

# OUR PEOPLE

## AUTOMATION: TRANSFORMING THE WORKFORCE

As technological advancements continue to reshape the business landscape, the SC is evolving to adopt automation in ways that streamline operations, enhance the employee experience, and improve overall organisational outcomes. The SC's human resources increasingly rely on technology to drive efficiency, informed decision-making and cultivate a more agile and inclusive workforce. In the second quarter of 2024, the Human Resources Department has successfully completed the first phase of an upgraded human resources management system, automating HR processes to enhance operational efficiency. This integration has simplified HR transactions, improved access to services and enhance employee experience.

## RECRUITMENT AND TALENT REQUISITION

In 2024, the SC continued our recruitment initiatives, primarily on a needs and replacement basis. This was important to ensure the continuity of an inflow of high-skilled talents into the organisation; both at executive and mid-management levels. The SC hired a total of 93 candidates, of whom 87 were experienced hires and six Graduate Management Executives (GMEs) (including two returning scholars). In addition, career progression opportunities were given to qualified employees, where 89 promotions were affected across the SC. This is a testament of the SC's belief in continuously recognising and rewarding strong, consistent performers.

The SC also continued to provide opportunities for young graduates, particularly those who are in their penultimate year of study to gain knowledge and work experience in a regulatory environment; 33 undergraduate students from both local and foreign universities had completed their internships during the year. In addition, 16 trainees from polytechnics and vocational colleges were given practical training opportunities in the SC's Facilities Management and Services Department.

In continuing our talent development efforts, 15 employees underwent secondment or attachment

programmes; among others to the Ministry of Finance, Consumer Credit Oversight Board (CCOB), Islamic Financial Services Board (IFSB), Malaysia International Islamic Financial Centre (MIFC), Capital Markets Malaysia (CMM), IOSCO Asia Pacific Hub and World Bank. These opportunities enabled employees to gain greater learning, broaden work experience, expand networking opportunities, and inculcate knowledge sharing. The SC was also privileged to host secondees from BNM, Majlis Agama Islam Wilayah Persekutuan and (MAIWP) and Brunei Darussalam Central Bank.

Realising that there is a need to create greater awareness of the wide range of career opportunities available in the capital market, the SC continued to spearhead investED, the talent inculcation programme. investED is a large-scale, multi-faceted three-year capacity-building programme that aims to enhance the capital market knowledge of students, creating job opportunities for graduates, enhancing the leadership skills amongst graduates, and offering them job placement opportunities. In the second year of running, a total of 199 trainees were recruited for the cohort and commenced classroom learning session at the Asia School of Business for a month and were successfully placed in designated participating organisations. A total of 41 organisations within the capital market fraternity participated in the placement exercise.

## TRAINING AND EMPLOYEE DEVELOPMENT

Learning and development interventions at work provide employees with the ability to sharpen skills they already have and build new skills they need to perform in the future workplace by staying abreast of new technologies, trends and best practices. This year, the SC has seen a 95% participation in learning and development interventions, reflecting the investment and commitment the organisation is making in its employees' professional growth and development.

This year, the SC made significant inroads into staff leadership development with investments in staff through structured leadership learning interventions. The launch of the leadership learning series incorporated

modules for the development of new managers and middle managers as well as the top management. In 2024, the organisation focused on delivering training on the specific skills required of leaders at present time including emotional intelligence, stakeholder management, strategic thinking, innovation by design thinking, business writing and presentation delivery. Besides classroom training models and self learn through an e-learning platform, the SC also introduced a brand-new group coaching and mentoring programme. The programmes were initiated to reinforce the SC's middle management with the tools and skills needed to enhance more effective leadership within the organisation.

Beyond leadership development, the SC launched the Governance, Integrity and Anti-Corruption (GIC) Awareness Programme required under the SC's OACP 2024-2026. This awareness training programme was planned as part of the SC's mandate to increase awareness of the importance of governance, integrity and anti-corruption practices at work. The programme was conducted in both Bahasa Malaysia and English to help ensure all staff understand the SC's GIC policies and the consequences of breaching them. Additionally, all SC staff face risks at any point of time in their employment at the SC. In order to help staff fully understand the risks they face in workplace and their rights in mitigating them, the SC completed the delivery of several Office Safety and Risks programmes. The programme led to several additional interventions at the SC aimed at supporting the wellbeing and safety of SC staff, including an organisation-wide briefing from SOCSO.

