

# *Stimulating Value* FOR THE GOLDEN GENERATION



At KWAP, we believe that wealth, wellness and value go hand-in-hand. Our organisation and employees' skills are aligned with best standards and practices so we stay abreast with the latest developments that can increase value for our stakeholders and, ultimately, our pensioners.

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## STAKEHOLDERS' WELLBEING

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**KWAP was set up in 2007 to manage contributions to the fund, as well as the investments of these contributions. Since 2015, we have taken over some of the functions of the Public Service Department (JPA)'s Post Service Division. This has given us the opportunity to be in direct contact with the stakeholders we serve. This is a task we fully embrace and have been taking steps over the years to engage with our pensioners and those approaching this part of their lives, and to improve the level of service delivery to ensure that they are attended to efficiently and effectively.**

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A common theme throughout 2019 was the roll out of initiatives that has improved our processes and productivity. On the contributions front, KWAP has continued to make improvements and maintains a close relationship with employers, as evidenced by a strong showing in the annual customer service satisfaction survey.

### PENSION SERVICES DEPARTMENT

Pension Services Department (PeSD), located in Cyberjaya, is an essential part of KWAP's operations. This is where we manage pension-related business, such as document processing for new and existing pensioners and beneficiaries, gratuity payments, monthly pension payments, medical claim reimbursement and other benefits as instructed by the Government. PeSD also helps the Government in budget forecasting for pension and other related benefits.

In addition to benefit payments, PeSD also provides service counter for walk-in customers. Here, customers could submit their applications, as well as clarify their queries. For non walk-in customers, they could reach us through call centre, email, and MyPesara mobile apps.

Our service delivery is monitored by the Federal Administration, based on the timeliness of payments. We continued to



perform favourably in 2019 in this regard, achieving a Service Level Agreement (SLA) score of 98.08%, exceeding the 90% benchmark. The year also saw 11.5% improvement in productivity among employees with a total of 9,343,854 transactions, translating to 61,880 transactions per employee compared to 55,518 transactions per employee in 2018.

In 2019, the department continued to make improvements to productivity via the Lean programme and reached out to our counterparts in East Malaysia to discuss ways to align our operations in the context of KWAP making improvements to certain areas of its own operations.

### KWAP PRODUCTIVITY EXCELLENCE (KPEX) PROGRAMME 3.0

The KPEX programme was launched in 2017 focusing on enhancing productivity using Lean Six Sigma, which is essentially a set of principles and methodologies that promotes collaboration and continuous improvement. Concurrently, to create a more organised, conducive and cost-effective work environment, we adopted the 5S principles of identifying and eliminating waste in day-to-day processes. The Lean programme is carried out in collaboration with the Malaysia Productivity Corporation (MPC) as programme advisor, and our Human Resources Department as programme partner.



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## Stakeholders' Wellbeing



### LEAN GRAND FINALE

Thus, in April 2019 the third iteration of KPEx, with its theme of 'Living the High Performance Culture' kicked-off with the roll out of its second 'Lean Grand Finale' and the first 5S internal audit of 2019.

The finale was the culmination of eight months of work by Lean Practitioners who had undergone intensive training in lead project execution methodologies in August 2018, which included Value Stream Mapping (VSM) and Waste Analysis, and Lean Tools and Technique.

At the end of the programme, all groups recapped about what their projects encompassed and shared with each other the Lean methodologies that were applied throughout the project. The presentations were evaluated by the Lean Sigma Council members and MPC's appointed consultant where practitioners' presentation skills, knowledge and ideas for innovative initiatives, as well as sustainability plans were also assessed.



### RIE-ALIGNMENT OF FUNCTIONS WITH SABAH AND SARAWAK POST SERVICE DIVISION, PUBLIC SERVICE DEPARTMENT (PSD)

RIE was held to provide insights on KWAP's transformation initiatives and how Sabah and Sarawak Public Services Department (PSD) could align their respective operations to these initiatives, especially in the context of operational alignment and readiness of Sabah and Sarawak PSD towards the upcoming changes related to Pension Payment Processing System (PPPS).

During the first session of the RIE, KWAP's project owners shared each of their initiatives, along with the benefits and impact. It was an interactive session where PSD had the opportunity to further explore and to understand how to replicate the relevant initiatives. In the next session, Sabah and Sarawak PSD outlined their challenges and potential areas for improvement, together with a projected timeline.

The RIE was concluded with presentations from both Sabah and Sarawak PSD and the formation of a committee to drive and ensure the continuity of the initiatives. Through this platform, PSD Post Services Division in Putrajaya, Sabah and Sarawak had the opportunity to view KWAP's plans for the future and will be better prepared for the oncoming changes.

