

Lion Today

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GRAND OPENING OF DATONG PARKSON OUTLETS



- Shanghai Jiuhai Group Visits Parkson Malaysia
- Empowering Knowledge: iRC Tire Product Training
- Highlights Of Stamp Duty Briefing By PwC
- Greening The Workplace At PMSB



SCAN FOR
COLOR
VERSION

GRAND OPENING OF DATONG PARKSON OUTLETS: A NEW LANDMARK IN NORTHERN SHANXI



PARKSON CREDIT WINS DOUBLE HONOURS AT GOLDEN BULL AWARDS 2025



CONGRATULATIONS
On 4 July 2025, Parkson Credit Sdn Bhd earned double recognition at the prestigious Golden Bull Awards 2025 as a **Top 15 Super Golden Bull finalist** and recipient of the **Digital 50 Award**.

The Digital 50 Award highlights the company's leadership in digital innovation, from launching Malaysia's first web-based consumer financing platform to enhancing its proprietary Advance Credit Origination System (ACOS).

"This recognition validates our commitment to innovation and excellence," said CEO, Mr Danny Poh who received the award together with the company's Chief Technology Officer, Mr Teng Boon Hong.

As a leading motorcycle hire purchase financier, Parkson Credit continues to shape the future of financial services in Malaysia through bold strategy and smart technology.

Established in 2003, the Golden Bull Awards is Malaysia's longest-running business excellence programme, recognising high-growth companies across the Asia-Pacific. Parkson Credit's win reflects strong performance and strategic innovation in a competitive sector.

Datong Parkson Outlets was officially opened on 1 May 2025, marking a significant milestone in Parkson Group's regional expansion and reinforcing its leadership in premium retail in China. With over 600,000 visitors on its opening day, the outlet has quickly become a new commercial landmark in northern Shanxi.

Covering more than 100,000 square meters, it features a curated mix of first-store entries, international brands and regional exclusive names, including China's first LIUJO UOMO concept store, first Hong Kong's I.T. urban flagship store, and North China's first lifestyle brand "Sweet Grain Valley."

Located within a key cultural-tourism zone, this destination is expected to serve over 13 million annual visitors and highlights Parkson's commitment to innovation, urban development, and integrated retail-tourism experiences.

Pembukaan Rasmi Datong Parkson Outlets: Mercu Tanda Baharu di Utara Shanxi

Pembukaan rasmi Datong Parkson Outlets pada 1 Mei 2025 menandakan pencapaian penting bagi Kumpulan Parkson, bukan sahaja dari segi pembangunan wilayah, malah turut memperkukuh kedudukannya sebagai peneraju dalam sektor runcit premium di China. Dengan kehadiran lebih 600,000 pengunjung pada hari pertama, ia segera muncul sebagai mercu tanda komersial baharu di utara Shanxi.

Meliputi kawasan melebihi 100,000 meter persegi, destinasi ini menghimpunkan pelbagai jenama terpilih, termasuk kemunculan sulung beberapa jenama, jenama antarabangsa, serta jenama eksklusif serantau seperti stor konsep LIUJO UOMO pertama di China, stor utama pertama I.T. dari Hong Kong, dan jenama gaya hidup 'Sweet Grain Valley' yang pertama kali ditampilkan di utara China.

Terletak dalam zon pelancongan dan kebudayaan utama, ia dijangka menarik lebih 13 juta pelawat setiap tahun, sekali gus mencerminkan komitmen Parkson terhadap inovasi, pembangunan bandar, serta pengalaman runcit dan pelancongan yang bersepadu.

大同百盛奥特莱斯盛大开业：晋北地区全新地标

大同百盛奥特莱斯于2025年5月1日正式开业，标志着百盛集团区域扩张的重要里程碑，进一步巩固了其在中国高端零售领域的领先地位。开业首日吸引超过60万名访客，迅速成为晋北地区新的商业地标。

大同百盛奥特莱斯占地超过10万平方米，精心汇聚多家首店、国际品牌及区域独家品牌，包括中国首家LIUJO UOMO概念店、香港轻奢品牌I.T城市首店以及华北首家生活方式品牌“甜稻谷里”。

大同百盛奥特莱斯坐落于重要的文旅核心区域，预计年接待访客超过1300万人次，充分展现了百盛在零售创新、城市发展及零售与旅游融合体验方面的持续投入和承诺。

EDITOR'S MESSAGE

Datong Parkson Outlets opened in northern Shanxi in China in May this year, offering a mix of local and international brands and regional exclusive names in an integrated complex covering more than 100,000 square meters. This new commercial landmark in the area aims to provide a comprehensive shopping experience to the local and foreign visitors. In Hefei in eastern China, Parkson is tapping into the youth market through staging ACG (Anime, Comic, and Games) events to attract the Gen Z (generally defined as between 13 and 28 years old) and the young-at-heart with its enhanced dining and leisure offerings. Parkson China operates and manages a diversified portfolio of retail formats, including department stores, shopping malls, outlets, 'Parkson Beauty' concept stores and supermarkets.

