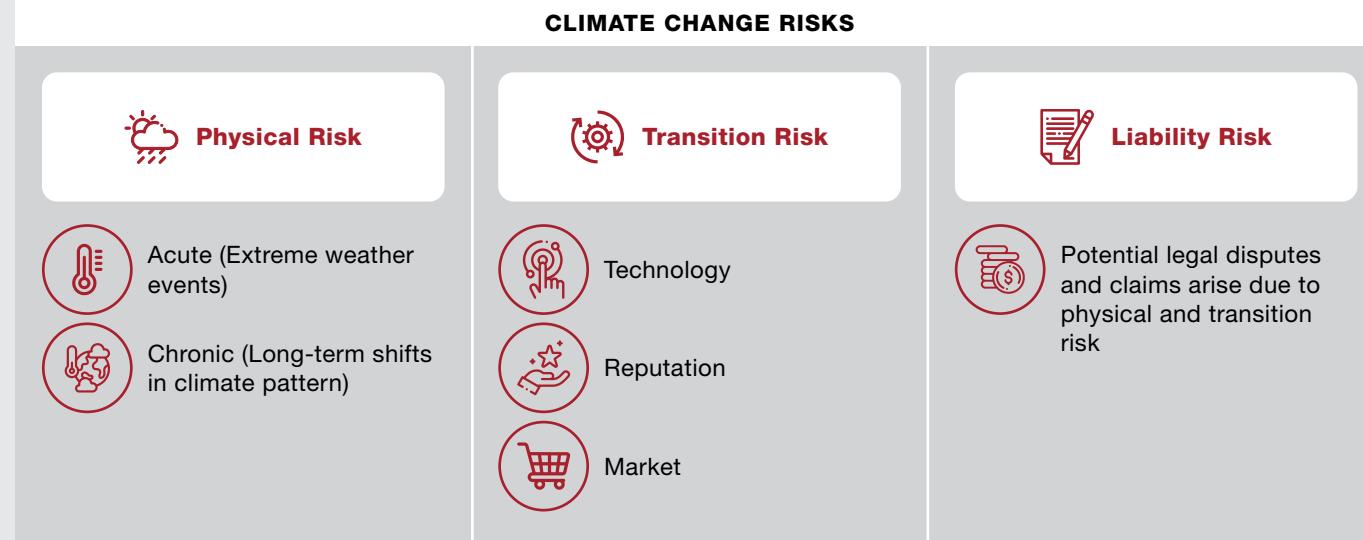
Our Climate-Related Disclosures

We are cognisant of our climate responsibility and committed to create a sustainable business environment through climate-positive actions and we are progressively expanding our climate-related disclosures, as guided by the TCFD recommendations. Our key updates are as below:



STRATEGY

Following our development of the CCRMF, we are working towards understanding the extent to which climate impact would affect our business and our broad spectrum of stakeholders. To that end, we have identified key climate change risks Kenanga is exposed to, which we believe could have short to long-term consequences on our business.



Moving Forward:

- Identify specific climate-related risks and opportunities relevant to our business for each time horizon (short, medium and long-term) and further integrate them into our investment and financing activities.

RISK MANAGEMENT

In 2021, we introduced the Group Climate Change Risk Management Framework, marking a significant milestone in our journey to better manage climate risks throughout our business activities.

Moving Forward:

- Operationalise CCRMF throughout Kenanga business operations.
- Integrate ESG risks, including climate-related risks into our existing Enterprise Risk Management Framework.

METRICS & TARGETS

We measure and monitor our operational environmental footprint. In 2021, we expanded our scope of GHG emissions tracking from Scope 2 emissions to also account for our Scope 1 emissions.

Moving Forward:

- Expand our GHG emissions monitoring to Scope 3 emissions, as well as, establishing a baseline and set emissions reduction targets.

Our Climate Change Risk Management Framework

In line with Kenanga's commitment to adopt a more sustainable business strategy, the CCRMF plays an integral role in supporting the Group as it embarks upon a phased approach towards addressing climate change risks and opportunities.

THE FRAMEWORK AIMS TO:					
Provide an overview of how climate change impacts our business, clients and the broader economy	Facilitate the integration of climate change considerations into our existing risk management practices and business activities	Identify and formulate appropriate climate-related strategies, feasible risk appetites and targets to improve our readiness towards climate risk management	Introduce a structured classification methodology to assess and classify our financing and investment activities to ensure they are aligned with the transition to a low-carbon economy		
Inculcate awareness amongst our stakeholders on the pertinence of understanding climate risks, as well as, ensure that they stay abreast of Kenanga's climate ambitions	Develop appropriate reporting standards for our climate risk management disclosure for internal and external stakeholders	Establish the necessary guiding principles to support our financing and investment activities, ensuring climate risks are considered			



Climate Change Risk Management Strategy and Risk Appetite

The Group's climate change risk management strategy is meant to assist the Group and our clients to steer businesses towards managing climate change risks while supporting the global transition to a low-carbon economy.

Strategy and Risk Appetite	Our Future Plans
 Fund Allocations for Sustainable and Green Economic Activities	To allocate appropriate funds to support sustainable and green economic activities over the next three (3) years
 Product Offering and Incentives	To continuously develop new products, as well as, incentives which promote or support green and transitioning economic activities
 Reduction Targets	To ensure that the Group takes initiative in setting appropriate targets to reduce and manage climate change risk from its financing and investment activities
 Watchlist - High Climate Change Risk Sectors	To identify and develop a watchlist for sectors that are exposed to high climate change risk to serve as a guide for Business Units as they carry out risk assessments and classification



"The success to sustainable and inclusive growth lies in the building of operational resilience. Climate risk management, among others, is one of the critical prerequisites to the bank's performance in resilience management. In this respect, our CCRMF is made to serve as guiding principles and a framework that will lead the climate risk-related agenda of the bank, based on a forward-looking resilience approach that enables portfolio alignment to chart robust, realistic and scientifically-driven climate goals and strategies."

TAI YAN FEE
Group Chief Risk Officer
Kenanga Investment Bank Berhad

Climate Change Risk Assessment Checklist

OBJECTIVES		
		
Evaluate a potential investment's climate change impact and attaches a rating	The rating system classifies whether the investment contributes to climate change mitigation efforts or is harmful to the environment	Due diligence to assess general ESG practices of the potential investee company

The Climate Change Risk Assessment Checklist ("RAC") was developed as part of the CCRMF during the year, with reference to the guiding principles stated in BNM's CCPT and by referencing industry best practices to support the classification assessment. The Climate Change RAC shall assist Business Units to determine the materiality of "significant harm to the environment" and effectiveness of "remedial measures" by assigning a definitive value or benchmark wherever appropriate for their assessment.

In addition to the framework which primarily focuses on the environmental components under ESG considerations, the businesses are also encouraged to put equitable emphasis on the other two components of ESG, i.e., Social and Governance in lending or financing and investment activities. Lending, financing and investment that are implicated with serious social and governance issues such as exploitation of labour, corruption and criminal activities involvement shall be avoided.

Following the approval of the framework in 2021, we will not only be looking at implementing the climate risk initiatives aligned to the framework, but will also be integrating ESG risks more holistically into our enterprise risk management framework in 2022.

We are working towards advocating for climate and ESG awareness while embedding a deep ESG risk culture amongst our employees. In 2021, a total of 182 employees attended courses covering topics on ESG and climate-related risks, clocking a total of 627.8 training hours. We look forward to increase these numbers in the coming years as we expedite our ESG journey.

Managing Our Supply Chain Risks

We have established a Group Procurement Policy that provides employees with a guiding framework to achieve and maintain high standards of professionalism, transparency and accountability in our procurement decisions. Our robust Know Your Vendor Assessment requires vendors to undergo an extensive due diligence process which reviews risk indicators that culminates in a score that serves as a guide for Kenanga to manage its front-end risk.

The Group Code of Conduct for Vendors outlines the obligations and standards our vendors are expected to adhere to. For example, the policy requires each vendor to have secure whistleblowing channels in place for individuals to lodge reports on malpractice, potential breaches of the Code, as well as, other forms of inappropriate behaviour.



► For more information on our Group Code of Conduct for Vendors, please scan here.

Our Vendor Assessment Framework allows us to ensure that we maintain high standards of ethics and integrity in our business partnerships with all contractors, consultants, suppliers, agents and individuals who undertake work for the Group. In line with our efforts to extend our sustainability commitment across our supply chain, we have fully digitalised our procurement process. Moving forward, we are enhancing our Vendor Assessment Framework to integrate environmental and social risks for potential and existing suppliers.



SUPPORTING OUR LOCAL SUPPLIERS

We prioritise the procurement of goods and services from local suppliers who meet our requirements and we typically adopt a local-first approach when sourcing for products and services. In doing so, we hope to contribute to the economic growth of our local communities, as well as, strengthen the resilience of the domestic supply chain.

In 2021, we purchased products and services worth RM67.18 million from local suppliers, accounting for 79% of our total procurement expenditure. As part of our community investment initiatives, we also undertook procurement from local social enterprises.

95% of our suppliers were local providers

79% of our total procurement spend was channelled to local businesses

RM76,430 worth of goods were sourced from local social enterprises



► To learn more about our support for social enterprises, kindly refer to page 69 of this Sustainability Report.



GOOD GOVERNANCE

At Kenanga, we are committed to lead a responsible and transparent business, reinforced by robust corporate governance with high levels of ethics, compliance and integrity. We consistently reiterate our position in embedding good business conduct within the organisation and hold ourselves to high ethical standards in our business practices across our value chain.



Good
Business
Conduct



Regulatory
Compliance

Goal 1 : All material matters to be supported by adequate policies and procedures in line with best practices and regulatory requirements.

Goal 2 : Lead industry fraud awareness through an interactive flagship programme.



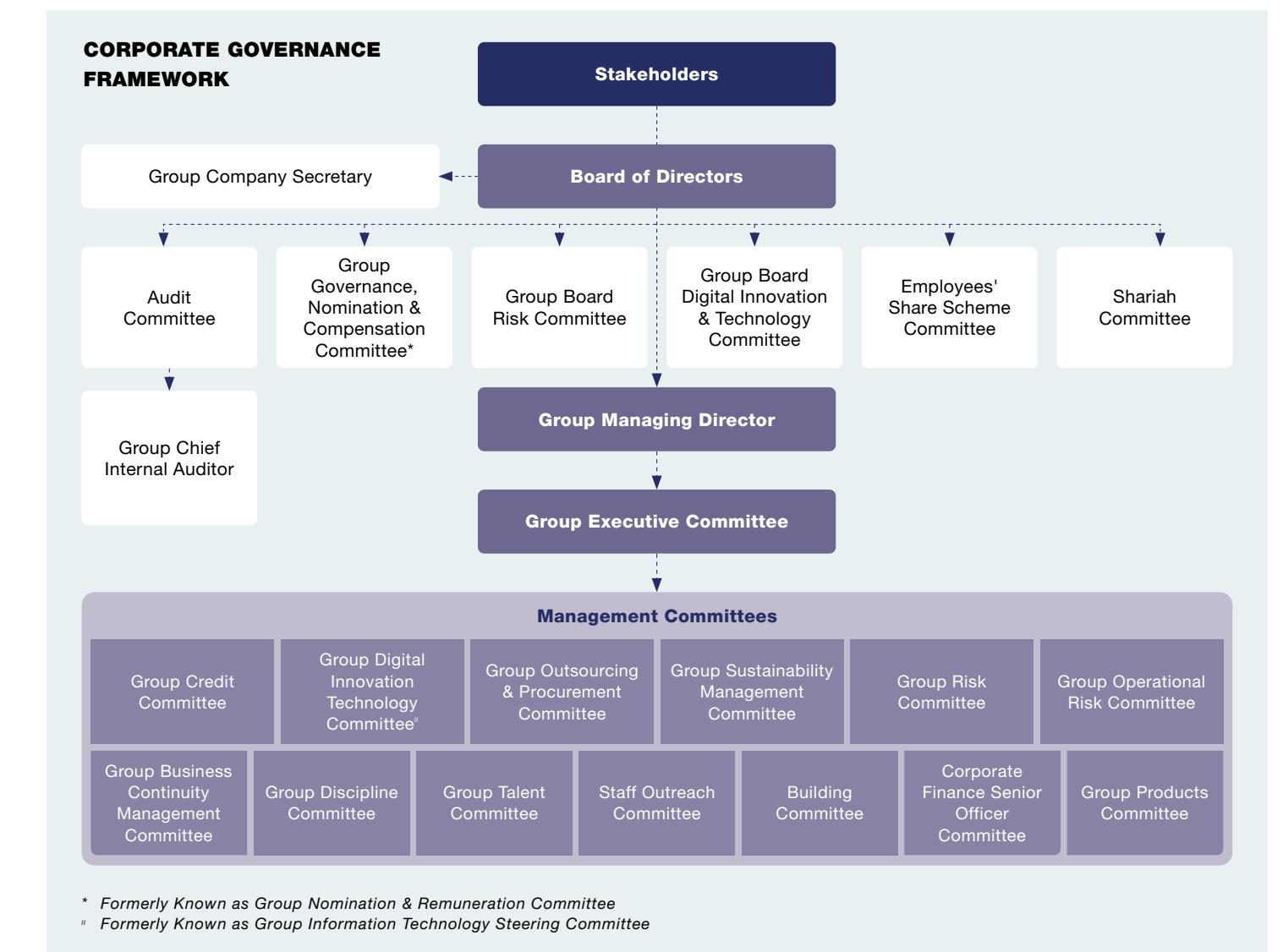
GOOD BUSINESS CONDUCT

Good governance, ethics, integrity and regulatory compliance remains as high priority areas across the industry. The prevalence of financial crimes has necessitated the strengthening of governance within organisations and the inculcation of a strong ethics culture amongst internal stakeholders.

Our Corporate Governance

The Board understands that the responsibility for good corporate governance rests with it. Therefore, the Board strives to adopt the principles and best practices of corporate governance and ensures that Kenanga complies with the various guidelines issued by BNM, Securities Commission Malaysia ("SC") and Bursa Malaysia.

In line with the recently revised Malaysian Code on Corporate Governance ("MCCG") issued by the SC on 28 April 2021, the Board is committed to continuously undertake the appropriate actions to embed the principles and recommendations into Kenanga's existing policies and procedures, which primarily focused on the enhancement of Board policies and practices, strengthening Board and senior management's oversight in the integration of sustainability matters including climate-related risks in the Group's business strategy and operations, as well as, adoption of best practices in aspects including ethics and compliance.