#### RAPID IMPROVEMENT EVENT (RIE)

One of the agendas of our Pension Services 2019 Business Initiatives was to conduct a Rapid Improvement Event (RIE) with the main objective of:

- 1 **Aligning pension services operations with KWAP and its strategic initiatives**
- 2 **Incorporating it into the readiness plan for operational alignment and technology changes**
- 3 **Preparing for change management related to Pension Payment Processing System (PPPS)**
- 4 **Elevating customer experience**

## Stakeholders' Wellbeing



### BENCHMARKING VISIT FROM AFRICAN COUNTRIES

As a result of the strong relationship built with the MPC in implementing the KPEx, MPC recommended KWAP to be a part of the 5S quality environment benchmarking visit under its productivity improvement programme for third world countries. A total of 14 delegates from 8 African countries representing various government sectors participated in this exercise.

During the visit, KWAP shared with delegates about its pension services transformation journey and collaboration experience with the MPC, pension services productivity programmes and accompanied the delegates on an official visit to selected units in the Pension Services Department.

This event marked another milestone for KWAP, specifically for its pension services, as we were able to share our knowledge with other countries. In addition, the visit was a platform to exchange ideas and experiences to further enhance pension services efficiencies and services, giving KWAP insight on other pension processes and systems, as well as how LEAN and productivity are applied and measured in other continents.

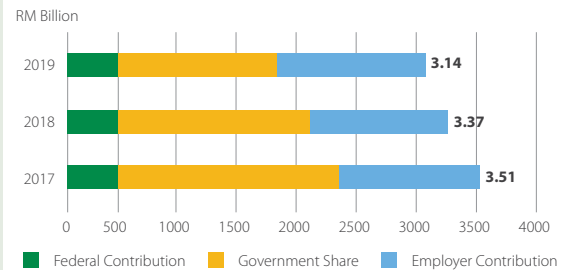
### CONTRIBUTION MANAGEMENT

Contributions from the federal government, contributing agencies (EPF, LTAT, etc.) and employers (statutory bodies, local authorities and agencies) play a major role in the growth of KWAP's fund size.

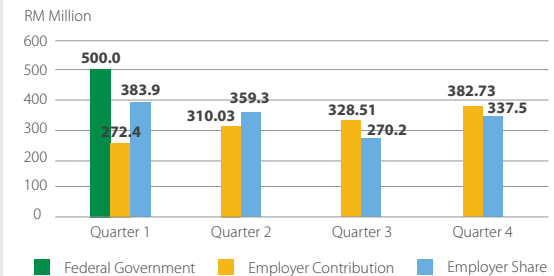
As at 31 December 2019, a total contribution of RM3.14 billion was received by KWAP. The amount comprised RM500 million from the federal government, RM1.35 billion government share from contributing agencies and the remaining RM1.29 billion from employers.

As compared to the previous corresponding period, the total contribution was lower by RM230 million due to a reduction in the government share contribution.

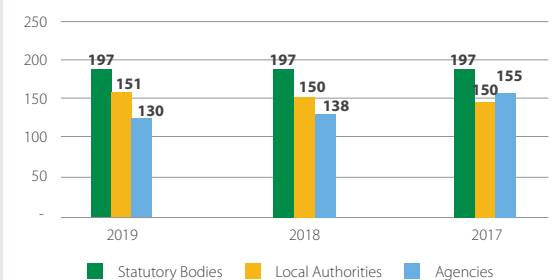
### TOTAL CONTRIBUTION 2017 - 2019



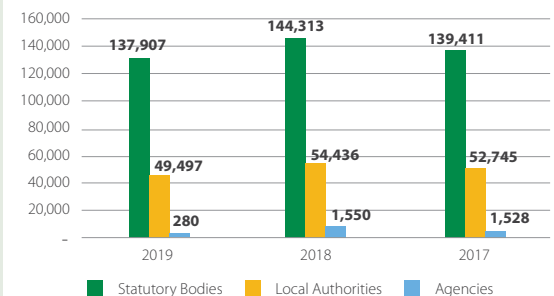
### QUARTERLY CONTRIBUTION IN 2019 BY TYPE



### NUMBER OF EMPLOYERS, BY CATEGORY



### NUMBER OF EMPLOYEES, BY CATEGORY





## Stakeholders' Wellbeing

### CONTRIBUTION MANAGEMENT (CONTINUED)

#### TOP 20 CONTRIBUTORS

No	Employer	RM (Million)
1	Universiti Teknologi Mara	159.57
2	Majlis Amanah Rakyat	92.56
3	Universiti Kebangsaan Malaysia	68.12
4	Universiti Putra Malaysia	43.70
5	Universiti Teknologi Malaysia	42.92
6	Dewan Bandaraya Kuala Lumpur	40.16
7	Universiti Malaya	36.82
8	Hospital Universiti Sains Malaysia	33.19
9	Universiti Sains Malaysia	31.77
10	Pusat Perubatan Universiti Malaya	28.49
11	Universiti Utara Malaysia	25.63
12	Pihak Berkuasa Penerbangan Awam Malaysia (CAAM)	24.73
13	Pihak Berkuasa Kemajuan Pekebun Kecil Perusahaan Getah (RISDA)	20.29
14	Universiti Tun Hussein Onn Malaysia	18.86
15	Universiti Teknikal Malaysia Melaka	18.52
16	Institut Penyelidikan Dan Kemajuan Pertanian	18.12
17	Universiti Malaysia Sarawak	16.63
18	Universiti Malaysia Sabah	16.33
19	Universiti Malaysia Perlis	14.94
20	Lembaga Pertubuhan Peladang Kuala Lumpur	14.70
Total		766.05



**4** Employers Workshop



Total participation of  
**81 employers** and  
**184 participants**



A total of  
**105 engagement and enforcement**

visits to various ministries, state secretaries, local authorities, statutory bodies and agencies

Various initiatives were undertaken by the Contribution Department in 2019, focusing on improvement of operation and management of pension contributions. A business process reengineering programme involving reviews of the existing key functions, process digitalisation and resources was undertaken in order to enhance operational capabilities.