In a special news update, Parkson Credit emerged as a Top 15 Super Golden Bull finalist and recipient of the Digital 50 Award. The Golden Bull Awards recognises successful and high-growth businesses in Malaysia, Singapore, Taiwan and China; and inspires them to strive for greater excellence.

The rest of our operating companies continue to engage with our stakeholders namely business partners and associates, suppliers and dealers, customers and the general public, and our employees through a host of activities, meetings, and celebrations. More specifically, sessions to enhance product knowledge amongst our staff and dealers, events to promote healthy living and road safety for the public, and training on health and safety including first aid and CPR, were held to promote continuous learning and improvement. Sports and recreational activities and festive celebrations by the staff added to the conducive environment for all to perform and thrive.

An article on AI (Artificial Intelligence) agents or software systems on page 12 outlines how they are transforming the workplace in various areas with minimal human input and the benefits to be derived. At the same time, the article serves as a timely reminder on AI-driven crime or threats that we need to be on guard against and how to be vigilant and protect our corporate and personal information.

UTUSAN PENGARANG

Pembukaan Datong Parkson Outlets di utara Shanxi, China pada bulan Mei lalu, menawarkan pelbagai jenama tempatan dan antarabangsa serta jenama eksklusif serantau di sebuah kompleks bersepadu seluas lebih 100,000 meter persegi. Mercu tanda komersial baharu ini menawarkan pengalaman membeli-belah yang menyeluruh kepada pengunjung tempatan dan asing. Di Hefei, timur China, Parkson menyasarkan pasaran belia dengan menganjurkan acara ACG (Anime, Comic and Games) untuk menarik minat Gen Z (umumnya yang berumur antara 13 hingga 28 tahun) serta golongan berjiwa muda. Pendekatan ini disokong oleh penawaran gaya hidup dan tempat makan yang dipertingkatkan. Parkson China mengendalikan dan menguruskan pelbagai portfolio runcit, seperti stor dan kompleks membeli-belah, outlet, stor konsep 'Parkson Beauty' dan pasar raya.

Dalam perkembangan terkini, Parkson Credit dinobatkan finalis Top 15 Super Golden Bull dan penerima Anugerah Digital 50. Anugerah Golden Bull mengiktiraf perniagaan yang berjaya dan pesat berkembang di Malaysia, Singapura, Taiwan dan China, serta memberi inspirasi kepada mereka untuk terus mencapai kecemerlangan yang lebih tinggi.

Syarikat-syarikat operasi lain Kumpulan meneruskan libat urus dengan pihak berkepentingan termasuk rakan dan sekutu perniagaan, pembekal dan pengedar, pelanggan dan orang ramai, serta warga kerja melalui pelbagai aktiviti, mesyuarat dan perayaan. Antaranya adalah sesi peningkatan pengetahuan produk untuk warga kerja dan pengedar, program mempromosikan gaya hidup sihat dan keselamatan jalan raya untuk orang ramai, serta latihan kesihatan dan keselamatan termasuk pertolongan cemas dan CPR, sebagai budaya pembelajaran dan perkemabngan berterusan. Aktiviti sukan, rekreasi dan sambutan perayaan oleh warga kerja mewujudkan suasana kerja yang kondusif sekali gus membolehkan semua mencapai prestasi cemerlang dan berkembang maju.

Artikel mengenai agen atau sistem perisian AI (Kecerdasan Buatan) di halaman 12 menghuraikan bagaimana teknologi ini mengubah pelbagai aspek di tempat kerja menerusi input manusia yang minimum serta manfaat yang diperolehi. Pada masa yang sama, artikel ini mengingatkan kita mengenai jenayah atau ancaman yang didorong oleh AI, serta langkah-langkah berjaga-jaga bagi melindungi maklumat korporat dan peribadi.

CORPORATE UPDATES

ANNUAL GENERAL MEETINGS



Lion Posim Berhad and Parkson Holdings Berhad held their Annual General Meetings (AGMs) on 27 and 28 May 2025 respectively, followed by Lion Industries Corporation Berhad, which conducted its AGM on 30 May 2025.



The AGMs of ACB Resources Berhad and Lion Corporation Berhad were held virtually on 25 June 2025 (top photo).

MOTHER'S DAY CHARITY AFTERNOON TEA



On 8 May 2025, Lion-Parkson Foundation Chairman, Puan Sri Chelsia Cheng hosted a Mother's Day Charity Afternoon Tea at C & See Café @ Parkson Pavilion in support of the Foundation's charity programme.