Our Board Diversity

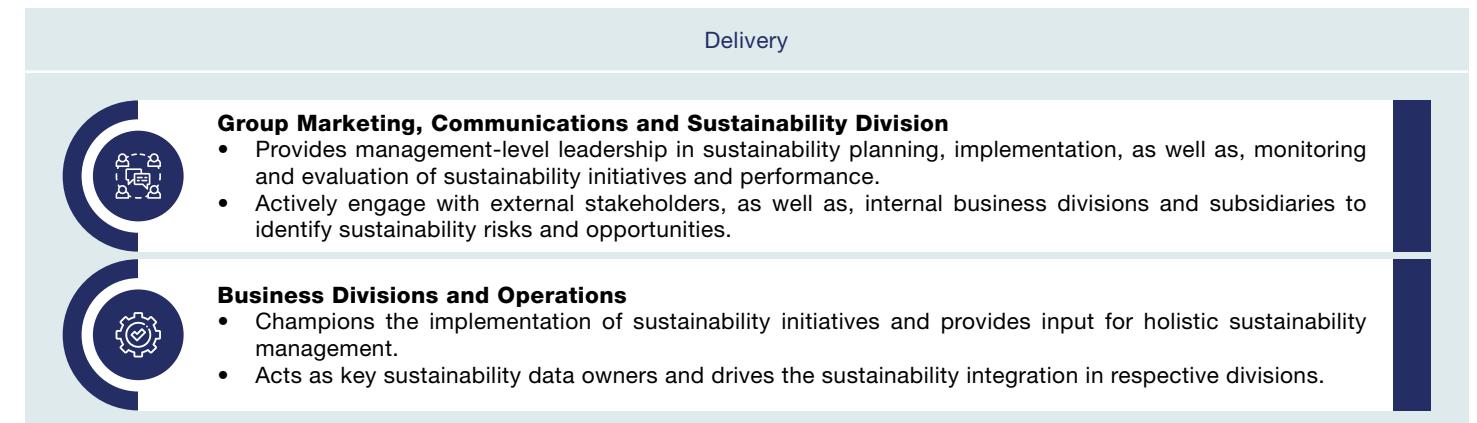
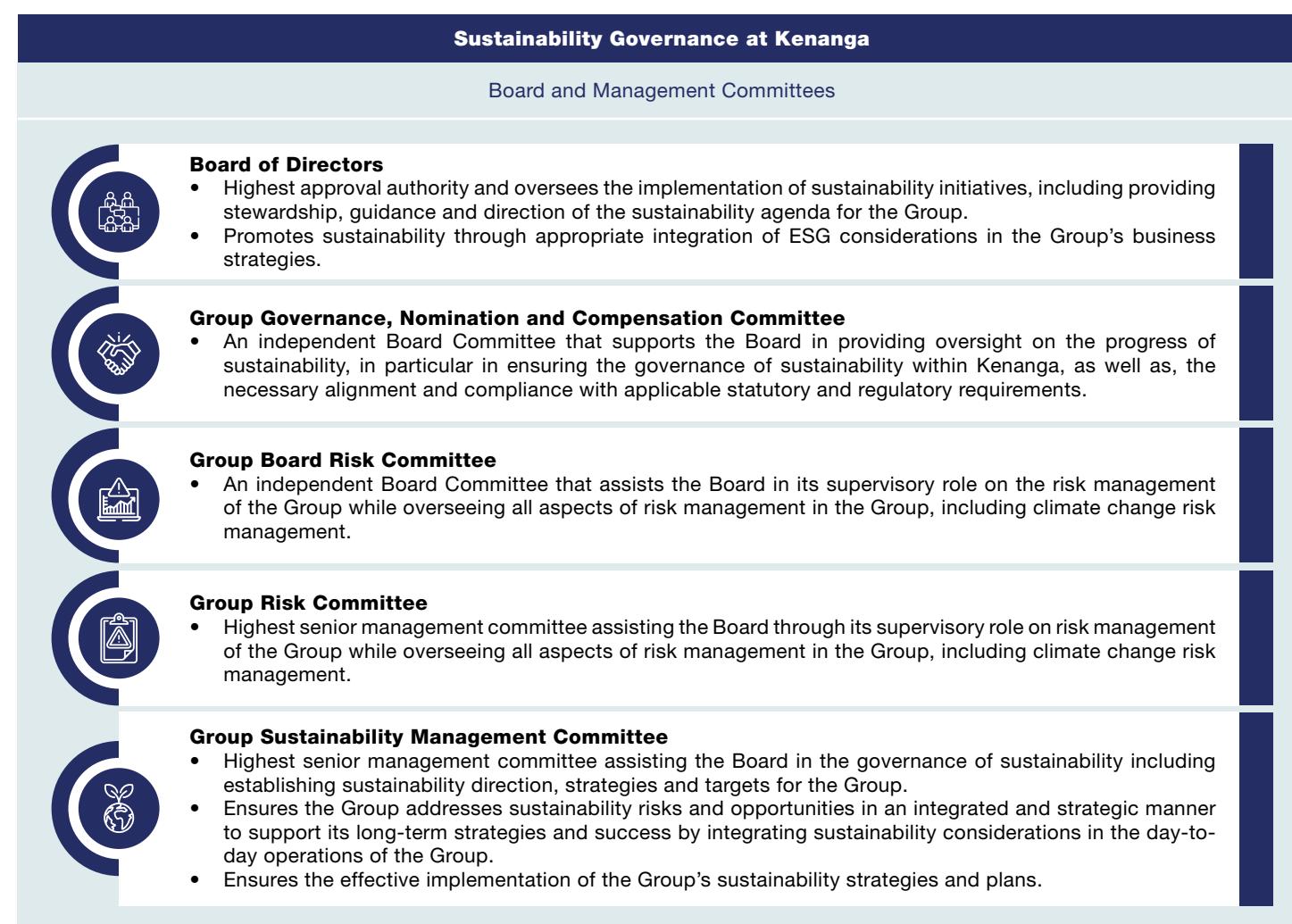
In Kenanga, we recognise that board diversity brings broader perspectives, competencies, expertise and approaches, which is key in strategic decision-making. Upholding good corporate governance practices is a continuous process and we aim to align the gender representation of our Board in accordance with the updated MCCG in 2021.



► For more information on our Corporate Governance, please refer to the Corporate Governance Overview Statement on page 78 of our Annual Report 2021.

Our Sustainability Governance

Our Board is the highest level governing body that drives sustainability leadership, strategic direction and oversight of the Group's approach to sustainability. The Board is supported by a sustainability governance structure represented by the GNC, GBRC, GRC and GSMC.



Embedding Ethics and Integrity

As embodied in our Group Code of Ethics and Conduct for Employees, we are committed to upholding integrity and conducting our business professionally. In line with our Board-approved Ethics Blueprint in 2018, we utilise a holistic approach to ensure that our employees are well acquainted with the Group Code of Ethics and Conduct for Employees, including efforts such as rolling out introductory and refresher training for new and current employees. In 2021, 1,397 of our employees attended these training programmes. We have completed the final phase of our Ethics Blueprint this year.

Established in 2019, our Group Business Ethics and Integrity Department (“**GBEI**”), a unit within the oversight of Group Regulatory and Corporate Services (“**GRCS**”), continuously monitors the implementation of policies and practices, to ensure that Kenanga adequately and effectively promote ethical business practices. GBEI also designs measures and initiatives to assist our business and operations accede to the highest ethical standards.

In 2021, GBEI reviewed and enhanced the Group Code of Ethics and Conduct for Employees, the Group Conflict Management Policy and the Group Anti-Fraud, Bribery and Corruption (“**AFBC**”) Reporting Procedure as part of our initiatives to ensure that policies are up to date and relevant to our business values.

► *More information on GRCS's activities in 2021 can be found in the Ethics and Compliance Statement on pages 108 to 118 of our Annual Report 2021.*

OUR 5th FRAUD AWARENESS WEEK

Our annual flagship Fraud Awareness Week (“**FAW**”) campaign is a testament to our commitment to unite employees and industry stakeholders to combat financial crimes. Themed ‘Reinforcing Ethical Values through Regulatory Dynamism’, our virtual 5th FAW campaign this year saw the participation of over 500 individuals, including representatives from various regulatory bodies, professional bodies, industry peers, as well as, Kenanga employees. The month-long campaign consisted of interactive activities such as games, quizzes and seminars which aimed to promote AFBC awareness.

The Annual Regulatory Seminar has been incorporated as one of the key events for the annual FAW. In 2021, a total of 1,364 employees participated in this seminar, achieving an audience reach of nearly 84%. A total of eight (8) sessions were carried out covering some key topics including highlights on regulatory expectations towards Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions (“**AML/CFT/TFS**”), cyber security in managing remote working arrangements, as well as, insights on the future of corporate culture.

2021 ANNUAL REGULATORY SEMINAR TOPICS

- Consciousness: The Future of Corporate Culture
- Update on Section 17 of the Malaysian Anti-Corruption Commission Act 2009 (“**MACC ACT 2009**”) Implementation
- Redefining Compliance in A Dynamic Regulatory Landscape
- Digital, Data & Ethics
- Navigating Kenanga’s Regulatory Roadmap in Line With The Regulators’ Vision
- AML/CFT/TFS – Highlights on Regulatory Focus & Expectations
- Conversation with A Whistleblower – Wirecard: One Of Europe's Greatest Financial Scandals



Dato' Sri Akhbar Satar, President of the Association of Certified Fraud Examiners (Malaysia Chapter) with the Kenanga team at the 5th annual FAW.



“As we work to further incorporate ESG criteria throughout our value chain, we are committed to continue amplifying the importance of accountability, integrity, and good governance and rally more people to join the fight against fraud.”

MAHESWARI KANNIAH
Group Chief Regulatory and Compliance Officer
Kenanga Investment Bank Berhad

Key Policies, Frameworks and Commitment Statements

At Kenanga, we have implemented a suite of policies and frameworks to instil ethically-sound business practices and high levels of integrity, in compliance with applicable laws, regulations and best practices.

Good Governance

- Group Code of Ethics and Conduct for Employees
- Group Code of Conduct for Vendors
- Group Procurement Policy

- E-Procurement Procedure
- Business Continuity Management Framework Policy
- Enterprise Risk Management Framework

Cyber Security

- Cyber Security Policy
- Data Loss Prevention Framework

- Group Confidential Information Policy
- Retention, Archiving and Destruction Policy

Regulatory Compliance

- Group Anti-Money Laundering, Countering Financing of Terrorism and Targeted Financial Sanctions Policy and Procedure
- Group Anti-Fraud, Bribery and Corruption Policy
- Group Conflict Management Policy
- Group Chinese Wall Policy

- Group Whistleblowing Policy and Guidance Note
- Group Gifts, Entertainment and Hospitality Policy
- Group Competition Act Compliance Policy
- Group Anti-Fraud, Bribery and Corruption Reporting Procedure

Client Experience

- Advertising Policy
- Social Media Policy

- Media Relations Policy
- Group Complaint Handling Policy

Digitalisation

- iLeap Applications Governance Procedure
- Technology Services Policy

Responsible Investing

- ESG Blueprint and ESG Integration Framework
- Climate Change Risk Management Framework



- Statement on Application of the Principles of the Malaysian Code for Institutional Investors



Diversity, Inclusion and Wellbeing

- Preventing and Eradicating Sexual Harassment in the Workplace Procedure
- Committed to promoting gender diversity in the workforce and aligning our Board's representation in accordance with the updated MCCG 2021 requirement
- Zero tolerance of any violation of human rights, including forced and compulsory labour, child labour, as well as, discrimination with respect to employment in our operations in compliance with the applicable employment and labour laws and regulations



Talent Attraction and Management

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



Community Investment

- Sponsorship Policy
- Empower and uplift local communities by supporting social enterprises, including improving outreach through employee volunteerism



Climate Impact

- Climate Change Risk Management Framework
- Committed to reduce our operational environmental footprint of our business activities by optimising our energy and resource consumption, adopting responsible waste management practices and empowering our employees, as well as, our vendors, to be environmental stewards

REGULATORY COMPLIANCE

We recognise that regulatory compliance is pivotal in driving the Group's overall operational integrity and in preventing financial crimes throughout our business operations. It reinforces our internal risk control mechanisms and provides greater reliability for our stakeholders. Receiving constant updates of regulatory developments and communicating regularly with regulators are key to keeping ourselves abreast with recent regulatory and compliance updates while continuous learning and training help to ensure our employees uphold high standards of integrity across the Group.

Building A Robust Compliance Culture

One of the key priorities in our approach to building sound governance is fostering a compliance culture that empowers our employees to be professional, uphold high standards of integrity and be vigilant in detecting financial crimes.

A key component of our strategy to build a compliance culture includes designing training programmes and awareness initiatives to embed our principles of ethics and integrity so they are reinforced, understood and practised throughout every level of our workforce. Our Group Prudential Supervision and Regulatory Affairs Department is responsible for ensuring that our employees are aware of all regulations, standards and best practices that apply to the Group. Some of the key measures we implemented include:

1

All regulatory issuances and updates are communicated to employees as and when they are updated by the regulators.

2

All new employees are required to complete training on ethics and regulatory compliance-related matters, including code of ethics, AFBC, AML/CFT/TFS and conflicts of interest upon joining the Group while all existing employees are required to complete refresher courses on an annual basis.

3

Organise an Annual Regulatory Seminar through which we reinforce our standards of conduct on matters such as conflicts of interest, fraud, bribery and corruption, AML/CFT/TFS and whistleblowing.

4

Our key ethics and regulatory compliance policies have been made available online to all employees via the Policy & Procedure Governance System, an internal repository platform containing our policies and procedures.