Furthermore, the SC introduced the SC Balanced Scorecard in 2023 in efforts to fulfil the organisation's need for outcome-based performance measurement as well as comprehensive goal and strategy alignment across the organisation. Consequently, a SMART KPI (Specific, Measurable, Achievable, Relevant, and Timely

Key Performance Indicators) training programme was launched in 2024 to ensure clarity in setting key performance indicators that can improve performance measurement and increase accountability so that the SC can align and achieve its missions and mandates amidst current challenges and complexities, and work towards becoming a future ready regulator.

In an ever-changing global economy, access to higher education has become more crucial than ever before. However, for many young students, the financial barriers to attending university can be overwhelming, preventing them from pursuing their academic and professional aspirations. The provision of undergraduate scholarships plays a vital role in bridging this gap, ensuring that talent and ambition are not hindered by financial limitations. In 2024, the SC scholarship programme attracted significant interest, receiving hundreds of applications from talented and ambitious individuals. Our rigorous selection process involved multiple stages, done to ensure the candidate's alignment with the SC's DNA and mission. Out of all applicants, the SC has selected to award the scholarship to two exceptional recipients. Upon completion of their education, these scholars will join the SC as part of the SC's talent attraction programme.

The SC has also enhanced its existing Job Rotation Policy, designed to promote talent development by providing staff with opportunities to enhance their skills and broaden their professional growth. Job rotation is a highly effective strategy for enhancing skills, fostering professional growth, boosting employee engagement, facilitating succession planning, encouraging knowledge-sharing, and retaining talent within an organisation. It also reinforces the SC's commitment to uphold integrity and transparency in its operations, and circumventing engagement in corruption practices with relevant stakeholders.

# GENDER AND DIVERSITY

## HEADCOUNT

826

(As of 31 December 2024)  
(2023: 838)



MALE

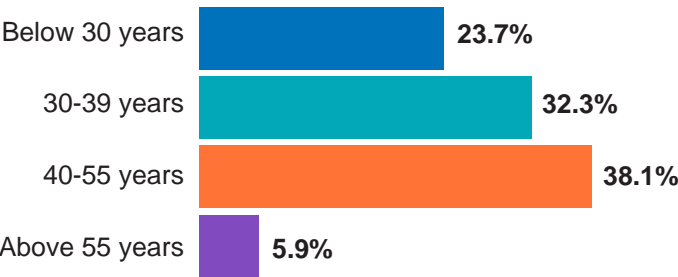
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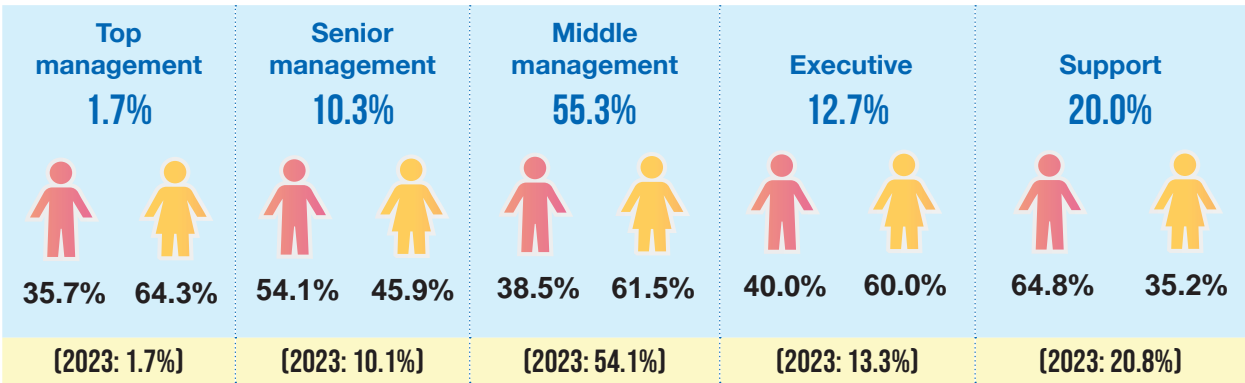
FEMALE

54.5%

## EMPLOYEE AGE GROUP



## POSITION



## YEARS OF EXPERIENCE IN THE SC

