



## PART 3 ENGAGING AND DEVELOPING OUR PEOPLE AND COMMUNITY

## INTRODUCTION

The SC takes pride in its people and has invested in efforts to create a dynamic workplace that promotes a culture of accountability, proactiveness and inclusiveness with a commitment to build communities and the nation.

The SC's talent pipeline is built through succession planning combined with several graduate programmes. Employees are encouraged to raise the bar individually and collectively. The SC also prioritises governance and has put in place internal control systems to ensure the highest level of integrity.

As a responsible organisation, a strong sense of volunteerism among employees is also important. To strengthen employee engagement and interaction as well as foster a sense of belonging,

the SC introduced a structured programme that supports various community needs.

### DEVELOPING ADEPT REGULATORS FOR THE CAPITAL MARKET

The SC has adopted a balanced approach to recruitment. It leverages the skills and experience from within the organisation, as well as brings in new capabilities to further strengthen the SC's talent mix.

## The SC's Recruitment in 2018



**57%**

of vacant positions  
filled internally,  
encouraging  
internal career  
mobility



**108**

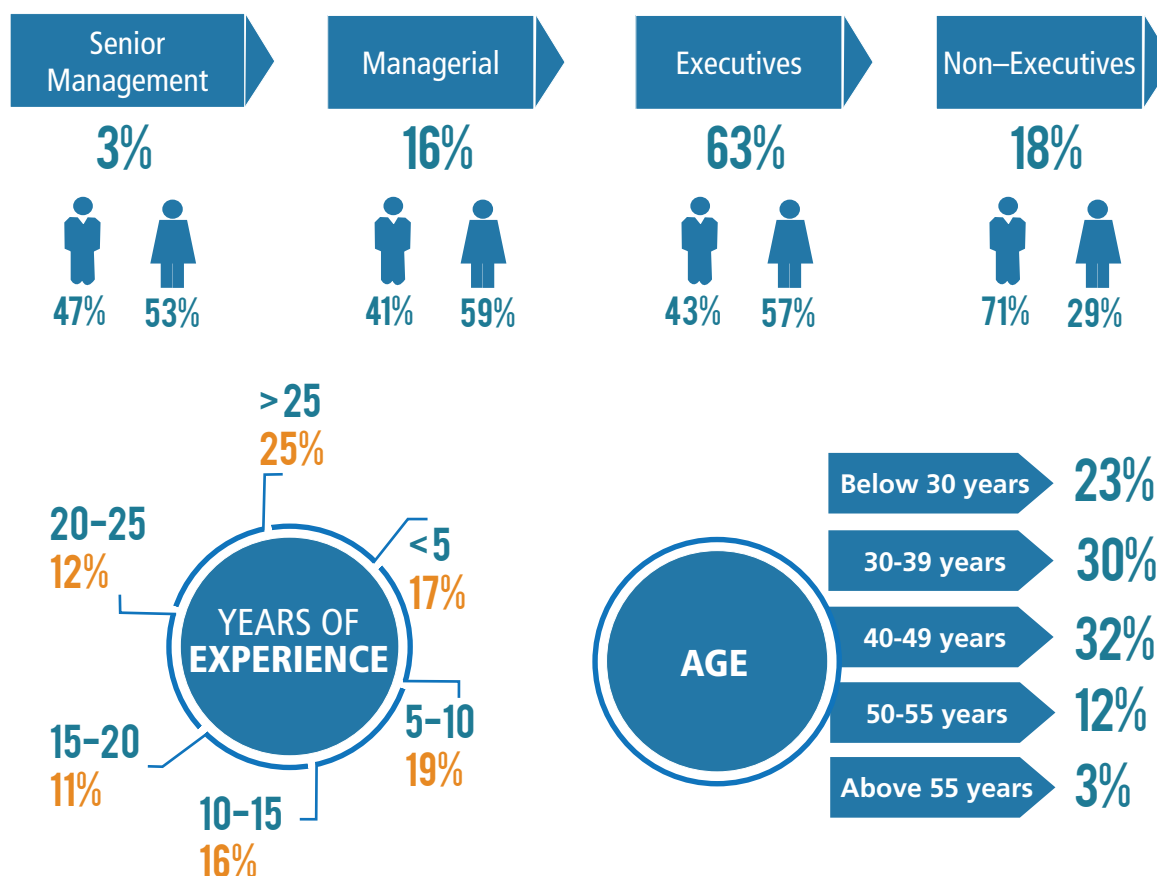
employees embraced  
new roles to encourage  
sharing of expertise and  
acquisition of new skills



**43**

new hires including  
25 middle and senior  
management

## Diverse and Inclusive Workforce



### Preparing future leaders

The SC's unique role as the capital market regulator provides its talent with diverse experience and exposure to the capital market. Its development interventions are focused on experiential learning through projects, secondments and stretched roles; exposure through speaking engagements; and formal learning programmes.