5

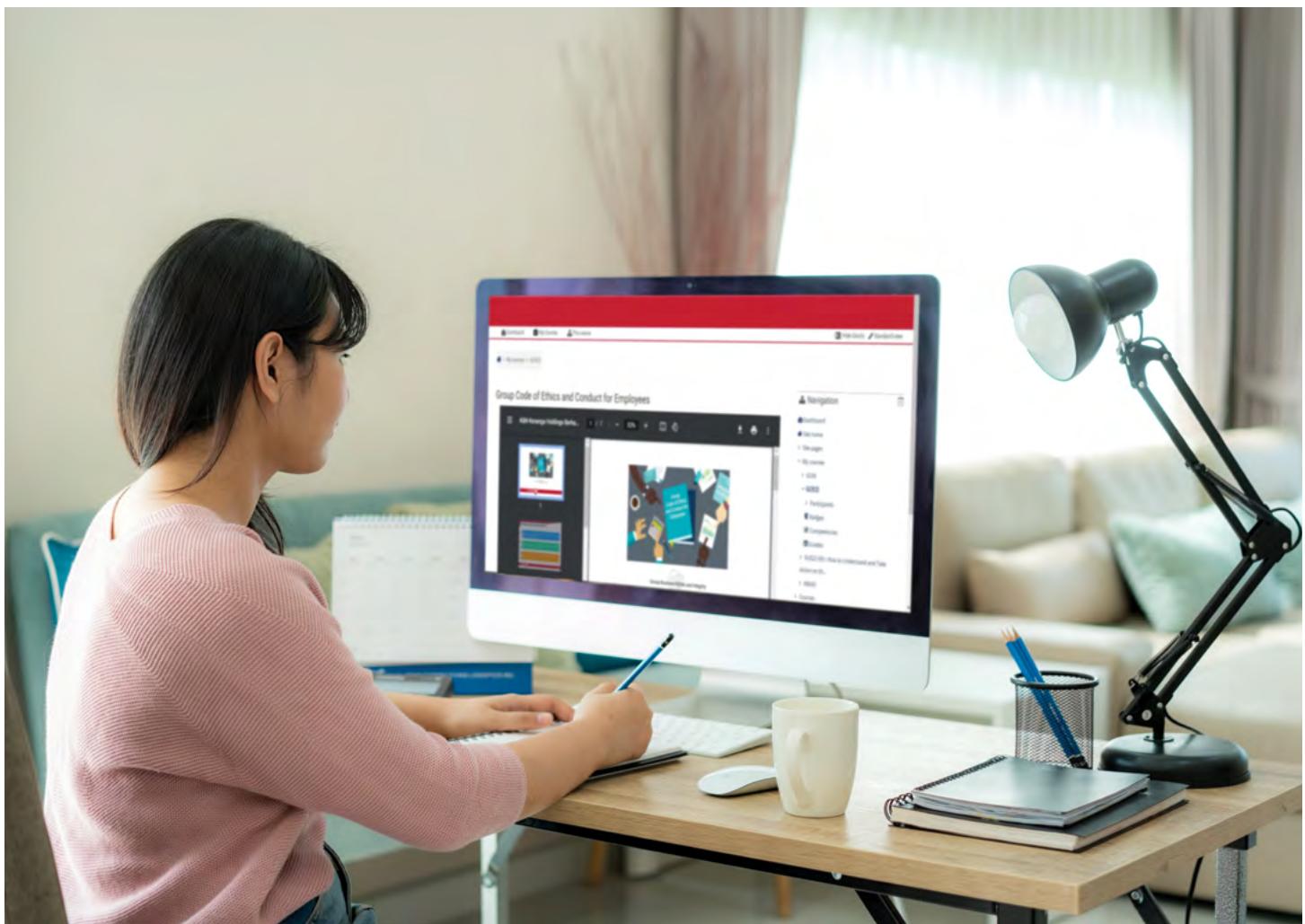
As part of our Awareness and Understanding Programme, we conduct annual e-tests to reinforce our employees' grasp and knowledge of good governance and business practices. In 2021, over 90% of our employees completed these e-tests, of which more than 95% of them achieved a score of 80% and above in these tests.

Compliance Training Summary

Focus Area	Number of Employees Participated		Total Training Hours Achieved	
	2020	2021	2020	2021
AML/CFT/TFS	1,040	1,397	1,736.30	5,068.90
Anti-Bribery and Corruption	958	1,132	960.00	566.00
Anti-Fraud	972	1,145	1,034.50	7,385.30

E-Test Outcomes

Focus Area	Number of Employees Participated		Number of Employees Who Scored 80% and Above	
	2020	2021	2020	2021
AML/CFT/TFS	1,057	1,084	873	987



Zero-Tolerance of Financial Crimes

Kenanga takes a zero-tolerance approach to all forms of financial crime including bribery, fraud, corruption, the direct or indirect financing of terrorism, money laundering, proliferation financing and any other forms of illicit activity connected to unethical business practices.

To safeguard our operations, as well as, the wider financial system, we have designed and implemented several internal policies, frameworks and standards.



Anti-Money Laundering and Counter Financing of Terrorism

- Designed to identify and mitigate financial crime risks, the AML/CFT/TFS framework incorporates policies and procedures that outline the required practices, control measures, guidance and direction, in adherence to AML/CFT/TFS laws, regulations and industry best practices.
- Regular AML/CFT reviews are conducted to ensure compliance in all business units and branches. For instance, we require our branches to perform Semi-Annual Declaratory Self-Assessments, as well as, monthly Self-Assessments.
- Numerous AML/CFT/TFS programmes have been rolled out to closely monitor the level of AML/CFT adherence to meet regulatory expectations.
- To stay abreast with the digital transition, we are leveraging our digital capabilities to enhance our information management system for the timely detection, monitoring and reporting of suspicious activities using a Risk-Based Approach.



Anti-Fraud, Bribery and Corruption

- Kenanga complies with the MACC Act 2009.
- The Group AFBC Policy establishes Kenanga's guiding principles for identifying and preventing fraudulent activities in all of its internal and external dealings. The AFBC Policy is to be complied with by the Board of Directors, Senior Management, as well as, all employees of Kenanga Group.
- The AFBC Policy ensures that it meets the relevant standards and principles which underpins the introduction of the corporate liability provision (i.e. 17A of the MACC Act 2009).
- By our AFBC Policy, we do not make any political contributions, including lobbying, campaigns or other activities.
- In 2021, we recorded zero reported or confirmed incidents of bribery and corruption.



Whistleblowing

- The Group has put in place a Whistleblowing Framework for the reporting of any concerns made in good faith about behaviour, conduct, practice, deeds and/or omissions that might either be unlawful or inconsistent with the policies of the Group.
- Kenanga provides a safe and secure environment for employees, customers and third parties to report their concerns about any misconduct or suspected breach of laws, regulations or internal policies and procedures.
- Through the Group Whistleblowing Policy & Guidance Notes, Kenanga ensures confidentiality and assures its stakeholders and the general public that they can make a report in good faith.

Concerns can be raised using our whistleblowing channels:

Letter: P.O. Box 11275, 50740 Kuala Lumpur
Email: do.whistleblowing@kenanga.com.my



Scan here for more information on our website



SUSTAINABLE ECONOMIC GROWTH

At Kenanga, we strive to consistently deliver value through products and services that benefit our clients, while ensuring that our business grows sustainably. We aim to achieve this through accelerating our integration of ESG factors into our business decisions and across our value chain, whilst leveraging digital innovation to enhance our client experience and organisational efficiency.



- Goal 1** : Increase support of sustainable economic activities.
- Goal 2** : Champion cloud-first strategy to increase scalability and flexibility.
- Goal 3** : Increase automation for productivity.
- Goal 4** : Increase digital distribution of products and services.

Responsible Investing

A key aspect of our sustainability agenda lies on how we incorporate ESG factors into our core businesses, as well as, our investment and decision-making processes. Our approach to responsible investing is multi-faceted, from product development to taking an active stewardship role in the companies we invest in.

ESG Focus in Asset Management

Kenanga Investors Group (“Kenanga Investors” or “KIG”), our Group’s asset and wealth management division, is committed to work with asset owners, regulators and a broad spectrum of market participants to embed ESG into the heart of our investment process. KIG has been a signatory to the Malaysian Code for Institutional Investors (“Code”) since 2017, which aims to set out the broad principles of effective stewardship by institutional investors such as their disclosure of stewardship policies, monitoring and engagement with investee companies, as well as, managing conflict of interests. KIG also recently secured membership at the Institutional Investors Council (“IIC”), in a bid to demonstrate its commitment to the ESG cause.

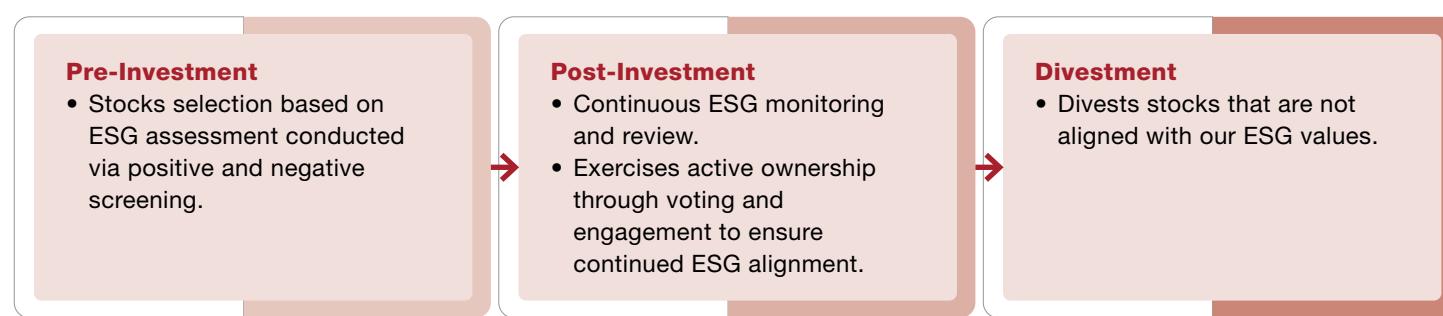
In 2021, KIG developed an ESG Blueprint and ESG Integration Framework to embed ESG factors into its investment process throughout the investment life cycle. Its ESG integration strategies are underpinned by effective screening mechanisms while practising active stewardship by engaging with stakeholders and exercising our voting rights in investee companies. Moving forward, KIG aims to increase its Sustainable and Responsible Investment (“SRI”) products and services, in line with its ESG Blueprint to reflect our commitment towards responsible investing.



ESG Integration Strategy

	Positive Screening	<ul style="list-style-type: none"> Incorporate ESG factors assessment into investment analysis and decision-making. Invest in companies that meet our ESG standard. Increase weighting of companies with good ESG quality.
	Negative Screening	<ul style="list-style-type: none"> Avoid investing in companies with poor ESG performance. Exclusion from investing in sectors that are not aligned with our ESG core values, i.e, controversial weapons and adult entertainment.
	Voting Rights	<ul style="list-style-type: none"> Established a voting policy as part of our ESG framework in 2021. Exercise our voting rights in investee companies with substantial holdings. Serve as a formal channel to communicate and relate our views to investee companies, especially in ESG-related issues.
	Active Engagement	<ul style="list-style-type: none"> Actively engage with stakeholders across industry and investee companies to monitor and promote good ESG practices.

ESG Integration Throughout Investment Life Cycle

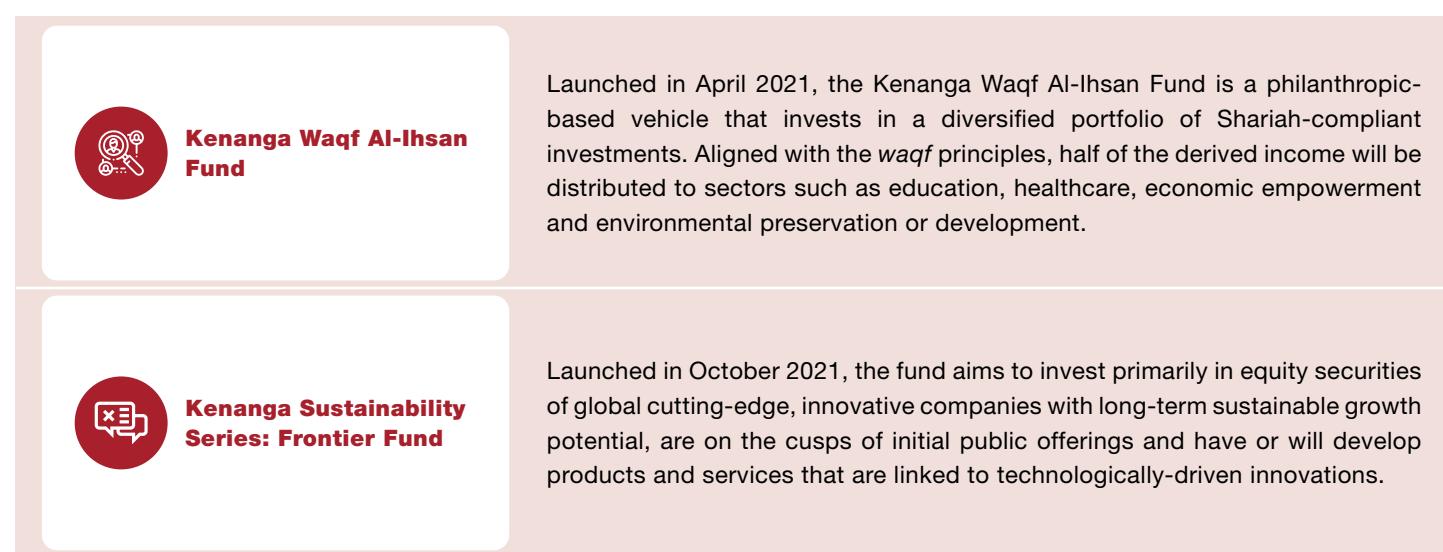


"As we strive towards the global vision of creating a more sustainable future, the need for ESG integration in businesses has become more relevant and pressing than ever. Kenanga Investors is cognisant of the role we play in realising this shared goal and works continuously to manage ESG risks in our investment activities, as well as, support our clients as they make their respective transitions to greener business models."

ISMITZ MATTHEW DE ALWIS
Executive Director and Chief Executive Officer
Kenanga Investors Berhad

Increasing Sustainable Investment Products

As we embark upon our responsible investment journey, we are committed to expand our investment product offerings to provide clients with a broader and more diversified selection of ESG-linked investment solutions. In line with our commitment to increase SRI-linked funds, KIG launched two SRI products in 2021.



FOSTERING PARTNERSHIP FOR ISLAMIC SOCIAL FINANCING

In November 2021, Kenanga Investors was appointed as the Fund Manager for the Dana Wakaf Bencana ("Emergency Waqf Fund"), an emergency relief fund launched to channel resources to those affected by climate change-related disasters. The Emergency Waqf Fund will receive a portion of the RM10 million allocated in Budget 2022 as part of its initial seed funding, as announced in October 2021. A strategic collaboration between government-linked agencies and the private sector, the initiative is aligned with the SC's Islamic Fund and Wealth Management Blueprint introduced in 2017, and the Waqf-Featured Fund Framework established in 2020, which aim to support the development of the Islamic social finance segment.

We believe that with this partnership, we will be able to drive impact investing through Islamic finance to greater heights in the country.



Supporting The Green Economy

To encourage the mobilisation of capital and financial flows to facilitate a systematic transition to low carbon and climate-resilient activities, we are constantly looking out for avenues to support the green economy.

We actively participate in green financing to support the growing needs of companies whose core business functions are related to the green economy, such as Next Green Global Berhad, a non-wood green pulp and paper producer using zero-waste technology and renewable energy.