Guests enjoyed a selection of delightful tidbits and desserts, along with a door gift of RM50 Parkson vouchers plus other items and a beautiful flower arrangement. Thanks to the sponsorship by Puan Sri Chelsia and the generous support of attendees and donors, the event raised RM16,800 which Puan Sri presented to Foundation Trustee, Datin Wira Dr Tan Niap Ming. Subsequent donations received raised the total amount to RM21,300 from the event for the purchase of medical devices for the ambulance sponsored by the Foundation.

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SHANGHAI JIUHAI GROUP VISITS PARKSON MALAYSIA

Parkson Corporation received a 6-person delegation from Shanghai Jiu Hai Industrial Co., Ltd which owns the building tenanted by Parkson Jiu Hai department store in China on 23 May 2025. The delegation led by Mr Dai Jinliang, Chairman of Shanghai Yongye Enterprise met Parkson Malaysia CEO, Mr Law Boon Eng; Parkson China Executive Director, Ms Juliana Cheng and CEO, Mr Zhou Jia and Parkson Retail Asia Ltd Executive Director, Ms Vivien Cheng, to discuss further cooperation opportunities, and visited Parkson Elite Store in Pavilion Kuala Lumpur.



● Parkson Malaysia GM - Marketing, Mr Adrian Cheah briefing the delegation on Parkson's network and operations in Malaysia.



● Mr Dai Jinliang (7th from left) and his team with Mr Law Boon Eng (2nd from left), Ms Vivien Cheng (6th from left), Ms Juliana Cheng (5th from right) and Mr Zhou Jia (3rd from right) at Parkson Elite in Pavilion KL.

PARKSON HEFEI GOES ACG FOR GEN Z

Parkson Hefei's bold transformation, integrating ACG (Anime, Comic, and Games) culture to engage the Gen Z, was recently highlighted by China Central Television (CCTV). As a key part of Parkson's East China strategy, it combines shopping, entertainment, and immersive experiences with ACG pop-ups, themed zones, and youth-focused events.

Enhanced dining and leisure offerings support a seamless "culture + consumption" model, aligning with Hefei's vision to become a regional consumer hub, and Parkson's commitment to innovation and youth-driven growth in China's evolving retail landscape.



Product Knowledge Training

A total of 70 staff members participated in a comprehensive nationwide product knowledge training conducted by Parkson in collaboration with Pigeon Malaysia in June 2025. The training was held across four key regions - Central, Southern, and Northern, with an additional online session for staff in East Malaysia and the East Coast. This initiative reflects Parkson's ongoing commitment to enhancing customer service and delivering greater value to shoppers.



MARQ

Makes Its Mark in Johor Bahru



Parkson Branding and Innovation (PBI) celebrates a new milestone with the launch of MARQ's first-ever standalone store at Paradigm Mall in Johor Bahru on 22 May 2025. Located at Lot UG-09, the store showcases MARQ's signature sleek aesthetic look in a fresh, contemporary space.

Customers can explore the latest menswear and womenswear collections, featuring sophisticated tops, tailored outerwear, chic pants, and stylish skirts—perfect for completing any modern wardrobe.

With this new opening, MARQ continues to strengthen its position as the go-to brand for minimalist design paired with quality craftsmanship.

SPAO's

Raya Festivity with Oly Lukis

On 29 and 30 March 2025, PBI brought Raya cheer to SPAO's flagship store at Parkson Elite Pavilion KL.

Local caricature artist, Oly Lukis sketched live portraits of customers in traditional Raya outfits against a charming *kampung* backdrop, creating fun and festive keepsakes to take home. The event added joy and warmth to the celebration, bringing people together and creating lasting Raya memories.



Greening The Workplace At PMSB

Posim Marketing Sdn Bhd (PMSB) staff rolled up their sleeves to transform available spaces around the office into green areas. From planning and design to planting and upkeep, employees are actively involved in every step of the gardening process. This initiative not only enhances the office environment but is also a fun way to boost teamwork, well-being, and connect with nature.



Empowering Knowledge: iRC Tire Product Training



● Director of Inoue Rubber Thailand Public Company Limited, Mr Suchart and General Manager of PPM, Ms Valerie Poon (extreme left and right respectively) presented certificates to the participants.



In June 2025, POSIM Petroleum Marketing Sdn Bhd (PPM) hosted the iRC Tire Product Training for its sales team and customers. The session was led by PPM's brand partners from iRC Tire Thailand and Singapore, who shared in-depth insights into iRC's latest tire technology and manufacturing processes.

Participants gained a comprehensive understanding of the production journey, from raw materials to compound formulation, along with detailed knowledge of product features, performance characteristics, and practical application tips. The session also highlighted key areas such as tire durability, road-specific use, and best practices for safety and performance, equipping attendees with invaluable expertise to better support customers and strengthen brand advocacy.