Continuing from preceding years, employers were encouraged to remit their contributions via electronic fund transfer or EFT. As at 31 December 2019, 416 employers (87%) had utilised the EFT payment facility.

A Customer Satisfaction Survey was conducted in August 2019 to gauge employers' satisfaction level with services provided by KWAP. The department scored 78%, which was deemed as "Good".

Four Employers Workshop sessions were conducted in 2019 with a total participation of 81 employers and 184 participants. The objectives of the workshops were to provide training and guidance to employers on various contribution areas and to close the operational gaps among employers and KWAP. The Contribution Department scored 4.55 out of 5.00 (91%) in the workshop survey.

A total of 105 engagement and compliance enforcement visits to various ministries, state secretaries, local authorities, statutory bodies and agencies were conducted throughout the year to create awareness on the Statutory and Local Authorities Pension Act 1980 (Act 239) and Service Circular Number 12/2008 on the Policy and Procedure of Appointment of Secondment, Temporary and Permanent Transfer.

## Stakeholders' Wellbeing



### INFORMATION TECHNOLOGY

There were a number of initiatives executed in 2019 to enhance KWAP's overall IT systems. It includes the improvements to IT security systems, deployment of new business systems as well as enhancements to the overall existing IT infrastructure. For IT security, a Database Activity Monitoring (DAM) system was deployed to further strengthen the monitoring and tracking of database activities, where database of business systems are audited and protected in real-time. The DAM will collect, monitor, analyse and report those activities and this can provide better visibility into network traffic of business systems. Additionally, the Data Leakage Protection (DLP) feature available in the DAM will address other security concerns related to these database activities.

As part of the continuous effort to increase awareness of all employees towards better understanding of IT and cyber security, a month-long Security Awareness Programme was conducted by the IT Governance team with a range of activities including forums, quizzes, movies and interactive talk shows.

Persisted in its automation and process improvement efforts, two IT processes were automated in 2019. First was the automation of access and user management through the procurement and implementation of a Privilege Access Management (PAM) solution. The PAM solution enables IT Security employees to better control the system administrator's access and passwords while also enabling the monitoring of privileged users

and other administrators via online. While the installation of an Enterprise Patch Management (EPPM) solution automates patch installations and enables the central distribution of software across different platforms.

In terms of business systems, improvements were made to the Private Equity System, Integrated Contribution Management System (ICMS), Financial Accounting System and Intranet Portal to enhance operational efficiency. In addition, a new Contribution Reporting Solution was developed in-house to complement ICMS and eliminate other manual reporting.

To have a better view of its data and business so that it can make better decisions, KWAP implemented the Enterprise Datawarehouse (EDW) where information and data are made accessible across the organisation for analysis and performance measurement. This implementation immediately benefitted the Integrated Investment Dashboard (IID) and will align with the Management Information System (MIS) project.

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**A new Backup and Restore Solution was also procured and deployed to ensure that the IT infrastructure supporting KWAP's business continuity remains robust.**

## Stakeholders' Wellbeing

### INVESTMENT SUPPORT SERVICES DEPARTMENT

Investment Support Services Department (ISSD) is the department under Operations in KWAP. This department's function covers the middle and back office and its key responsibility is to support business activities performed by KWAP's front office departments and its subsidiaries; Fixed Income, Equity, Alternatives Investment, Prima Ekuiti (UK) Limited and KWEST Sdn. Bhd. The functions of ISSD including clearing & settlement management together with record maintenance including safe keeping and reference management.

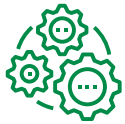
These are core investment operation functions and their key target is to deliver high-quality service. This is to ensure efficient, effective and timely service is provided for investment clearing and settlement, custodial services management on investments held and data management on reference and third-party information.

**In 2019, ISSD successfully completed several core initiatives which the department believes would enhance the quality of service to its stakeholders: -**



#### **CUSTOMISING PRIVATE EQUITY SYSTEM FOR PAYMENT VOUCHER, RECEIPT VOUCHER AND MULTIPLE BANK ACCOUNT DETAILS**

This initiative was carried out to improve the operations process by enhancing the Private Equity System to allow it to generate Payment and Receipt Vouchers and maintain details of multiple counterparty bank accounts. This initiative successfully went live on 2 December 2019.