Kenanga's Corporate Banking is integrating ESG considerations into its lending and financing activities. All new lending and financing applications will be subject to ESG assessment via the Climate Change RAC as guided by the CCRMF. As of 31 December 2021, Corporate Banking holds 5% of its total lending/financing portfolio in green lending and financing related to renewable energy, green technologies and climate change mitigation efforts.

Our private equity arm, Kenanga Private Equity Sdn Bhd ("KPE"), also actively seeks to invest in climate-friendly investments, especially in companies with a strong ESG agenda. As of 2021, KPE's green investments make up approximately 28% of its total portfolio. To further extend its support towards green investments, KPE will be incorporating the Climate Change RAC into its investment evaluation in 2022.

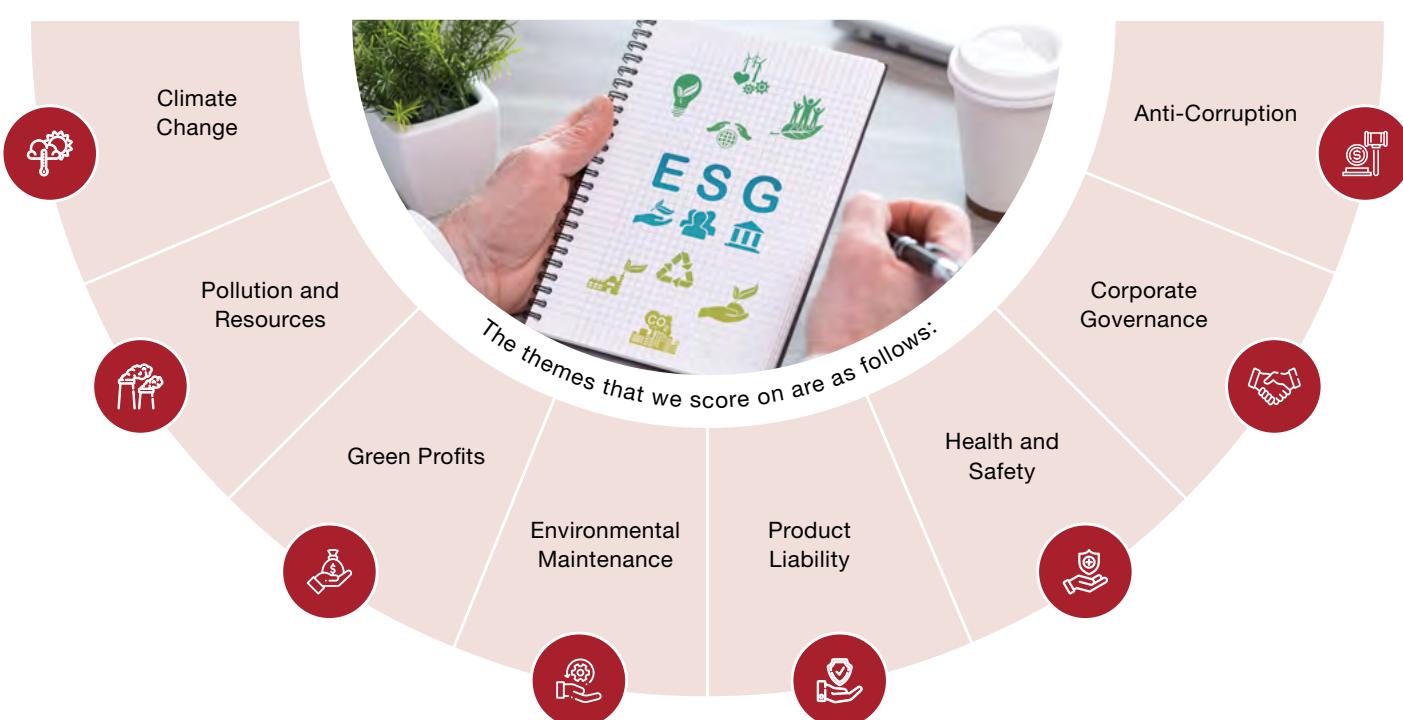


ACCELERATING RENEWABLE ENERGY AND GREEN SOLUTIONS

Established in 2020, reNIKOLA Sdn Bhd (“**reNIKOLA**”) is a homegrown solar producer delivering clean and sustainable energy. Headquartered in Kuala Lumpur, reNIKOLA owns and manages three (3) solar farms in Malaysia. We have invested in Ciruela Sdn Bhd the holding company of reNIKOLA and have been working with reNIKOLA to explore ways to accelerate the adoption of renewable energy in the country. Moving forward, we will be working to expand our investments into climate-friendly technology and businesses.

Our Internal Stock Scoring Methodology

Our Equity Broking Research Department (“**Kenanga Research**”) introduced an internal scoring methodology that applies a simplified materiality lens, based on the main ESG themes of the Sustainability Accounting Standards Board (“**SASB**”) and GRI. This methodology is used on the stocks we cover.



Kenanga Research analyses companies' sustainability performance based on this scoring methodology and produces reports to share insights from the analysis. To further understand companies' sustainability performance, Kenanga Research also reaches out to these companies to understand the companies' sustainability plans and initiatives. Moving forward, we aim to provide more report releases with ESG-focused insights in our stock valuation to equip our stakeholders with an ESG-lensed acuity on sustainable performances of companies to further guide investment and trading decisions.

ESG-Related Industry Engagements

In 2021, Kenanga Research conducted several knowledge-sharing engagement sessions with industry leaders, as well as, clients to raise awareness and promote sustainable business practices in the local landscape.

Renewable Energy Day



Held in March 2021, the Renewable Energy Day was attended by a total of 97 participants. The session hosted C-suite panel speakers from key companies such as NewEnergy, Samaiden, Yinson and Solarvest to present their company, as well as, the general industry outlook.

The session aimed to understand the global industry trajectory for renewable energy in the long run and how technology and innovation would play a pivotal role in impacting the industry's market competitiveness.

The key takeaway of the session was that the industry can expect to see a huge surge in new renewable energy capacity in the coming years, mostly driven by solar power.

Plantation & Sustainability Day



Held in May 2021, the Plantation and Sustainability Day served as a knowledge-sharing session on current ESG issues and how investors can prepare themselves to mitigate these concerns. The event hosted some of the most sustainable companies in the plantation industry, such as Olam International, Sime Darby Plantation and IOI Corporation.

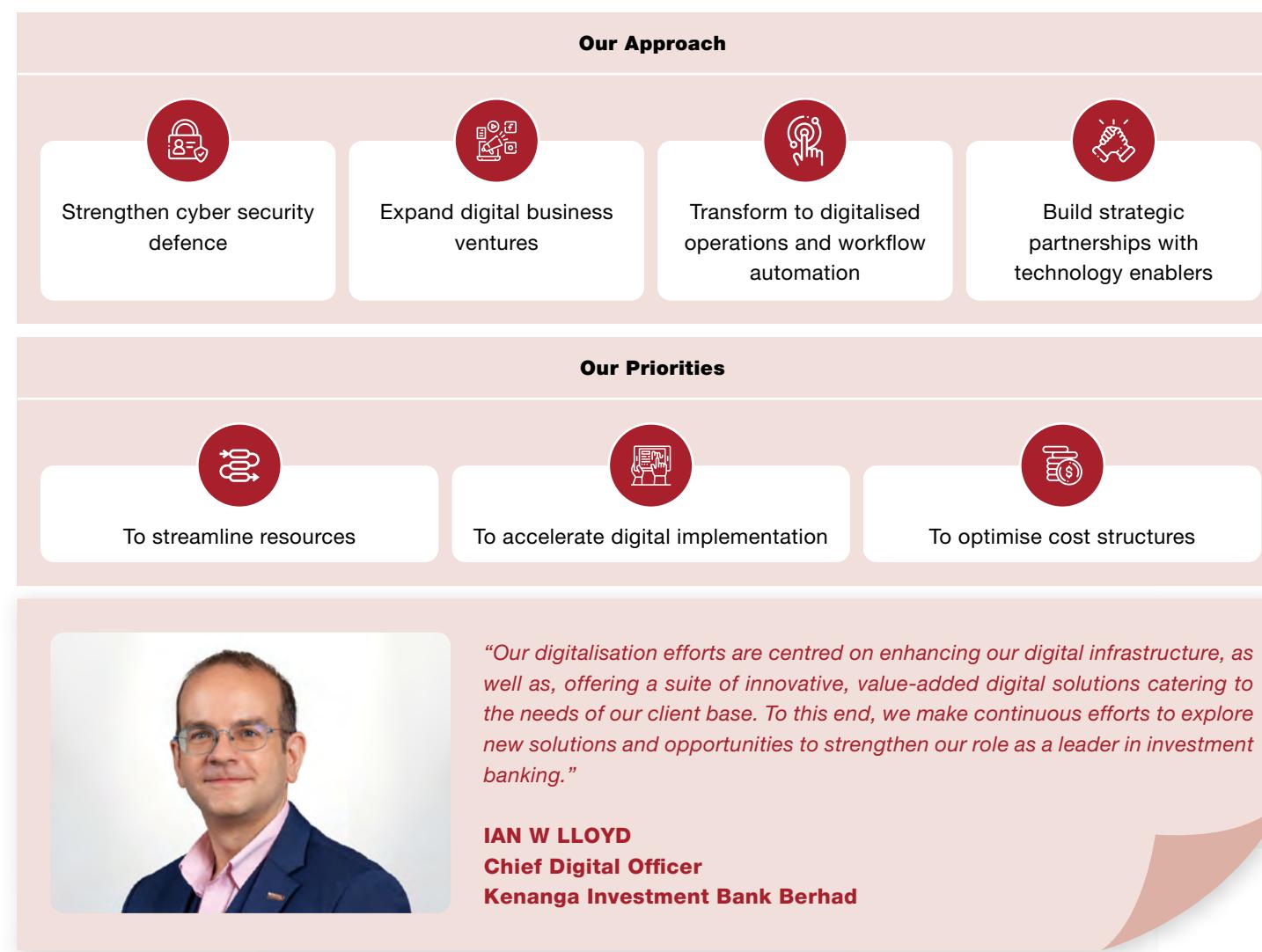
Attended by 53 participants, the event provided valuable insights on sustainable palm oil plantation and discussed some of the key industry best practices adopted by these companies to address the environmental and social concerns that are associated with the industry.



DIGITALISATION

We recognise that strengthening our digital competitiveness is vital to our continued sustainability and growth, especially given the lasting impact of the pandemic, as well as, the rapidly evolving financial landscape. Our overarching ambition is to build a digital ecosystem that offers a spectrum of products and services that address client needs and expectations, as well as, enhances our operational efficiency.

The Group Board Digital Innovation & Technology Committee (“**GBDITC**”) supports the Board of Kenanga and its subsidiaries in providing direction and oversight over technology-related matters, including risks, in line with both internal, as well as, relevant external regulatory requirement. The GBDITC reviews, evaluates and recommends technological innovations for the formulation of the Group's medium and long-term business strategy and assists the Board in ensuring that the Group's technological resources and initiatives are aligned with its overall digitisation strategy and objectives.



Increase Investing Accessibility Through Technology

RAKUTEN TRADE



Entering its fifth successful year since its inception in 2017, Rakuten Trade Sdn Bhd (“**Rakuten Trade**”) is Malaysia's first fully-digital stockbroking platform. Predicated on making stock trading accessible to all, Rakuten Trade also offers contra trading and margin facilities to its fast-growing client base and launched foreign market trading at the same competitive rates as trading on the local bourse in early 2022.

It also offers clients access to its rewards ecosystem that partners with three of the country's top loyalty programmes - AirAsia BIG, BonusLink and Boost via this multi-award-winning loyalty programme. Clients earn Rakuten Trade (“**RT**”) points whenever they interact on the platform.

2021 HIGHLIGHTS



236,387

Number of Rakuten Trade accounts



RM9.6 bil

worth of stocks transacted since its launch



4,907

Number of RakuMargin accounts

DIGITAL FINANCING SOLUTIONS FOR SMEs

Kenanga Capital Islamic Sdn Bhd (“**KCI**”) formed a synergistic collaboration with Bay Group Holdings Sdn Bhd (“**CapBay**”), an award-winning digital supply chain financing company, to develop a unified digital factoring solution platform for local small and medium-sized enterprises (“**SMEs**”). The platform, which enables entrepreneurs to receive seamless end-to-end financing, aims to transform the way working capital is accessed by SMEs in the country.



2021 HIGHLIGHTS



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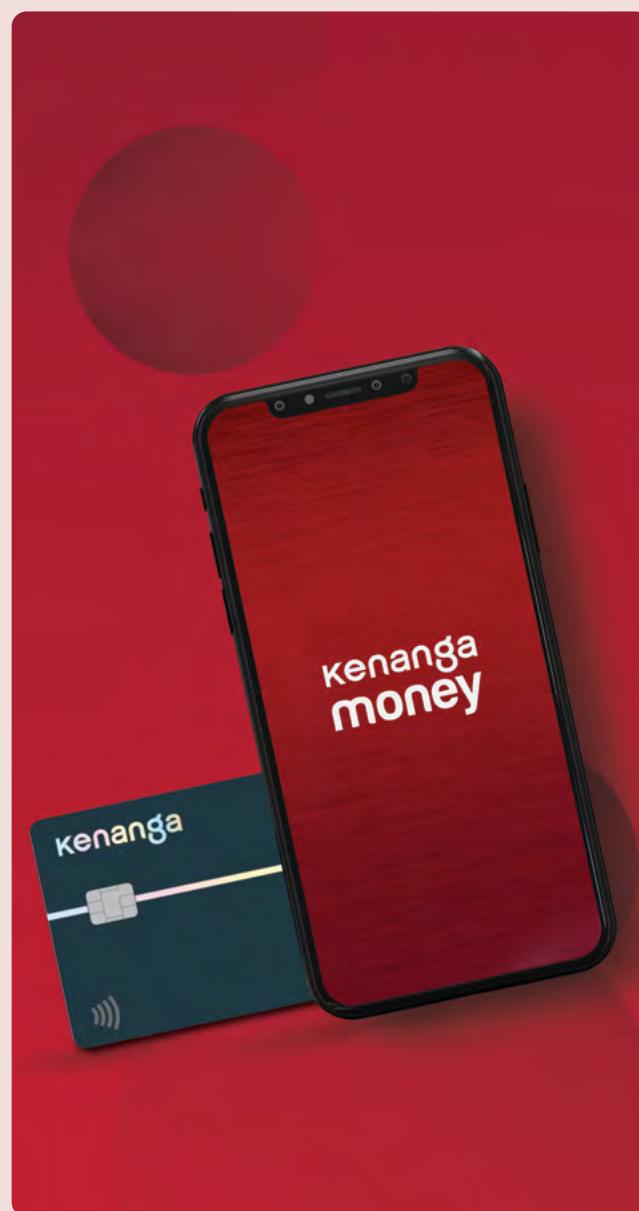
SMEs have benefitted from the platform



RM66.98 mil

worth of financing have been disbursed through the platform

MALAYSIA'S FIRST STOCKBROKER E-WALLET



We introduced Kenanga Money, a stockbroking e-wallet and the first of its kind in Malaysia in December 2021. Established through a collaboration with Merchantrade Asia Sdn. Bhd. (“**Merchantrade**”), Kenanga Money enables clients to conveniently transfer their funds from their stock-trading account into an e-wallet and prepaid card for retail payments, remittances and withdrawals globally. The e-wallet also has a multi-currency function that allows users to buy, sell and store up to 20 foreign currencies at any given time, at Merchantrade’s competitive exchange rates.