The SC's structured development programme, the Leadership Learning Curriculum (LLC), aims to equip employees with the skills and knowledge to be effective at their current leadership level and prepare them for future upward mobility.

### Grooming young talent

The SC continues to attract aspiring young talent through its scholarship programme which has been running for 22 years. In 2018, nine high-performing individuals were awarded scholarships for undergraduate programmes at local and foreign universities in diverse areas of study particularly Law, Actuarial Science, Communications, Cyber Security, Digital Technology, Economics and Mathematics.

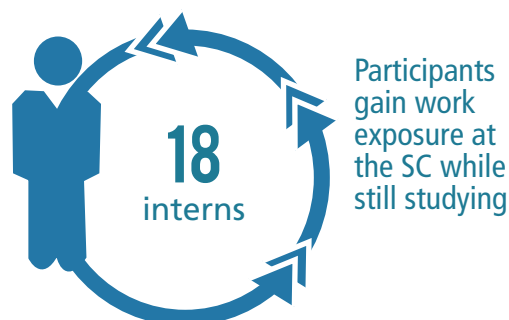
The SC also collaborates with vocational and technical training institutes to prepare skilled technical workforce for the industrial sector through a 6-month industrial training stint.

Diagram 1

## Model Regulator Programme or MORE@SC Programme



## Internship



The trainees were given assignments related to electrical, mechanical and other building services under the supervision of the SC's technicians. The exposure provided them with the practical skills and knowledge needed in entering the workforce.

## Nurturing a knowledge culture

As a knowledge-based institution, the SC invests generously in the learning and development of its employees to enhance their competencies and skills. Its learning and development programme is based on a 70:20:10 learning philosophy of On-the-Job; Relationship (mentoring and coaching); and Classroom interventions. The initiative comprises core, leadership and technical programmes as

well as scholarships for postgraduate studies for employees. The SC also provides opportunities for learning through secondments, participation in international meetings and project work.

The SC views the sharing of knowledge and experience between regulators as critical in developing regulatory capacity co-operation and effectiveness. To this end, it continues to share technical expertise and experience with foreign regulatory counterparts. In 2018, the SC hosted two regulators from the Australian Securities and Investments Commission, one from the Capital Markets Authority of Kenya and another two from the Securities and Exchange Commission of Cambodia.

At the same time, six SC employees were seconded to the National Cyber Security Agency (NACSA), the Monetary Authority of Singapore (MAS), The World Bank and the International Organization of Securities Commissions (IOSCO) Asia Pacific Hub. The SC also hosted seven study visits by international regulators from, among others, Bangladesh, Egypt, Morocco, Oman and Saudi Arabia to discuss developments relating to the capital market.

Recognising the importance of retaining institutional knowledge to ensure seamless continuity of its operations, the SC captures employees' insights and experience through different touch points. Various initiatives were undertaken to encourage its employees to expand their knowledge beyond the capital market such as leadership talks and activities conducted at the SC Knowledge Day, which aims to promote a reading and learning culture throughout the organisation.

## Instilling the highest level of integrity

As a statutory body entrusted to regulate and develop the Malaysian capital market, the SC is committed to ensuring that its employees uphold the highest level of integrity when discharging their



roles and responsibilities. It continuously undertakes efforts to instil a strong sense of integrity, accountability, professionalism and ethical conduct among its people.

This includes the strengthening of its framework for institutional governance to promote a culture of compliance and ethical conduct to maintain the trust and confidence of the industry as well as the broader community.

The SC further enhanced its risk management practices through periodic engagements with key departments to ensure controls are in place in managing information confidentiality, ensuring compliance with business processes and managing conflicts of interest. Effective 1 July 2018, the SC also adopted a 'No Gift Policy' to safeguard against conflicts of interest.

## ENHANCING EMPLOYEE WELLNESS

The SC firmly believes in building a healthy and caring work environment supported by well-being policies that create a positive, vibrant and dynamic culture among its employees. This in turn results in effective delivery of the organisation's objectives.

### Promoting work-life balance

Policies have been strengthened to promote the SC as a family-friendly organisation, building on the existing facilities such as on-site crèche, nursing room, work from home and flexi-time, to allow employees to better integrate their personal and professional commitments. The maternity leave entitlement was increased from 60 to 90 consecutive days and paternity leave extended to five consecutive work days from the two work days previously.