#### **SETTING-UP THE COLLATERAL MONITORING FUNCTIONS IN ISSD**

The rationale in setting up collateral management is to build a structured and efficient management and monitoring of the daily operations of investment collateral activities between investment department and investment support services. Successful processing of collateral within an organisation requires knowledgeable employees who understand the components and processes that leads to safe and secure processing, aside from being aware of the pitfalls that can result in unnecessary risk exposure.

In addition, it helps KWAP to identify opportunities and gaps, enabling us to continually improve the processes and uphold good governance in line with market best practices. This initiative was successfully implemented in August 2019.

## Stakeholders' Wellbeing

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**The programme aimed to empower and engage its employees by nurturing the spirit of volunteerism and encouraging charitable deeds.**

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### KASIH KWAP

KWAP embraced the holy month of *Ramadhan* in 2019 by embarking on a series of Corporate Social Responsibility (CSR) initiatives through *Kasih KWAP* – a wide-range initiative comprising four outreach programmes and donation drives. *Kasih KWAP* was conducted to assist those in need during the fasting month and in preparation for the upcoming Eid celebration. Internally, the programme aimed to empower and engage its employees by nurturing the spirit of volunteerism and encouraging charitable deeds.

This year's *Kasih KWAP* reached out to five different communities in its month-long series of charitable initiatives which covered orphans, old folks, the underprivileged community (*asnaf*) and a special focus on its main stakeholder – pensioners and future pensioners.



**4** initiatives conducted throughout the month of *Ramadhan* under the *Kasih KWAP* series



A total of **165** KWAP volunteers participated in *Kasih KWAP*



Over **2,500** packs of *Bubur Lambuk* were distributed at **2** different locations



## Stakeholders' Wellbeing



### ► IHYA RAMADHAN - BUBUR LAMBUK DISTRIBUTION

*Kasih KWAP* was followed by the main event of the series, *Ihya Ramadhan* held on 24 May 2019 at *Masjid Bandar Seri Putra, Bangi* which was participated by a total of 60 KWAP volunteers. The one-day programme was held to celebrate the joy of the holy month of *Ramadhan* with low-income pensioners and the *asnaf* community through various activities. 28 KWAP volunteers joined hands to prepare 1,500 packs of *Bubur Lambuk* for the community. The preparation of the *Bubur Lambuk* was led by three professional chefs from *Pertubuhan Kulinari Amal Selangor* (Merci Culinary).

Other programmes during the event included congregational prayers, *Iftar* as well as *Moreh*. The *Tazkirah* sessions were conducted by *Ustaz Abdullah Khairi* and *Ustaz Daud Che Ngah* which took place after *Asr* and *Maghrib* prayers respectively.



### ► BUBUR LAMBUK DISTRIBUTION AT MASJID AL-HASANAH

The next programme was the *Bubur Lambuk* distribution session which took place the very next day at *Masjid Al-Hasanah, Bangi*. KWAP volunteers assisted in the preparation and distribution of 1,200 packs of *Bubur Lambuk*. The distribution started as early as after *Zuhur* prayers via drive-through.



### ► CHARITY VISIT TO RUMAH EHSAN

*Kasih KWAP* culminated with a visit to *Rumah Ehsan*, a home for the elderly located at *Kuala Kubu Bharu, Selangor* on 29 May 2019. The event saw KWAP volunteers bringing joy to over 70 elderly residents of *Rumah Ehsan*. *Ramadhan* gift packs were distributed and the residents were delighted to mingle with the volunteers. Essential goods, hampers and financial aid were presented to the home in preparation for *Hari Raya Aidilfitri*.

Initiated in 2014, *Kasih KWAP* is the philanthropic arm of KWAP's CSR initiatives. Thus, KWAP looks forward to spreading even more joy to the community through *Kasih KWAP* in the upcoming years.

Moving forward in years to come, KWAP also aspires to continue its efforts in giving back to the community through various CSR initiatives as a form of engagement, with the hope of instilling the spirit of volunteerism in its employees to touch more hearts.

## Stakeholders' Wellbeing

### INISIATIF RASA SAYANG

In collaboration with the Ministry of Health, KWAP rolled out its first *Inisiatif Rasa Sayang* at selected government clinics in Klang Valley. This initiative was held from 26 August to 18 September 2019 with the aim of reaching out to pensioners and educate them about KWAP's role and function, to promote *Karnival Rasa Sayang* as well as create awareness on KWAP's pension services including the MyPesara Mobile Application.

**26-27  
AUGUST**

**Klinik Kesihatan  
Sungai Buloh**

**3-5  
SEPTEMBER**

**Klinik Kesihatan  
Kuala Lumpur**

**17-18  
SEPTEMBER**

**Klinik Kesihatan  
Kelana Jaya**

These clinics were selected as they receive a high number of visits from pensioners and senior citizens daily.

A total of 108 KWAP employees volunteered to mend the booths, ferry senior citizens from the outdoor carparks to the entrances and distribute healthy snacks. Surveys were also carried out among the pensioners to further understand their needs and preferences on retirement life and productive ageing.