Kenanga Digital Investing

In early 2022, Kenanga launched Kenanga Digital Investing (“**KDI**”), a fully A.I.-driven digital investment platform designed to simplify how Malaysians save and invest. It is another step towards making investing accessible to everyone.



INVESTING IN THE FUTURE

In March 2021, Kenanga, in collaboration with Malaysia Debt Ventures Berhad, set up a Fintech fund with a target fund size of RM300 million to support the growth of Fintech companies and further develop the Venture Capital (“**VC**”) industry in Malaysia.

The initiative aims to catalyse the growth of technology-driven enterprises and to increase access to capital for the Fintech start-up sector in Malaysia. As a home-grown financial brand, Kenanga is committed to empowering entrepreneurial talent and through this Fund. Kenanga aims to support Fintech companies with scalable and sustainable business models that provide innovative technology-based product offerings, whose product offerings will benefit communities as a whole.

Operational Efficiency Through Technology

As we intensify our digital efforts across our organisation, we are shoring up our internal capabilities, which includes digitalising our core operations to enhance our operational efficiency. Some of the key progress made on this front in 2021 are highlighted below:

Key Initiatives	Description	Impact to Kenanga
 Remisiers' Service Portal	<ul style="list-style-type: none"> The portal serves as a user-friendly platform that provides greater flexibility to remisiers and enhances the customer experience. Key functions include enabling remisiers to quickly access stock information and submit requests on behalf of clients via the e-request functions. 100% of our remisiers have been onboarded on our Remisiers' Portal. 	<p>Enabled paperless transactions and enhanced traceability for audit trails. Provides an annual cost savings of RM5 million.</p> <p>Total eDeposits transactions made via the Portal in FY2021 was 213,292, with an increase of 130.62% from FY2020.</p> <p>Total eSettlement transactions made via the Portal was 643,545 in FY2021, with an increase of 115.96% from FY2020.</p>
 Cessation of Cheque Issuance	<ul style="list-style-type: none"> In February 2021, we ceased all issuances of cheques in our pursuit of fully digitised banking transactions. All withdrawals have since been processed using electronic direct credit to our client's bank accounts. 	<p>Reduced turnaround time (“TAT”) and achieved RM107,050 in cost savings as it eliminated the printing and processing of cheques, whilst cutting down our paper consumption.</p>

Key Initiatives	Description	Impact to Kenanga
 Treasury Relationship Manager Platform	<ul style="list-style-type: none"> Treasury rolled out an online platform for its Relationship Managers to digitally and seamlessly execute order fulfilment of its popular structured investment solution, Dual Currency Investment. Moving forward, the platform will be expanded to include other products, such as Equity-Linked Investments. 	Enabled immediate order placement and automated confirmation letters, in addition to providing real-time price feeds. These features, coupled with its ability to customise price points, allow Relationship Managers to take client servicing to the next level.
 Futures Account Opening	<ul style="list-style-type: none"> Kenanga Futures digitalised its account opening process to increase process speed and enhance security, whilst reducing the cost of client onboarding. Moving forward, Kenanga Futures also aims to completely digitise its back-office administrative forms and existing physical documents by the end of 2023. 	Increased participation from the Retail Segment with an average of 120 new retail accounts opened per month.
 Kenanga Digital Workflows (iLeap)	<ul style="list-style-type: none"> Digitalised 54 workflows under the iLeap project, which aims to streamline and digitalise manual forms to enhance operational efficiency. 	Reduced printing of approximately 22,080 forms per year.
 Robotic Process Automation ("RPA")	<ul style="list-style-type: none"> Launched three (3) RPA bots across Group Treasury, Equity Broking and Research, as well as, Group Operations. Some of the RPA scopes include facilitating placement and withdrawal and publishing daily research reports. 	In addition to augmenting efficiency, enabled an annual full-time equivalent ("FTE") cost savings.

KENANGA DIGITAL WORKFLOWS ("iLeap")

Kenanga Digital Workflows ("iLeap") is a project that was initiated in 2019 with the objective of establishing a platform that allows for digital applications to be rapidly developed for digitalisation of internal manual forms and workflows. One of its key benefits include cost-saving on paper usage such as printing, storage, archiving and destruction.



Cloud Migration Programme

In line with our overall group-wide digital transformation ambitions to drive innovation and growth, we have developed a three-year cloud migration strategy. Migrating to cloud infrastructure services would provide the Group with enhanced scalability, performance, security and long-term cost-effectiveness. The implementation of the programme is currently being conducted via a phased approach consisting of several initiatives. One of our first few cloud-based systems to be deployed in 2022 for the Group, includes a digital client on-boarding facility that offers Electronic Know Your Customer ("e-KYC") capabilities.

As part of our efforts to facilitate a seamless cloud migration process, we are progressively upskilling our Information Technology ("IT") workforce through Azure Enterprise Skilling Initiative offered by Microsoft to further build technical skills which also includes training and certification offerings. Additionally, our IT personnel have been engaged in 2021 through design workshops and on-the-job shadowing organised by Microsoft to ensure they effectively manage implementation of the cloud migration programme. The capacity-building initiative is expected to run until 2023.



#ThinkDigital Series

As part of our digital transformation efforts, we are looking to future-proof our employees to ensure that they stay abreast of the fast-changing business and technological landscapes. In 2021, we initiated #ThinkDigital, an hour-long virtual sharing session every month with our employees centred around the theme of technology and digital innovation. Some of the topics covered include an introduction to cryptocurrencies, how A.I. is shaping the future of financial services, as well as, the future of non-fungible tokens ("NFT"). Over the year, we conducted over nine (9) virtual sessions, which gained over 2,365 views.



BOOSTING CYBER RESILIENCE

As we transition towards a future defined by digital innovation and remote work arrangements, cyber security issues have increasingly become more relevant and urgent to our organisation. At Kenanga, we take a proactive approach to address cyber risks by actively monitoring developments and threats in the cyber landscape by strengthening our cyber security measures across our operations.

Our Cyber Risk and Governance

Policy and Framework



Cyber security is a formal risk component of Kenanga's Enterprise Risk Management Framework.



Cyber Security Policy has been developed based on industry best standards such as the United States National Institute of Standards and Technology ("NIST") cyber security framework.

Data Loss Prevention Framework

Throughout 2021, our ITGS team rolled out several measures to further bolster our cyber security defence. One of the key highlights includes the implementation of our Data Loss Prevention ("DLP") framework.



DEVELOPING A ROADMAP TOWARDS DATA PRIVACY

Kenanga's DLP project was launched in 2019 to provide us with greater visibility over data processes within Kenanga. Through this project, we can monitor the location of confidential data, determine how it is being used and undertake measures to prevent data loss. The framework also outlines data protection measures for sensitive data across all endpoint devices and data egress channels, aligned with our DLP Framework & Group Confidential Information Policy.

Supporting our DLP framework is Kenanga's IT Security Policy aligned to the Personal Data Protection Act 2010 ("PDPA"), as outlined by Bursa Malaysia, Bank Negara Malaysia and the Securities Commission Malaysia Guidelines on IT and Cyber Security. To enhance transparency and improve customer awareness, we also published a Privacy Notice on our corporate website which specifies the scopes in which we utilise customer data.

In 2021, we have enhanced our DLP alert report and engagement efforts with Data Officers from 29 Business Units, who will each receive DLP alert reports every week. Moving forward, our roadmap to improved data privacy will focus on developing the maturity of our policy and procedures, enhancing data integrity and system security, as well as, promoting our employees' education and awareness on DLP.

Enhancing Data Security

In 2021, we recorded zero major cyber security incidents including customer data breach. Additionally, we also enhanced the cyber resilience of our operations through the following measures:



Safeguarding Customer Data

- ✓ Rolled out DLP solution to safeguard data leaks from internal sources.
- ✓ Rolled out Database Activity Monitoring ("DAM") to safeguard data leaks from unauthorised sources.
- ✓ Rolled out virtual patch solution to shield our servers from vulnerabilities before we apply physical security patches.



Managing Employees' Confidential Data

- ✓ Enhanced our mobile device management tool, Microsoft Intune, to efficiently manage access to confidential information on our employees' mobile phones.

Capacity Building and Cyber-Aware Employees



Empowering Employees to be Cyber-Aware

- ✓ Equipped our Group Digital, Technology and Transformation Division with a team of experienced cyber security experts, responsible for steering the Information Technology Governance & Security ("ITGS") workstream.
- ✓ Delivered mandatory monthly cyber security awareness training to all employees virtually through our collaboration with Sophos and also via our in-house Kenanga Learning Management System ("LMS") platform.
- ✓ Rolled out regular email phishing simulations to promote vigilance and employee awareness of phishing threats.

3,732.9

hours logged for mandatory
in-house cyber security
training.

83%

success rate achieved in
identifying phishing emails
via our employee phishing
simulator.

4

mock-phishing exercises
were conducted throughout
the year.



CLIENT EXPERIENCE

We place our clients at the heart of our business and we continuously strive to provide a seamless, safe and consistent experience across multiple touchpoints.

Responsible Marketing and Communication

We ensure that all information such as those contained in prospectus and memorandums are publicly disclosed to our prospective and existing clients, and that these disclosures comply with regulatory requirements set out by:

- Bursa Malaysia
- Consumer Protection Act (1999)
- Bank Negara Malaysia
- Malaysian Code of Advertising Practice
- Financial Services Act (2013)
- Securities Commission Malaysia

We have a set of internal policies that serve to further uphold our standards in the preparation and dissemination of all promotional and marketing materials. These policies are available to all employees on the intranet portal:

	Advertising Policy	Outlines guiding principles, regulatory requirements and guiding frameworks for Kenanga Group's communications through the use of traditional and digital advertisements.
	Social Media Policy	Contains guiding principles and an employee participation framework that sets expectations for appropriate behavior. It also outlines procedures and guidelines for the Group's communication on its social media platforms.
	Media Relations Policy	Establishes guiding principles and a framework within Kenanga, as well as, its subsidiaries for its engagements with print, electronic and broadcast media.
	Group Complaint Handling Policy	Establishes guiding principles and a framework within Kenanga, as well as, its subsidiaries for its complaint handling processes and procedures for all stakeholders.

Our brokers and salespeople are provided with relevant information and training that emphasise the importance of upholding and demonstrating high standards of ethics and honesty in client interactions. All our remisiers are to comply with the Group Code of Conduct to ensure our services are delivered with highest integrity.

As guided by our Group Complaint Handling Policy, any complaint received shall be channelled to the relevant Complaint Officer for further action.

We recorded zero incidents of non-compliance concerning products and services information and labelling, as well as, marketing communications in 2021.

Building A Client-Centric Approach

Our focus is centred on listening and catering to the diverse needs of our clients. To facilitate two-way communication with all our existing and prospective clients, we have several channels in place that enable us to gather feedback that serves to help us improve their experience.



Digital Communications Platforms

- Promotional updates, product information, corporate news and information are constantly being updated on all our digital communications touchpoints, which includes Facebook, Instagram, LinkedIn and Telegram.
- Corporate updates and information are available via our corporate website.
- All digital touchpoints enable direct client interaction. We monitor and respond to queries, feedback and complaints that come through.



Telephone Support

- Our customer helpline services offer access to information, advice and handle customer queries and complaints via toll-free numbers.



Physical Branches

- In tandem with our suite of digital solutions and services, we also serve our clients via 32 physical branches nationwide.





ENVIRONMENTAL STEWARDSHIP

At Kenanga, we aim to promote a climate-positive culture across the organisation in pursuit of a reduced carbon footprint. Our approach to addressing climate change is defined by a multi-faceted approach in which we integrate climate-related risk considerations across our business while reducing the environmental impact of our operations.

Climate Impact

Goal 1 : Accelerate enterprise decarbonisation.

Goal 2 : Build awareness, knowledge and skills needed to enable employees and stakeholders to contribute positively to climate actions.



MANAGING OUR CLIMATE IMPACT

We are committed to reduce the environmental impact of our business activities by optimising our resource consumption and adopting responsible waste management practices, as well as, empowering our employees to be environmental stewards. We recognise the importance of safeguarding our planet for the wellbeing of our present and future generations.

The Group strives to responsibly manage the environmental impact generated across our business operations. Our efforts on this front include being mindful of resource consumption, advancing our digitalisation strategy and incorporating environmental considerations throughout our business value chain.

Energy Management

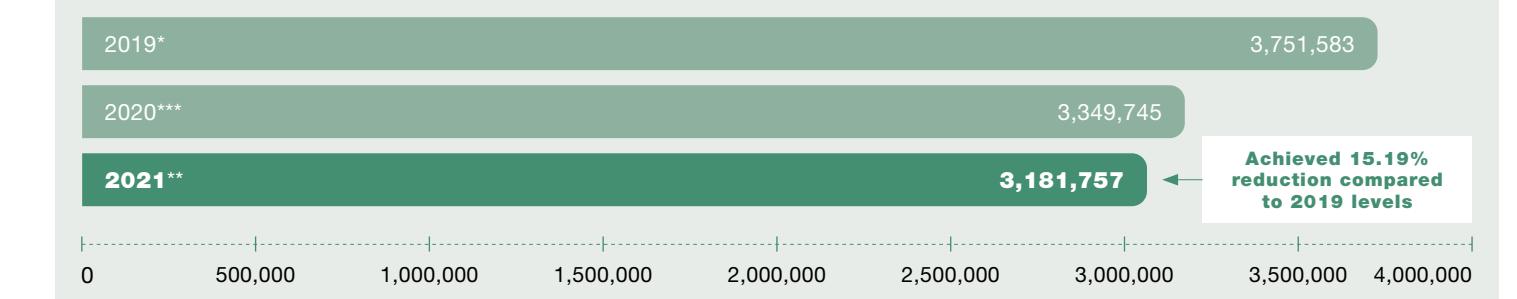
Through the continuous monitoring and analysis of our internal operations, Kenanga has been able to identify opportunities to achieve energy efficiencies. Since 2017 when we relocated to our current premise, Kenanga Tower, we have embarked on an energy-saving programme to implement various energy efficiency initiatives throughout the Tower.