In tandem with the global change in workplace trends which indicate that employees value human interaction and the freedom to choose where to

## DID YOU KNOW?

- In September, the SC received an Appreciation Award from the Malaysian Institute of Certified Public Accountants (MICPA) and Chartered Accountants Australia and New Zealand (CAANZ) as an Approved Training Organisation (ATO) under Stream II for training CPA students.

work, the SC café was renovated to provide greater flexibility in workspace utilisation for its employees. Unveiled in March, Teratai Café is now a favoured venue for discussions and collaborations. New Wi-Fi connectivity, access to power points for laptops and flexible furniture arrangement provide greater mobility to employees, helping them boost their creativity and productivity.

To support a healthy lifestyle and collaborative culture, activities organised by the SC's Sports & Recreation Club (KSRSS) also encouraged its people to participate in activities that promote wellness and build team cohesiveness.

### Enabling a safe work environment

Various measures were undertaken in 2018 to ensure the safety of its employees and create a secure work environment. Several briefing sessions were held to increase employees' awareness on personal and road safety as well as self-protection. The SC's Auxiliary Police underwent training to enhance their skills and competencies in handling high-rise Search and Rescue operations. As part of an ongoing security infrastructure enhancement initiative, the digital CCTV was upgraded to strengthen the surveillance capabilities of the SC's Auxiliary Police.



## LEVERAGING DIGITAL TECHNOLOGY

### Embracing digitisation

In 2018, as part of efforts to encourage the usage of financial technology among employees and vendors, the SC introduced cashless payment options at the Teratai café and the SIDC Bookshop. In less than five months from its introduction, more than 23% of the café total retail sales was made through the cashless option, indicating a positive adoption of this payment mode.

The SC also strengthened its call centre and customer relationship management solutions to enhance interaction with stakeholders and reduce 'islands' where vital information resides in pockets of business areas. These systems also optimise workforce productivity in the management of information, tracking of complaints and monitoring of incoming and outgoing calls.

### Strengthening IT capacity

The SC regularly conducts comprehensive evaluation and enhancement of its data protection systems, including the Compromise Assessment and Distributed Denial-of-Service (DDOS) Mitigation Assessment. It also has in place strategies, technologies, policies and procedures for optimal information security assurance as reflected in its continued accreditation of the Information Security Management System (ISMS) ISO/IEC 27001 standard from SIRIM.

Proactive steps have also been taken to safeguard data against possible internal exploits either intentionally or unintentionally. This has resulted in a more efficient management and governance of privileged access. Additionally, the reinforcement of the Disaster Recovery site perimeter of defence allowed for proactive discovery and deflection of suspicious threats before the SC's systems are compromised.

## RESPONSIBLE CORPORATE CITIZEN

### Sustainability efforts

The SC is committed to ensure that a culture of sustainability is embraced across the organisation. Its efforts in 2018 expanded beyond raising awareness of sustainability issues and focused on catalysing change to optimise resources, eliminate wastage and encourage greener living among employees.

### Encourage employee volunteerism

To further encourage its employees to give back to the community, the SC has rebranded and streamlined its Corporate Social Responsibility initiatives through the SC HEART programme to:

- Foster greater employee engagement;
- Nurture relationships between the SC and the community; and
- Promote an appreciation of arts & culture, sustainability and societal well-being.

A fundraising programme under the SC HEART initiative, called RELIEF (Relief Effort for LiFE by SC staff), was formed to aid humanitarian support for both crisis and non-crisis situations. In 2018, more than RM12,000 was raised and more than 370 kilograms of staple food items were collected by employees through various in-house fundraising activities. Of this amount, RM10,000 was donated to the 'The Lost Food Project', a pioneering food bank in Malaysia that rescues quality, nutritious surplus food which is still in date and edible, and redistribute them to those in need. The SC's donation was able to provide 50,000 nutritious meals.

In conjunction with World Autism Awareness Day in April, the SC organised its own Autism Acceptance Day to educate employees on Autism Spectrum

## Sustainability efforts



CAMPAIGN

### Say No to Plastics!

- Promote zero usage of single-use plastics and straws throughout the building
- #SayNOtoPlasticStraws #StrawlessInSC
- Encourage the use of personal containers and cups for food and drink takeaway



CAMPAIGN

### Reduce Carbon Footprint

- Participate in HP® Malaysia's 'Go Green Rewards Programme' by returning and recycling more than 435 used toner cartridges
- QR codes to download the digital versions of SC and AOB Annual Reports 2017
- Implement digital subscription at the SC Library
- Discourage printing #BeGreenLeaveltOnScreen

Disorder. Activities included an exhibition and sale of visual art pieces by three young gifted artists on the spectrum.