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**The objective of the run was to encourage retirees to stay active and adopt a healthy lifestyle.**

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### LARIAN RASA SAYANG

KWAP held its inaugural run, *Larian Rasa Sayang*, on 5 October 2019 to kick start the two-day *Karnival Rasa Sayang* at Stadium Shah Alam, Selangor. The objective of the run was to encourage pensioners to stay active and adopt a healthy lifestyle.

The event, which was opened to the public, had three categories namely 10km, 5km and 2km. A 30-minute warm-up session was led by renowned fitness instructor, Kevin Zahri, before the flag-off of each category by KWAP's senior management. It received an overwhelming response with over 3,000 runners from all ages, including over 200 pensioners participating in the event.

## Stakeholders' Wellbeing

### KARNIVAL RASA SAYANG

*Insight. Excite. Engage.*

*a tagline synonymous to KWAP's Karnival Rasa Sayang*

KWAP's second *Karnival Rasa Sayang* (KRS) was held on 5 and 6 October 2019 at Stadium Shah Alam and received almost 4,500 visitors throughout the two-day event. KRS is an all-inclusive carnival that welcomes visitors of all ages with its focus on promoting retirement preparedness and productive ageing.

The carnival offered ideas on how to carry out a holistic approach to retirement planning targeted at current pensioners and future pensioners and their circle of influence. It focused on three new aspects – hobbies, travel and lifestyle, and career – to complement the five main pillars. KRS was built on to create an active and meaningful retirement; financial, health, social, environment and psychology.



The carnival was launched by KWAP's Chairman, Tan Sri Ahmad Badri Mohd Zahir, who is also the Secretary General of Treasury, Ministry of Finance. Almost 200 KWAP employees volunteered at the event and made it a success story for KWAP. The event also saw participation from over 40 strategic partners including Hire.Seniors Malaysia, Counselling and Debt Management Agency (AKPK), the Congress of Unions of Employees in the Public and Civil Services (CUEPACS), Public Service Department (JPA) and several merchant partners from KWAP's MyPesara mobile application to represent each core pillar.

A host of activities such as workshops, talks, exhibition booths, kids' activities, live performances and on-ground programmes were held throughout the carnival to engage with pensioners and their family members. Among the highlights at the carnival were:

- ▶ Pensioner-related activities by Hire.Seniors and Federal Agricultural Marketing Authority (FAMA) to cater to pensioners that are keen to embark on a post-retirement career or an entrepreneurship opportunity.
- ▶ Leisure-based activities from *Biji-Biji Initiative* and The Hive which conducted workshops for those who wanted to enrich their retirement with new hobbies.
- ▶ Knowledge-sharing sessions by *Polis Diraja Malaysia* on cyber awareness and financial planning to educate pensioners on the importance of being vigilant and less vulnerable to ensure they do not fall victim to cybercrime.
- ▶ Health talks by the Ministry of Health, Hospital Rehabilitasi Cheras and KPJ Healthcare, which emphasised on healthy living.
- ▶ Healthy cooking demonstration by Dato' Fazley Yaacob and fitness by Kevin Zahri.

KWAP took the opportunity to set up an information booth for pensioners to update personal information, printing of pension cards and statements as well as answer queries on pension payments. Furthermore, KWAP volunteers were available throughout the carnival to answer questions about KWAP's services and increase awareness on cyber security.

There was also a dedicated zone for the MyPesara mobile application where visitors can download and learn about the features available in the mobile application. The mobile feature keeps users updated on pension-related matters and new services by merchant partners such as AEON and Mydin, besides allowing them to explore customised financial and health services. Aside from creating awareness and educating pensioners and visitors, the carnival also had activities for all age groups, such as live performances, food trucks, outdoor bazaar, kids' activities and games.

## Stakeholders' Wellbeing

### ANUGERAH IKON PESARA

The *Anugerah Ikon Pesara* (AIP) is an award initiated by KWAP to recognise and appreciate the contribution of public sector pensioners in the fields of education, social & community development, and entrepreneurship. The objective of the award is to identify pensioners who have made a significant impact in the three areas while promoting productive ageing and active retirement.

Meant for Malaysian public sector pensioners aged 55 years and above, the inaugural AIP received a total of 66 nominations. The winner of AIP 2019 was Sariah Amirin, in recognition of her significant contribution in the area of education. As the founder and President of *Persatuan Dyslexia Malaysia*, she has positively impacted the lives of thousands dyslexic students through her dyslexia schools and publications.

Starting off with only a three-month intensive programme for six dyslexic children, Sariah now has over 600 students in 15 dyslexia centres throughout the country. Apart from having written 10 books in Bahasa Malaysia for dyslexia schools, Sariah also helped parents to cope with their dyslexic children at home. As the winner of the award, Sariah won a travel package worth RM15,000, RM3,000 in cash, the inaugural "Ikon Pesara" trophy and a certificate of participation.

Sariah's efforts in the education sector fulfilled the award's criteria that called for a minimum of one year's contribution in education prior to the nomination. It also requires participants to have developed a curricular or resources and services that enhance the learning process and education accessibility of marginalised communities. The enhancement of the learning process can be achieved through the participant's innovative teaching methods or sponsoring of scholarships, which can motivate or inspire students.