Purchased Electricity Consumption

Average Monthly Purchased Electricity Consumption (kWh) - Kenanga Tower



Total Purchased Electricity Consumption (kWh) - Kenanga Tower



* Restatement of data due to enhancement in data tracking.

** Figures may have been affected by the Work-From-Home ("WFH") arrangements which were deployed as a response to the COVID-19 pandemic.

*** Restatement of data due to update in monitoring and figures may be affected by WFH arrangements due to the COVID-19 pandemic.

In 2021, we were able to reduce our purchased electricity consumption by 569,826 kWh, equating to 333.35 tCO₂e emissions, a 15.19% reduction from our 2019 consumption. Our WFH arrangements in response to the COVID-19 pandemic are likely to have contributed to this reduction in our electricity consumption.

A key part of our energy efficiency efforts in 2021 has been centred on the enhancement of our chiller system in Kenanga Tower, which aims to reduce energy consumption while maintaining the temperature of the premises. We retrofitted the HVAC system at Kenanga Tower with a new A.I. smart chiller system. The project focused on upgrading our chiller, Air Handling Unit ("AHU") and Air Conditioning ("AC") systems and was completed in the third quarter of the year 2021.

As a result of the investments we made in enhancing our chiller system, we have been able to reduce our average daytime power consumption by 43%, while our night-time and weekend power consumption has been reduced by almost 50%. We are expecting to reduce our overall electricity consumption by up to approximately 1 million kWh over 12 months. Besides the cost-savings achieved, this investment is also expected to extend the lifespan of our HVAC system in Kenanga Tower.

INITIATIVES IN ENERGY-SAVING MANAGEMENT IN 2021



Upgrading Chiller Plants and AHU

In 2021, we upgraded our chiller plants and AHU to manage our energy efficiency for Kenanga's air conditioning system. Some of the key highlights of our upgrade include:

- Upgraded CH1 Centrifugal Chiller with Inverter Driven Screw Chiller with enhanced part-load performance
- Implemented Cooling Tower Fans for Systems 1 & 2
- Implemented Inverter Driven Fan Motor for Cooling Tower 1 & 2
- Introduced enhanced sensors and monitoring devices into the integrated control system
- Introduced Inverter to control motor speed according to prevailing demand

Enhancements for Overall AC System

To optimise energy management, we have enhanced our AC system accordingly resulting in improved energy efficiency and reduced water consumption of the cooling tower system with a limited amount of water carried over. The benefits of this integrated plant room include the ability to monitor and control the demand for water pumps and cooling tower fans according to the cooling load.

Converting to LED

In addition to the enhanced HVAC system, we also strive to use LED bulbs throughout Kenanga Tower wherever possible. As of 2021, nearly 50% of the lights in Kenanga Tower rely on LED bulbs.

"One of the developments this year has been the collaboration with reNIKOLA, a leading solar energy producer in the country, to purchase renewable energy for our operations. By 2025, we aim to transition all our energy requirements to renewable energy sources."

CHEONG BOON KAK

Group Chief Financial and Operations Officer
Kenanga Investment Bank Berhad

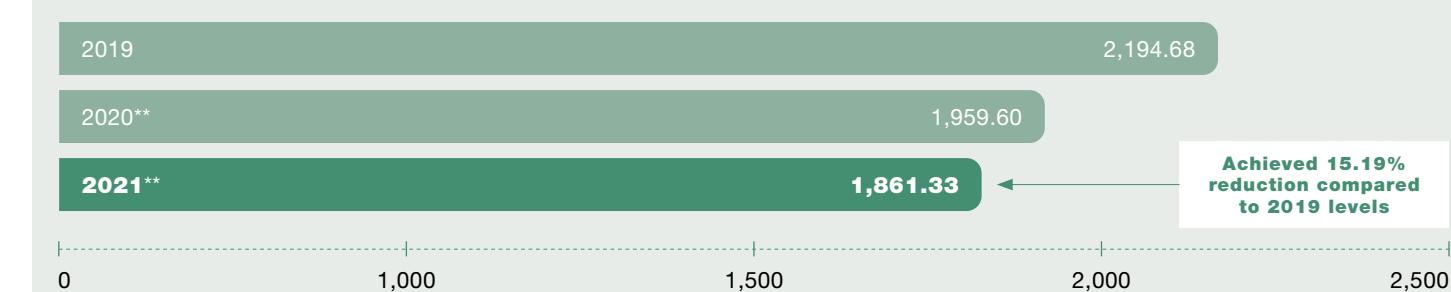
GHG Emissions

This year, we expanded our data collection from Scope 2 emissions to also account for our Scope 1 emissions. Moving forward, we aim to establish a baseline to guide the target setting for Scope 3 and expand our monitoring on Scope 3 emissions.

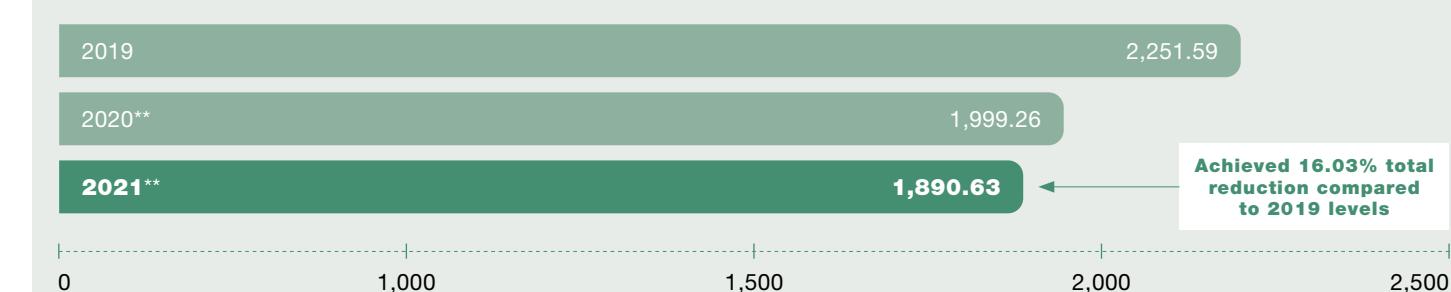
Scope 1 GHG Emissions (tCO₂e)



Scope 2 GHG Emissions (tCO₂e) - Kenanga Tower



Total Scope 1 and Scope 2 GHG Emission (tCO₂e)



Note:

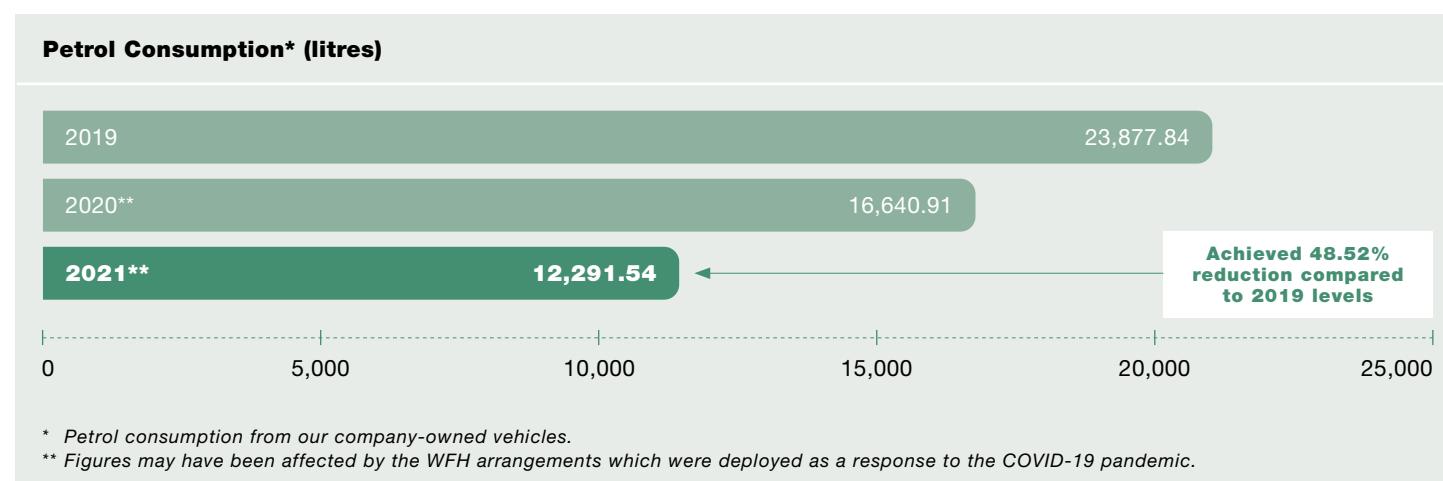
Our Scope 1 emissions are calculated based on petrol consumption from our company-owned vehicles at Kenanga Tower while our Scope 2 emissions figures are derived from purchased electricity consumption throughout Kenanga Tower, converted using emissions factors for the Peninsular Malaysian grid.

Scope 1 emission factors were sourced from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

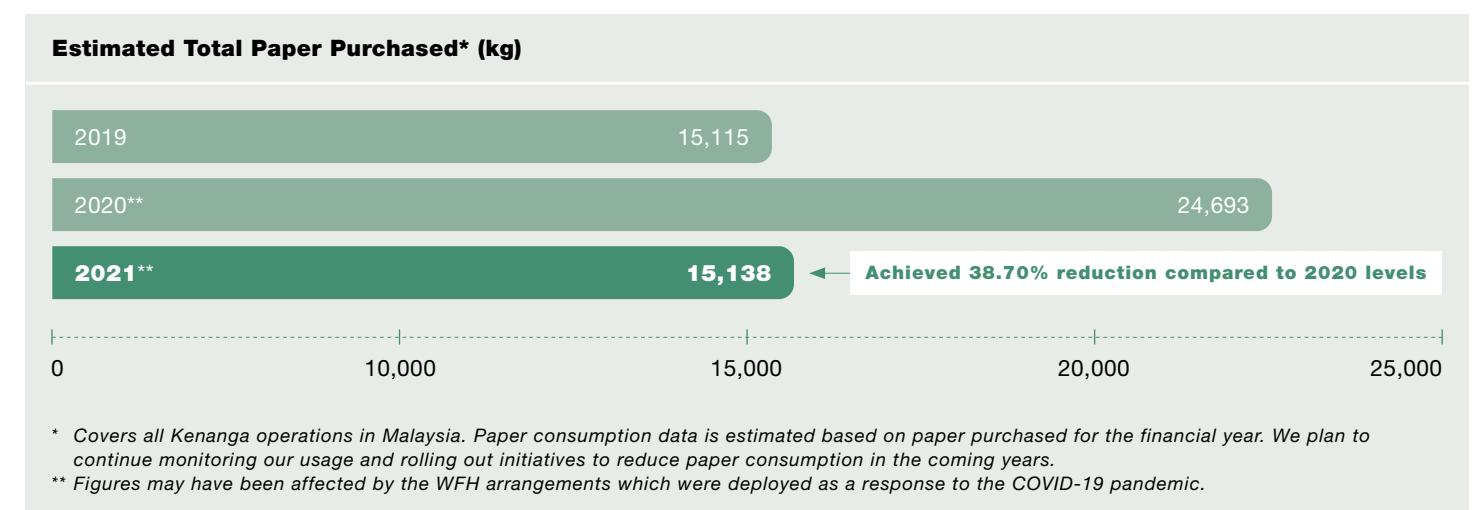
Scope 2 emission factors were sourced from the Malaysian Green Technology Corporation's 2017 CDM Electricity Baseline Final Report.

** Figures may have been affected by the WFH arrangements which were deployed as a response to the COVID-19 pandemic.

Petrol Consumption

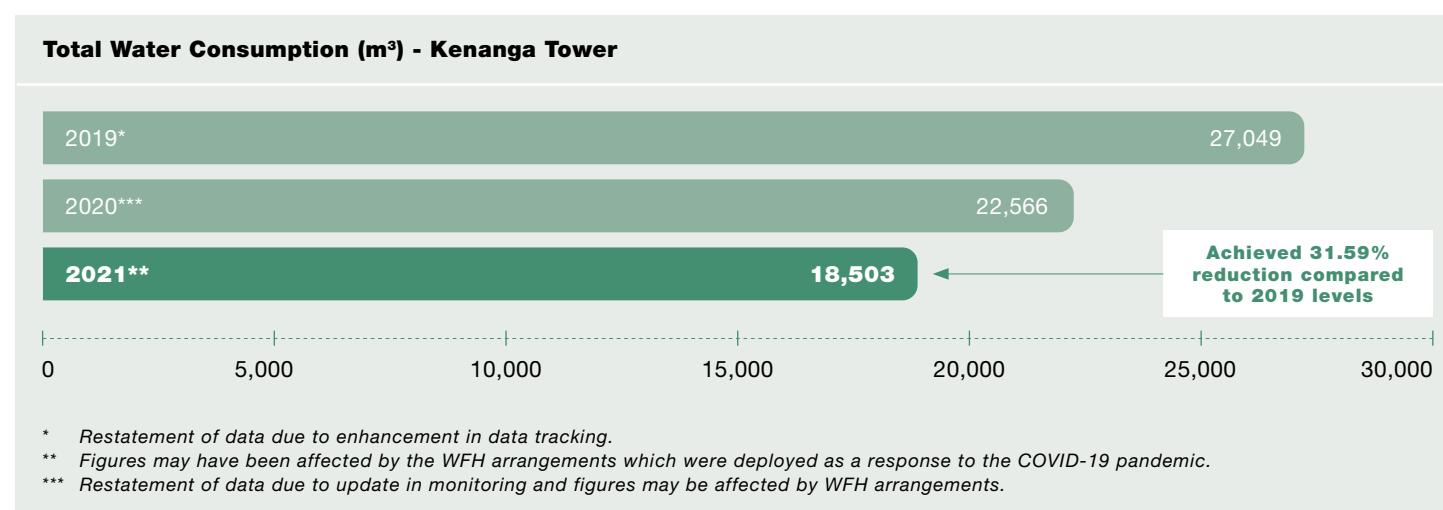


Paper Consumption



Water Consumption

We track our water consumption at Kenanga Tower on an annual basis to identify opportunities for us to introduce more water-efficient practices.



Between 2019 to 2021, we have been able to reduce our water consumption by 8,546 m³, equivalent to a 31.59% reduction from 2019 levels. This reduction can be attributed to the utilisation of smart technology, which relies on machine learning capabilities to constantly improve water-use efficiency and enhance cooling tower performance. Similar to the electricity consumption, reduction in water consumption figures may likely be correlated with the WFH policy in response to the COVID-19 pandemic.