In addition to the SC HEART programme, the SC InvestSmart® ScamBuster Run returned for the second year to raise awareness on scams and illegal investment schemes. The 6km and 4km runs attracted 2,558 participants. A total of RM104,240 was collected, of which the SC employees contributed RM18,580. The collection was channelled to a non-governmental organisation, SUKA Society, to support their efforts in providing education for Orang Asli children through the sponsorship of one pre-school for three years, the printing of pre-school syllabus for six schools for one year and the training of Orang Asli Community teachers.



CAMPAIGN

### Electric Vehicle (EV) Charging Station

- Provide EV charging bays for electric vehicles



CAMPAIGN

### Electricity Savings

- Optimise usage of high energy-consumption electrical equipment
- SC Weekly Earth Hour Campaign – Lights off every Friday at lunchtime



CAMPAIGN

### Smoke-free Building

- Enforce a no-smoking rule with a designated outdoor smoking area



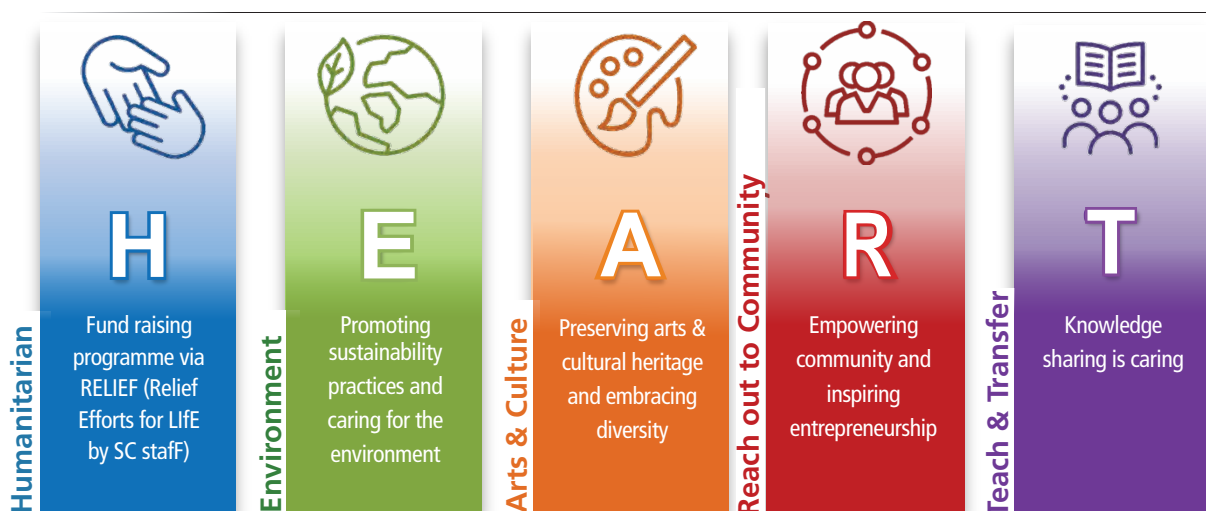
CAMPAIGN

### Recycling Efforts

- Increase accessibility of recycling bins



## SC HEART pillars





## Giving back to the Community



The InvestSmart® team at the pre-school run by SUKA Society and a group photo to remember the visit



Children of SUKA Society on the day of visit by the InvestSmart® team



The panel discussion on Autism acceptance



The displayed art pieces by the three young gifted artists drew much attention and interest



## Bringing Our People Together

### Recycle @ SC



A total of RM2,320 was collected from recycling efforts. This was distributed to 29 cleaners and gardeners in appreciation of their efforts in ensuring the recycled items are sorted and ready for collection.

### SC Sustainability Day 2018

Environmental protection at the workplace and home. Activities included a composting workshop, environmental film screening, and a photo contest.



### SC Merdeka Leadership Series

Malaysia's first Astrophysicist, Professor Datuk Dr Mazlan Othman on the topic 'Becoming an Inter-Planetary Species', an inspiring session on leadership and forward thinking.



### Health & Safety Week

Encourage and promote a healthy lifestyle among the SC staff as well as awareness on the importance of self-protection, personal and road safety. Activities include health screenings, talks and the 'Jom Naik Tangga Challenge'.



### SC Knowledge Day 2018

Awareness on the importance of knowledge sharing, knowledge retention and continuous learning through talks on the economy and Fintech, an exhibition by Fintech start-ups, competitions and book sale.



### CENDANA @ SC HEART

As part of its art activation activities to expose Malaysians to local art, Malaysia's Cultural Economy Development Agency (CENDANA) conducted a free art workshop by local artists at the SC.