Nine other pensioners emerged as consolation winners and were chosen due to their contributions to education, social & community development and entrepreneurship. They received RM500 cash each in addition to a trophy and a certificate. The prizes were presented at *Karnival Rasa Sayang* 2019 in Shah Alam, Selangor.

The winners were selected by the following panel of three judges:



- ▶ **Tan Sri Datuk Seri Panglima Dr. Lee Lam Thye** – The head judge was an independent representative to ensure transparency and fairness. Tan Sri Lee was appointed the head judge due to his vast experience gained from the various roles he holds, such as the Chairman of the National Institute of Occupational Safety and Health in the Ministry of Human Resources, Malaysia Deputy Chairman and Executive Officer of the Malaysia Crime Prevention Foundation (MCPF) and Chairman of the Board of Trustees of S P Setia Foundation.
- ▶ **Datuk Teo Khian How** (Director of Post Services Division) – Datuk Teo was a representative from the Public Services Department.
- ▶ **Prof. Dato' Dr. Tengku Aizan Hamid** (Director of MyAgeing, Universiti Putra Malaysia) – She was involved in producing the MyAgeing Report which seeks to understand the stages and processes of ageing in relation to retirement.



## NURTURING OUR EMPLOYEES

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**KWAP recognises our employees as our most valuable assets. With their involvement in every facet of the organisation, we are aware that we must invest in them continuously and consistently in order to unlock their potential. Doing this will not only improve our own capabilities, but also ensure our business objectives are implemented successfully.**

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We invest in our employees through a variety of training and development programmes, while also paying close attention to the engagement aspect. We believe that engaging with our employees will encourage them to take a keener interest in the work that they do, while also giving them a greater sense of empowerment and belonging.

### UPSKILLING OUR WORKFORCE



#### TALENT DEVELOPMENT: GROUP COACHING PROGRAMME

KWAP has long inculcated and practiced a coaching culture to engage and communicate effectively on business and personal development among its employees. Thus far, coaching sessions have been successfully implemented for succession planning, performance coaching, developing talent pool and individualised development plan.

In 2019, the coaching horizon was expanded further to enable more employees to benefit from internal coaching and peer-to-peer experience sharing. This year, a Group Coaching Programme was established where a group of 20 middle management level employees were given training on group coaching skills. These coaches then conducted coaching sessions for 58 non-executive and associate level employees.

The outcome was commendable and met its objective, with 89% of recipients believing that the programme should be continued and expanded further for other employees to also benefit. Overall, the group coaches were rated 87.5% competent and effective in their application of group coaching to employees. The ultimate objective is to strengthen leadership capabilities and encourage the culture of open and productive communication, at all levels in KWAP.



#### REVISED EDUCATION ASSISTANCE SCHEME (EAS)

In light of the Fourth Industrial Revolution, it is projected that the employment landscape will change rapidly, transforming current job profiles and skills that are required to meet the demands of the future.

Therefore, to cater to these changes, in 2019 we enhanced the KWAP Education Assistance Scheme to enable robust learning pathways and produce a multiskilled workforce. The Education Assistance Scheme is one of KWAP's employee benefits which enables employees to take up certification and tertiary education courses of any field that supports life-long learning, multiskilling and upskilling of our workforce. The revised scheme aims to be a catalyst to encourage employees in enhancing their skills and to be future-ready.

With the implementation of the revised scheme, we recorded an 89% increase in the registration for certification and tertiary education.

## Nurturing Our Employees



### PENSION INDUSTRY AND TECHNICAL TRAINING

In line with building future pension experts, we continually design and conduct pension related training for our employees in the Pension Services Department (PeSD) specifically and for the rest of KWAP generally. These training programmes also ensure that our employees in PeSD are adequately equipped with enough technical knowledge to carry out their daily tasks.

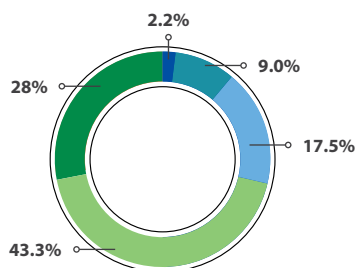
This year, two programmes designed, developed and delivered by our internal talents were successfully launched.

- Adjustment: The Deeper Truth - focuses on pension adjustment and calculation
- The Ins and Outs of Derivatives Pension - focuses on pension payment processing for recipients of deceased pensioners

This brings the total number of internally-designed programmes to four.

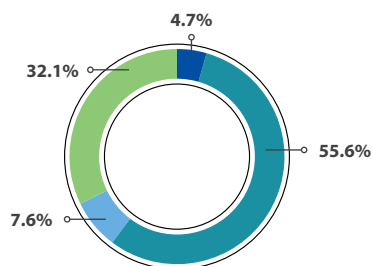
In addition to these, two other in-house programmes were organised in collaboration with the National Archives of Malaysia, titled Pengurusan Fail dan Rekod Kerajaan; and the National Accounting Institute under the Accountant General's Office, titled iGFMAS: An Awareness Programme.