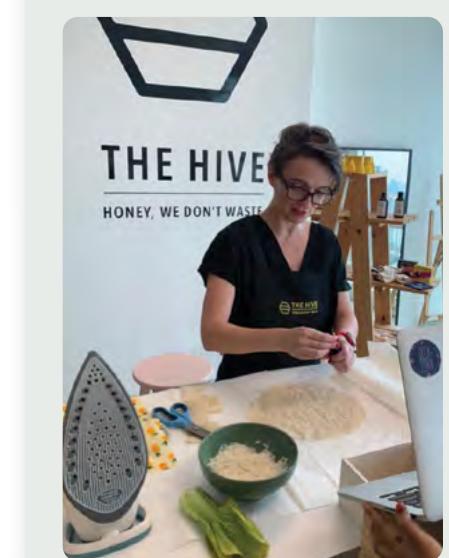
MANAGING WASTE

Ensuring the responsible management of our office waste is another important aspect of our efforts to manage the Group's environmental impact. As a financial institution, paper and e-waste are the primary forms of waste we produce. Paper is one of the largest material resources consumed in our daily operations and as part of our efforts to reduce paper consumption, Kenanga has embraced digitalisation throughout our operations, gradually moving towards a paperless way of working. As we rolled out more digitalisation efforts throughout 2021, other than improving client experiences and enhancing workflows, we also managed to reduce our paper consumption by 38.70% from 2020.

Promoting Environmental Awareness

A key aspect of our ESG journey is inculcating an environmentally-conscious mindset in our employees. Beyond strengthening our employees' ESG skills and awareness through providing role-based training, we also undertake a proactive approach in organising campaigns to promote green awareness amongst our workforce.

#GreenAtHome



#GreenAtHome – previously known as #GreenAtWork – is a month-long interactive event to raise environmental awareness amongst employees throughout the month of April, culminating in World Earth Day. We have carried out this campaign on an annual basis since 2017, to continuously reinforce the importance of embracing more sustainable lifestyles amongst our employees. In 2021, the month-long event saw encouraging participation of over 54% of our total workforce.

As COVID-19 pandemic lockdowns prevailed for much of 2021, we gave the event a new spin by encouraging employees to practice a zero-waste lifestyle at home and incorporate easy green habits into their day-to-day lives.

We utilised a range of channels to engage our employees, from virtual interactive learning events consisting of educational pop quizzes and games, to more experiential learning initiatives such as virtual eco-workshops.

We also partnered with local zero-waste stores such as The Hive Bulk Food to conduct online workshops, as well as, Liquid Etc. and Null to give out discount codes to our employees, enabling them to purchase eco-friendly products from each business' online store.



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		Kenanga		Kenanga	
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



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		
 <h3>Supporting Employee Welfare</h3> <ul style="list-style-type: none"> 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. 	 <h3>Adhering to SOPs</h3> <ul style="list-style-type: none"> We have maintained a strict and rigorous sanitisation schedule for Kenanga's headquarters and all its branches nationwide. Additionally, we have enforced the following: <ul style="list-style-type: none"> - 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 	 <h3>Monitoring, Tracking and Updates</h3> <ul style="list-style-type: none"> 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

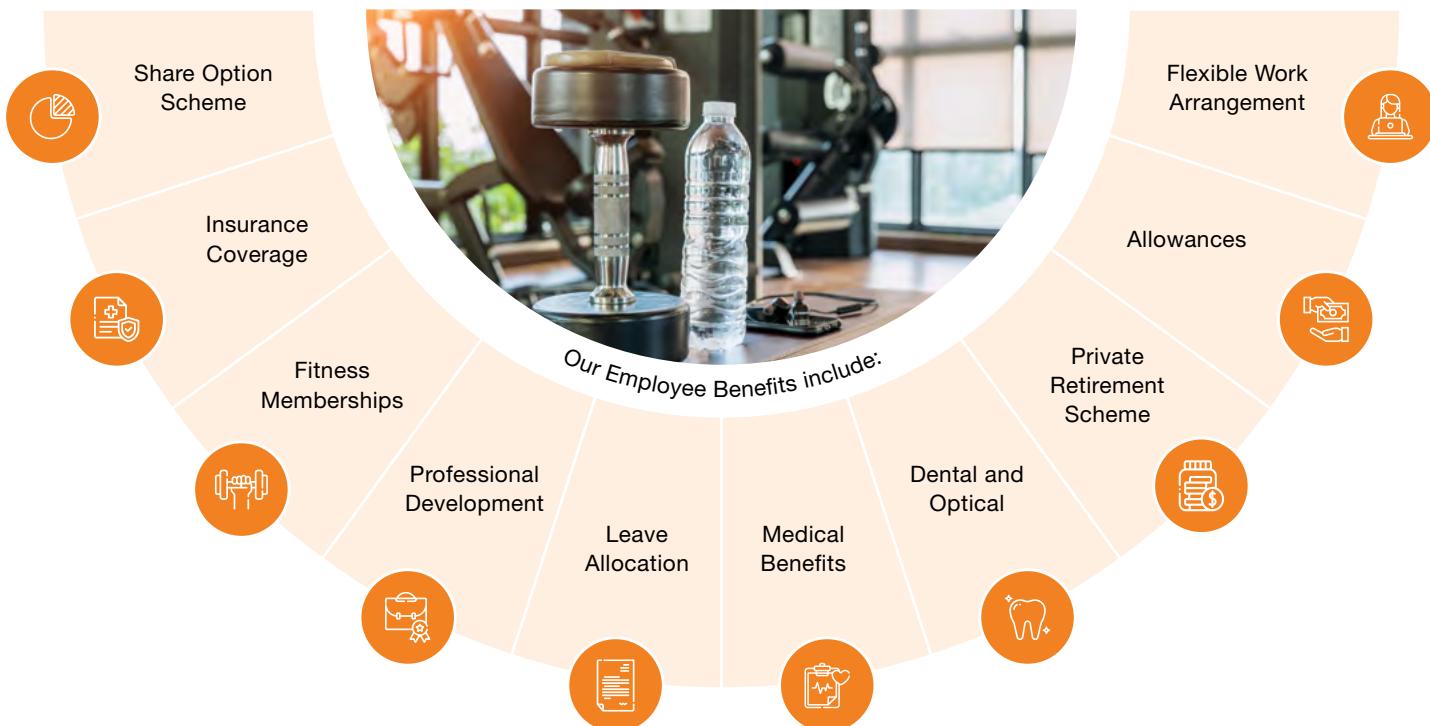
Guided by our Group's Procedure on Recruitment and Staffing Management, our recruitment processes are fair and non-discriminatory. The Group endeavours to recruit locally as far as possible. Malaysians make up approximately 99.9% of the Group's workforce.

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.

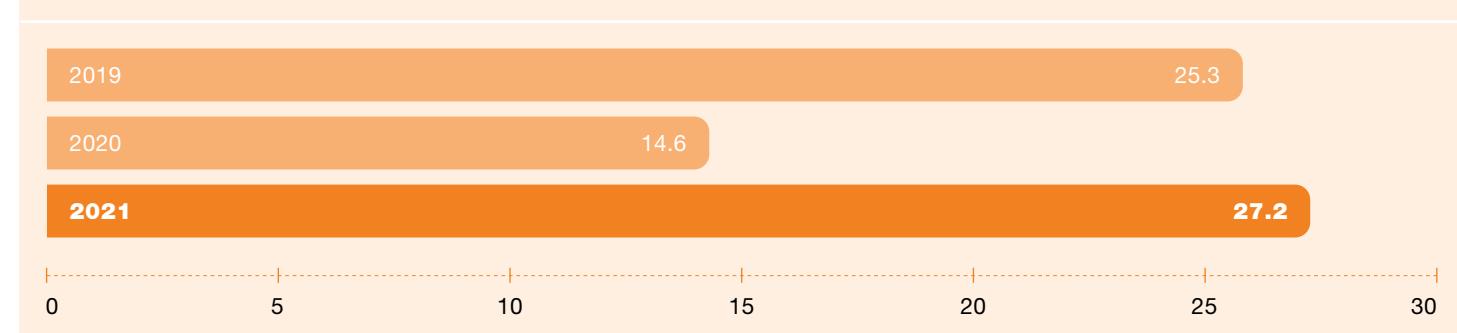
OUR APPROACH TO TALENT DEVELOPMENT

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.

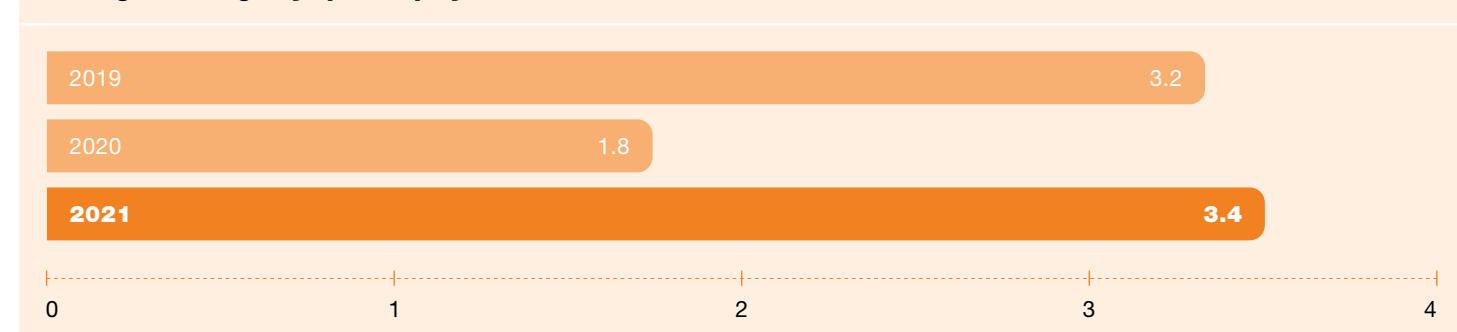


The courses and programmes that we offer are based on factors such as the Group's business strategy and objectives, competency gaps, new role-based requirements, regulatory requirements and audit findings. Due to the ongoing COVID-19 pandemic, 99.9% of training programmes in 2021 were conducted virtually,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

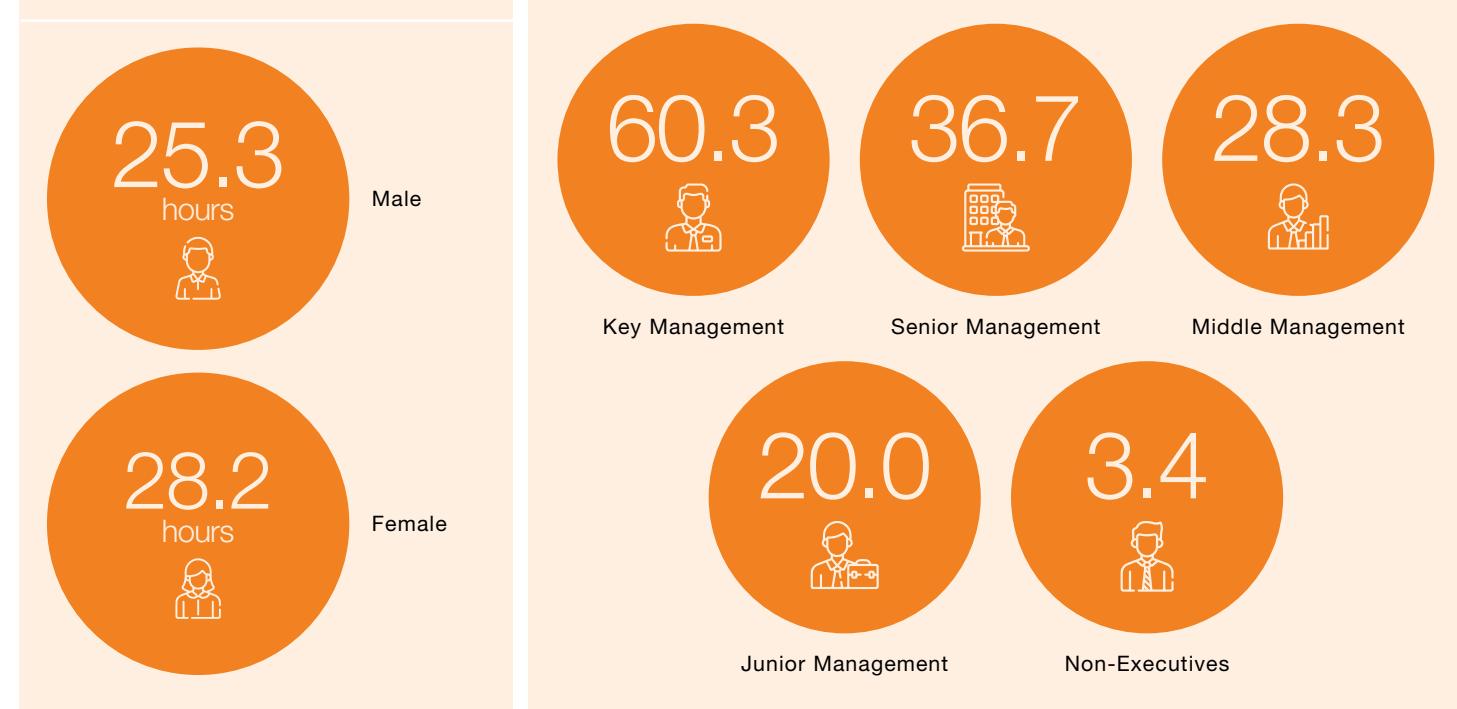
Average Training Hours per Employee



Average Training Days per Employee



Average Training Hours by Employee Gender in 2021



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:

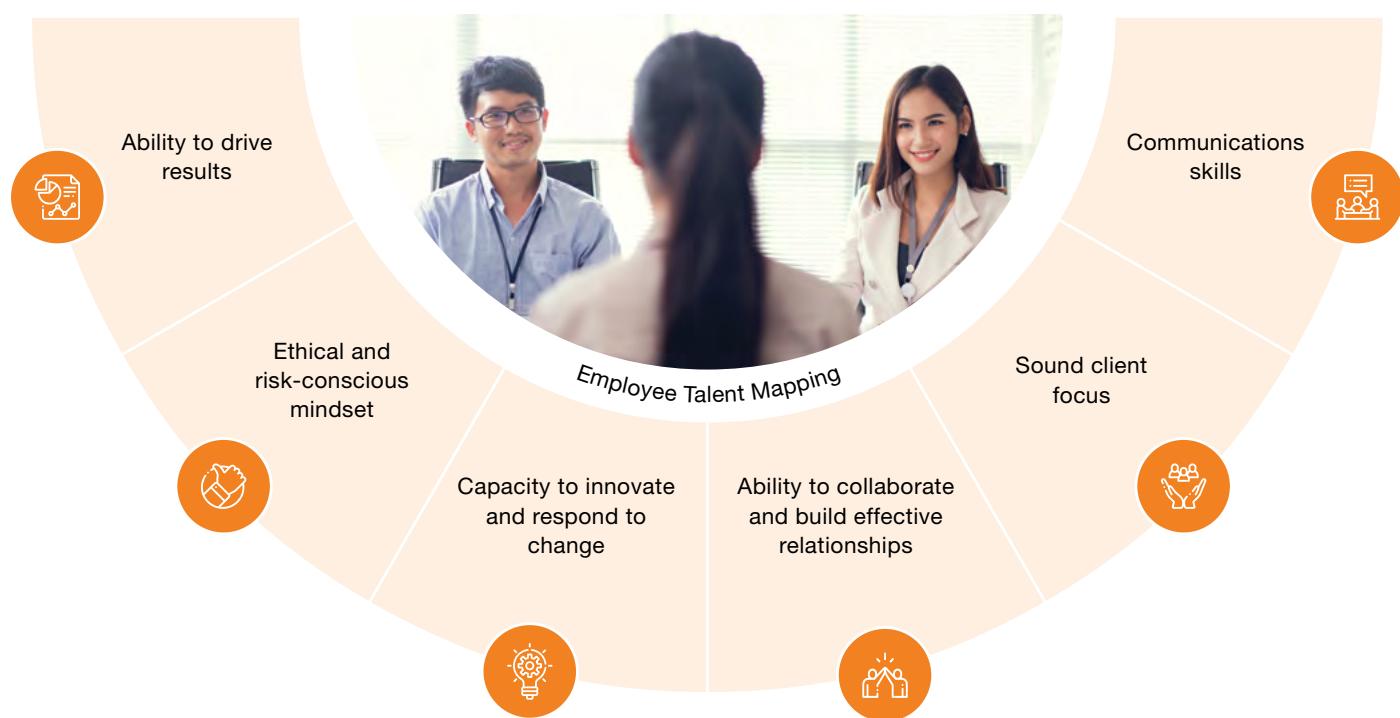
Industry Partner	Nature of Collaboration
Securities Industry Development Corporation	<ul style="list-style-type: none"> Continuing Professional Education ("CPE")-accredited courses
Asian Institute of Chartered Bankers	<ul style="list-style-type: none"> Professional qualifications Executive education 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

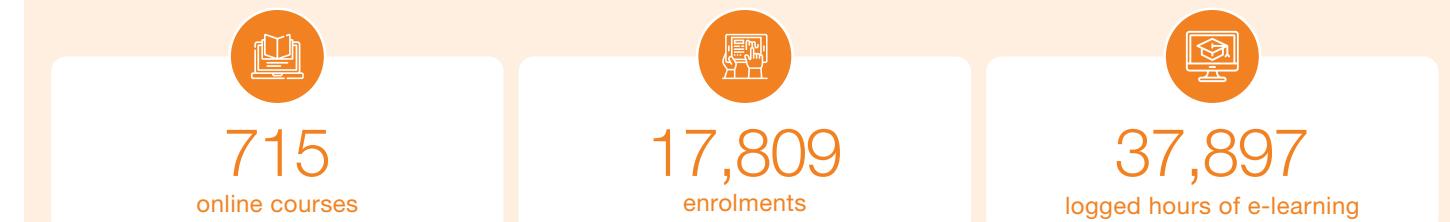
We recognise the importance of developing our employees' leadership capabilities and we strive to cultivate strong leaders within our workforce, who are capable of guiding teams across the Group. To identify leadership potential, we conduct employee talent mapping, based on the qualities below:



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



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

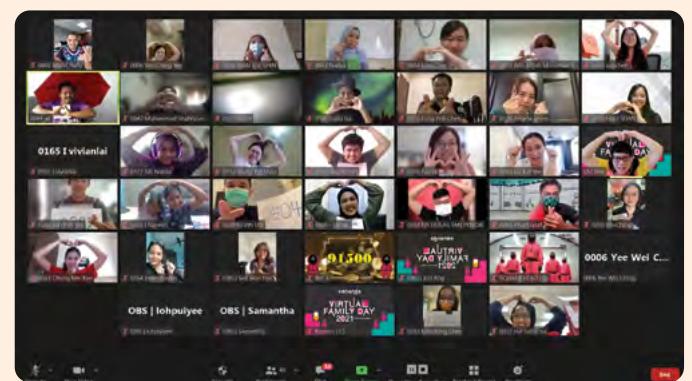
Our employee engagement initiatives aim to celebrate diversity, create a sense of belonging and share knowledge throughout our workforce. Although intermittent movement restrictions were in place during the year, we were able to carry out several employee engagement activities in 2021, described as follows:



#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, YM 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.

Our Notable Recognitions in 2021



"These awards serve as encouragement for the Group to further strengthen our commitment towards delivering excellence across the various aspects of our businesses."

DATUK CHAY WAI LEONG
Group Managing Director
Kenanga Investment Bank Berhad



Kenanga Investment Bank Berhad

Malaysia Management Excellence Awards 2021 by Singapore Business Review	Datuk Chay Wai Leong, Group Managing Director, Kenanga Investment Bank Berhad - Executive of the Year (Financial Services)
Edge Billion Ringgit Club & Corporate Awards 2021	Highest Returns to Shareholders Over Three Years
Bursa Excellence Awards 2021	<ul style="list-style-type: none"> Best Overall Equities Participating Organisation (Champion) Best Retail Equities Participating Organisation – Investment Bank (Champion)
The Edge Best Call Awards 2021	<ul style="list-style-type: none"> Raymond Choo Ping Khoon, VP Equities Research, Kenanga Investment Bank Berhad for IHH Healthcare Berhad Samuel Tan Kai Bin, Senior Equity Analyst, Kenanga Investment Bank Berhad for Kellington Group Berhad and PIE Industrial Berhad
Retail Investor Campaign 2021	<ul style="list-style-type: none"> Top Remisier Category <ul style="list-style-type: none"> Highest Number of New Accounts Opened (Shariah): Ahmad Faizal bin Mohamed Yusup Highest Traded Value - ETFs: Irene Ling Cheng Ching Highest Traded Value - L&I ETFs: Ng Su Ching Top Dealer Category <ul style="list-style-type: none"> Highest Traded Value - L&I ETFs: Abdul Malek bin Panot Top FBR Category <ul style="list-style-type: none"> Highest Number of New Accounts Opened (Derivatives): Ho Chin Wei Highest Traded Volume –New Accounts (Derivatives): Ho Chin Wei
ASIAN BANKING & FINANCE – Corporate & Investment Banking Awards 2021	Project Infrastructure Finance Deal of the Year - Malaysia SHC Capital Sdn Bhd MYR 80.0 million district cooling project finance Sukuk
The Asset Triple A – Islamic Finance Awards 2021	Best IPO for Malaysia Mr D.I.Y. Group (M) Berhad - 1.5 billion-ringgit IPO
Malaysia PR Awards 2021	Bronze: Sustainability Award Campaign: The HumanKIND Project
Marketing Events Awards 2021	Silver: Best Event by an in-house Team Campaign: Celebrating The Kenanga Culture
The Loyalty & Engagement Awards 2021	Silver: Best Use of CSR Campaign: The HumanKIND Project
Sustainability & CSR Malaysia Award 2021	Company of the Year Award for Championing Sustainability & Community Initiatives Campaign: The HumanKIND Project
Marketing Excellence Awards Malaysia 2021	Bronze: Excellence in Corporate Social Responsibility Campaign: The HumanKIND Project

Kenanga Investors Berhad

FSMOne Recommended Unit Trusts Awards 2021-2022

Core Fixed Income – Malaysia – (Islamic)	Kenanga ASnitaBOND Fund
Balanced – Malaysia	Kenanga Balanced Fund
Private Retirement Scheme (Conservative) – Malaysia	Kenanga OnePRS Conservative Fund

2022 Best of the Best Awards by Asia Asset Management

Malaysia Best Equity Manager	Kenanga Investors Group
Malaysia Best Impact Investing Manager	Kenanga Investors Group
Best Application of ESG (ASEAN)	Kenanga Investors Group
Malaysia Best House of Alternatives	Kenanga Investors Group
Malaysia CEO of the Year	Ismitz Matthew De Alwis, Chief Executive Officer/Executive Director, Kenanga Investors Berhad
Malaysia CIO of the Year	Lee Sook Yee, Chief Investment Officer, Kenanga Investors Berhad

Refinitiv Lipper Fund Awards Malaysia 2022

Mixed Asset Group – Malaysia Provident	Kenanga Investors Berhad
Equity Malaysia Fund Over 10 Years	Kenanga Growth Fund
Equity Malaysia Diversified Over 3 Years	Kenanga Malaysian Inc Fund
Equity Malaysia Small & Mid Cap Over 5 Years	Kenanga Growth Opportunities Fund
Mixed Asset MYR Flexible Over 10 Years	Kenanga Diversified Fund

Kenanga Futures Sdn Bhd

Bursa Excellence Awards 2021	<ul style="list-style-type: none"> Best Institutional Derivatives Trading Participant (Champion) Best Overall Derivatives Trading Participant (2nd Runner Up)
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Our Commitment to UN Global Compact's Ten Principles

UN Global Compact, the world's largest corporate sustainability initiative with the participation of over 12,000 companies based in 160 countries worldwide, aims to drive companies to align their business strategies and operations with their Ten Principles that are centred around four main pillars of human rights, labour, environment and anti-corruption, to take action on the UN SDGs.

In 2021, Kenanga became the first investment bank in Malaysia to take part in the UN Global Compact and its local network, UN Global Compact Malaysia-Brunei. We have made a commitment to implement and integrate the UN Global Compact's Ten Principles as central to our business strategies, Group-wide culture and day-to-day operations. We also believe that, as a member of the UN Global Compact, we have a role to play in the advancement of the UN SDGs. We are committed to adopting and contributing to 11 of the 17 UN SDGs.

Principles	Our Approach	Refer to Section
Human Rights		
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights	Aligned to the principles set out in the UN Global Compact, we are committed to respecting human and labour rights. We strive to cultivate a work environment that respects and supports the dignity and rights of our employees.	• Diversity, Inclusion and Wellbeing
Principle 2 Make sure that they are not complicit in human rights abuses		
Labour		
Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	We are committed to upholding human and labour rights throughout our business activities. The Group maintains comprehensive grievance and whistleblowing channels for employees to report concerns regarding misconduct or unethical practices. Additionally, the Group Disciplinary Policy provides a platform for employees to raise concerns about employment-related issues. Further to this, we adopt a non-discriminatory approach for all HR practices across the Group and have a zero-tolerance approach for any violation of human rights, including child labour, as well as, forced and compulsory labour.	• Empowering People and Communities • Diversity, Inclusion and Wellbeing
Principle 4 The elimination of all forms of forced and compulsory labour		
Principle 5 The effective abolition of child labour		
Principle 6 The elimination of discrimination in respect of employment and occupation		

Principles	Our Approach	Refer to Section
Environment		
Principle 7		
Businesses should support a precautionary approach to environmental challenges		
Principle 8	Our asset management arm, Kenanga Investors Berhad, has developed an ESG Blueprint and ESG Integration Framework to embed ESG factors throughout the investment life cycle. Additionally, the CCRMF ensures that climate change risk management is integrated across our lending, financing and investment activities. Furthermore, we have proactively undertaken numerous environmental initiatives to reduce our operational emissions, as well as, promote green awareness amongst our workforce.	<ul style="list-style-type: none"> Environmental Stewardship Managing Our Sustainability Risks Responsible Investment
Principle 9		
Encourage the development and diffusion of environmentally friendly technologies		
Anti-Corruption		
Principle 10	We have institutionalised a suite of policies, frameworks and internal controls to ensure high levels of integrity and ethically-sound business practices. Beyond this, we continuously endeavour to enhance our employees' awareness on ethics, integrity and compliance issues, through initiatives such as our Annual Fraud Awareness Week and Annual Regulatory Seminar.	<ul style="list-style-type: none"> Good Business Conduct Regulatory Compliance

GRI Content Index

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GRI 102: General Disclosures 2016			
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102-3	Location of headquarters	Who We Are - Our Corporate Structure	2
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102-5	Ownership and legal form	Who We Are - Our Corporate Structure	3
102-6	Markets served	Who We Are - Our Corporate Structure	2-4
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102-8	Information on employees and other workers	Empowering People and Communities - Our Workforce Profile	55
102-9	Supply chain	Managing Our Sustainability Risks - Managing Our Supply Chain Risk	20-21
102-10	Significant changes to the organisation and its supply chain	About This Report Who We Are	1 2-4
102-11	Precautionary Principle or approach	Managing Our Sustainability Risks - Addressing Our ESG Risks	15
102-12	External initiatives	Towards a Sustainable Future - Supporting the UN SDGs	8-9
102-13	Membership of associations	Towards a Sustainable Future - Supporting the UN SDGs Our Commitment to UN Global Compact Ten Principles	8-9 73-74
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102-14	Statement from senior decision-maker	Who We Are - Key Message from Our Chairman	6-7
102-15	Key impacts, risks and opportunities	Managing Our Sustainability Risks	14-21
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102-16	Values, principles, standards and norms of behaviour	Who We Are - Our Brand Values	5
102-17	Mechanisms for advice and concerns about ethics	Good Governance - Good Business Conduct	23-28

GRI 100: Universal			
GRI Standards	Description of the Disclosure	Chapter	Page
GRI 102: General Disclosures 2016			
Governance			
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102-19	Delegating authority	Good Governance - Good Business Conduct	23-28
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102-21	Consulting stakeholders on economic, environmental and social topics	Towards A Sustainable Future - Stakeholder Driven Sustainability	11
102-22	Composition of the highest governance body and its committees	Good Governance - Good Business Conduct	23-28
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102-24	Nominating and selecting the highest governance body	Annual Report 2021 - How We Are Governed	58-78
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102-26	Role of highest governance body in setting purpose, values and strategy	Good Governance - Good Business Conduct Annual Report 2021	23-25 78-100
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102-31	Review of economic, environmental and social topics	Good Governance - Good Business Conduct	23-28
102-32	Highest governance body's role in sustainability reporting	Good Governance - Good Business Conduct	23-24
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GRI 102: General Disclosures 2016			
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102-46	Defining report content and topic boundaries	About This Report - Reporting Scope and Boundaries Towards A Sustainable Future - Our Materiality	1 12-13
102-47	List of material topics	Towards A Sustainable Future - Our Materiality	12-13
102-48	Restatements of information	<i>Significant restatements of data compared to prior years are noted in the section where they appear</i>	-
102-49	Changes in reporting		
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103-3	Evaluation of the management approach		
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