#### LEARNING DAYS BY CATEGORY OF EMPLOYEES



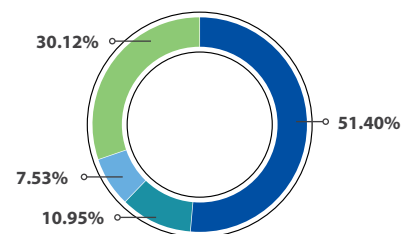
- Top Management (Director & above)
- Senior Management (VP)
- Middle Management (AVP)
- Junior Management (Senior Associate & Associate)
- Non-Executive

#### LEARNING DAYS ATTENDED BY CATEGORY OF PROGRAMME



- Leadership & Management
- Technical Functional Development Programme
- Soft Skills Development Programme
- Values, culture & motivation

#### TRAINING BUDGET EXPENDITURE BY CATEGORY OF PROGRAMME



- Leadership & Management
- Technical Functional Development Programme
- Soft Skills Development Programme
- Values, culture & motivation

## Nurturing Our Employees

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In the year 2019, KWAP's "Home Run to Health" (HARTH) was introduced as the main theme of its employee engagement activities. HARTH is a one-year wellness programme that support the overall employee wellbeing initiatives. The health series included number of activities, workshops and talks which are in line with the four key elements in achieving one's wellness holistically, namely; fitness, mental health, nutrition, and financial health. A specific theme and related activities were planned for each quarter of the year.

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### EMPLOYEE ENGAGEMENT - KWAP'S HOME RUN TO HEALTH

In the first quarter of the year, HARTH focused on the awareness of fitness and physical health of our employees. In the second quarter, the emphasis was on the current rising issues of mental health and the third quarter touched on a fundamental problem in society, which is nutrition. Closing the year with the fourth quarter, the HARTH's final theme focused on financial planning.

To complement the programme further, HARTH also introduced an 8-month fitness and health competition for KWAP's employees. Forty employees took part, and as a result, these participants had shown tremendous improvement in their fitness and health levels at the end of the competition.

Four key elements in achieving one's wellness holistically, namely:

#### FITNESS



#### MENTAL HEALTH



#### NUTRITION



#### FINANCIAL HEALTH

## Nurturing Our Employees

Overall, a total of 13 activities were conducted under the pillars of HRTH. The list of activities are listed below:

### 01 HOME RUN TO HEALTH OPENING CEREMONY SUPPORTED BY PLEDGE BY THE C-SUITE



To introduce to the employees the HRTH, a whole year programme that focuses on health and wellbeing through engagement activities.

### 02 HEALTH SCREENING FIESTA



A health awareness campaign with over 20 health service providers in Malaysia available for employees to get their free health checkup. The campaign marks the beginning of the Home Run to Health program with the aim to increase the awareness on the importance of physical health between KWAP employees.

### 03 HEALTH REPORT CARD DAY & MARKET PLACE



A one day health event with certified health specialist whom are available to interpret the employees Medical Health Check up result. Variety of discounted fresh fruits and vegetable available for KWAP employees to purchase and enjoy.

### 04 FIT POSSIBLE (8 MONTH GETTING HEALTHY COMPETITION)



Fit Possible is a health intervention program that aims to facilitate and motivate participant to improve their overall health. The uniqueness of the program is such that it measure all aspect of the contestant health including body fat mass, glucose level, muscle mass & weight/BMI.

### 05 PHILANTHROPIC MARKET



Booths were opened for the day to expose employees to new products by social enterprises.

### 06 OMG: OH MUKA GIRANG!: STRESS MANAGEMENT TALK



A talk to introduce employees to ways to manage stress through building blocks as well as manage others who are stressed to avoid conflicts at work.



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### 07 HYPNOTHERAPY TALK



In collaboration with Eunoia, KWAP invited a certified clinical hypnotherapist that focuses on the new methodology in managing stress/anger via self-hypnotherapy.

### 08 NUTRI-LICIOUS CARNIVAL



In collaboration with Lushbowl and Malaysian Dietician Association (MDS), the carnival aimed to educate the employees on the importance of nutritional intake and balanced diet towards the well-being of the overall health.

### 11 LOVE FOOD? ME TOO!: NUTRITIONAL TALK



- Special guest: Chef Goo Chui Hoong (Award Winning Books for healthy eating)
- Learn the art of moderation and meal prep tips for working adult.

### 09 MINDORPHIN CARNIVAL



Mindorphin Carnival was introduced with the aim to break the stigma of mental health issues amongst KWAP employees. The carnival was created with the base of boosting the endorphin for a healthier mind. Several fun & exciting games are present during the carnival to promote the awareness of mental health issues.

### 10 POCKET SURVIVAL QUEST



In Collaboration with more than 20 financial services in Malaysia with an aim to promote financial literacy amongst KWAP employees.

### 12 BANK NEGARA - FINANCIAL SCAM TALK



Special talk in educating KWAP employees on the importance of ensuring our finance and being aware of the financial scam that are increasing in issues.

### 13 TOCLAN ASIA – HYDROPONIC PLANTATION FOR FINANCIAL WELLNESS



Learn practical tips and skills in planting your own hydroponic plants at home for the benefit of saving and securing your finance.

## Nurturing Our Employees

### TEAM BUILDING 2019

## CONDUCTED 2 SESSIONS

of team building at Thistle Port Dickson in March and April 2019; where

**473** participated and lived KWAP core values through the team building experience.

The team building included planned staff group performances participated by all levels of employees.

The performances highlighted

## STRONG VALUES

such as teamwork, creativity and collaboration among KWAP employees.

The objective of the team building

## is to **STRENGTHEN TEAM BONDING**

through enculturation of core values embedded in the team building activities; aim to increase the desired culture and employee engagement at the workplace.

Overall employees rated the

programme **80%** for meeting the objective of cultivating teamwork and instilling values which translates to work culture.



## Nurturing Our Employees

KWAP employs a total of 610 employees who have served an average of 4.5 years each. As a relatively young organisation with a mean age of 34 years, almost 80% of our employees are 40 years old and below. Most of our employees have a degree (or its equivalent) or higher qualifications, with 13% being post graduates and accredited Chartered Financial Analysts.

### EMPLOYEE PROFILE 2019

In terms of diversity, there is slightly more female representation across the organisation, and in terms of generational mix, Generation Y and Z make up three-quarters of the numbers. In the context of new recruits, we hired from 10 different industries in 2019, with the highest number coming from other financial institutions.

#### KWAP's total manpower of 610 EMPLOYEES

as at 31 December 2019



Average years  
of service  
**4.54 years**

#### AVERAGE AGE (YEAR)



**34.73**  
Male



**34.12**  
Female

#### GENDER DISTRIBUTION (%)



**48.69%**  
Male



**51.31%**  
Female

Total **297** | **313**

#### RECRUITMENT & TURNOVER



**84**  
Manpower



**30**  
Attrition

#### TYPES OF RECRUITMENT

Permanent  
**540 employees**

Contract  
**51 employees**

Secondment  
**19 employees**

Internship  
**7 employees**

#### BREAKDOWN OF EMPLOYEES BASED ON LOCATION

Kuala Lumpur Office  
**399 employees**

Cyberjaya Office  
**208 employees**

United Kingdom Office  
**3 employees**

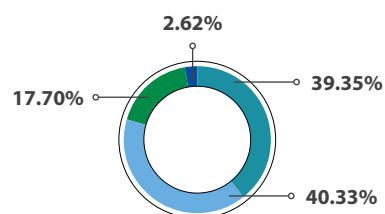
#### BREAKDOWN OF EMPLOYEES BASED ON COMPANIES

KWAP  
**596 employees**

KWEST  
**11 employees**

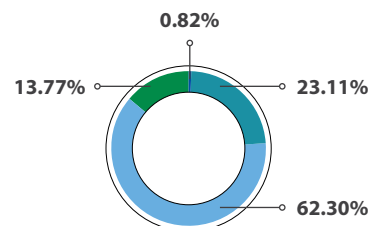
PEUK  
**3 employees**

#### MANPOWER DISTRIBUTION BY AGE



	Total
Below 30	240
31 - 40	246
41 - 50	108
Above 50	16



#### GENERATION DISTRIBUTION



	Total
Baby Boomers	84
Generation X	380
Generation Y	141
Generation Z	5

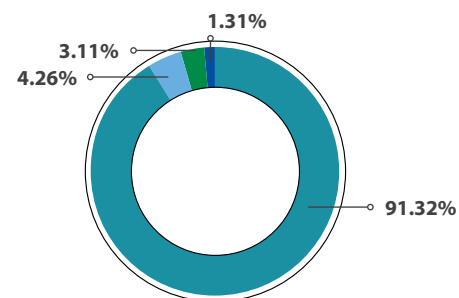
## Nurturing Our Employees

### SOURCES OF NEW RECRUITS BY INDUSTRY

	Financial Institution	25 employees
	Property	2 employees
	Consultancy	15 employees
	Oil & Gas	3 employees
	Government	12 employees
	Education	1 employee
	Manufacturing	3 employees
	Retail	1 employee
	Service	10 employees
	Fresh graduates	12 employees

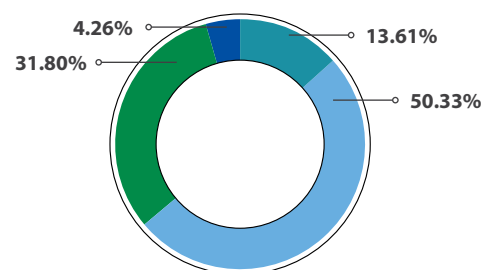
**TOTAL NEW RECRUITS**
**84**

### ETHNIC BREAKDOWN


**Total**

Malay	557
Chinese	26
Indian	19
Others	8

### PROFESSIONAL QUALIFICATION


**Total**

Post Graduate/CFA Charter Holder	83
Degree/Professional Qualification	307
Diploma	194
Certificate	26