HI-REV x Rakan Muda: Driving Awareness & Promoting Healthy Living



From May to December 2025, HI-REV will bring its signature HI-REV Pitstop activation to Dataran Kemerdekaan, Shah Alam every month.

More than just an automotive showcase, this community-driven initiative held in collaboration with Larian Rakan Muda, promotes active, healthy lifestyles while raising awareness of automotive care and safety.

The Pitstop is a lively hub where fitness and motoring enthusiasts come together to connect, learn, and share. Each session is energised by enthusiastic crowds and feature lucky draws with premium HI-REV lubricant oils and exclusive merchandise, making every event a fun and memorable experience beyond the road.



HI-REV Partners with eTiQa to Promote Road Safety



On 14 June 2025, HI-REV in collaboration with eTiQa Maybank, hosted the Slow & Steady Slalom Challenge Motorcycle at The Gasket Alley, Petaling Jaya from 10 a.m. to 2 p.m. This meaningful initiative aimed to promote road safety, precise motorcycle control and insurance awareness, while boosting brand engagement in a fun and interactive way.

The event drew around 80 participants, competing in two categories: Beginner (under 250cc) and Advanced (250cc & above). While waiting for their turn, riders enjoyed a free bike check courtesy of the HI-REV Triple Zed Racing Team, adding further value to the experience.

VISITS BY: "MEET THE LION CIRCLE" TRAINING PROGRAMME



On 10 June 2025, Secom hosted participants from the "Meet the Lion Circle" Training Programme for new joiners to the Group, organised by CeDR. The visit included a company presentation by Ms Famiza Farhani from the Business Development Division, followed by a tour of the Control Center, and an engaging dialogue session. The programme concluded with a commemorative group photo to mark the occasion.

SECOM CO., LTD. AND EAGLE EYE NETWORKS REPRESENTATIVES



On 19 May 2025, Secom (Malaysia) welcomed Mr Tatsu Sasaki and Ms Mari Hazama from the Business Development Division of Secom Co., Ltd., along with Mr Ari Dinar, Director of Strategic Sales (Asia Region) at Eagle Eye Networks. The visit featured strategic updates and a demonstration of Eagle Eye's latest market solutions, providing valuable insights into emerging technologies and reinforcing collaboration and innovation in the security sector.

HARI RAYA AIDILFITRI CELEBRATION



On 18 April 2025, Secom (Malaysia) Sdn Bhd hosted a joyful and memorable Hari Raya Aidilfitri celebration at its headquarters, bringing together staff, customers, and partners to mark this meaningful cultural occasion. The celebration served as a meaningful platform to strengthen relationships, foster goodwill, and embrace the spirit of togetherness that Hari Raya represents. Guests enjoyed a festive spread of traditional Malay cuisine, vibrant decorations and lively cultural performances which added colour and warmth to the event.

SECOM BADMINTON CUP 2025



The Secom Badminton Cup 2025 was held on 19 and 20 June at Yosin Kampung Subang Court. The two-day tournament featured Men's Doubles, Women's Doubles and Mixed Doubles categories, drawing enthusiastic participation from staff across various departments. The event showcased impressive skills, teamwork and sportsmanship, while also fostering camaraderie and encouraging a healthy lifestyle. The tournament concluded with a prize-giving ceremony to the top performers.

TRAINING

Secom remains committed to continuous learning and development, and has organised various training sessions aimed at enhancing employee skills and strengthening organisational capabilities.



INDAH WATER KONSORTIUM SAFETY PASSPORT TRAINING
Date: 16 April 2025 Participants: 24 pax



TEAMBUILDING - SESSION 2
Date: 22 - 23 April 2025 Participants: 20 pax



DEFENSIVE DRIVING CAR TRAINING
Date: 22 May 2025 Participants: 14 pax



PERSONAL DATA PROTECTION LAW IN MALAYSIA
Date: 23 - 24 June 2025 Participants: 15 pax

Parkson Credit Raya Open House

Parkson Credit celebrated Hari Raya with its annual Raya Open House at Level 7, Parkson Credit HQ on 18 April 2025.

Themed "State Originality," the event featured a lively food bazaar where each department represented a Malaysian state, serving local favourites from nostalgic *warung-style* booths. Highlights included Penang's *laksa* and *jeruk*, Kelantan's *nasi kerabu*, Terengganu's *keropok lekor*, and KL's *kambing golek*.

The seven booths delighted nearly 200 guests, including staff from Lion Group Head Office, with the celebration also featuring friendly competitions - Best Booth Decoration, awarded to the Penang booth, and Best Raya Dishes, won by Tengku Fauzan, Ayu Maslina, and Nik Masrinashahah.

Guests enjoyed traditional games and supported a green initiative by bringing their own containers. The event was a meaningful celebration of unity, creativity, and shared joy.



Highlights of Stamp Duty Briefing by PwC



On 18 June 2025, Group Tax hosted a stamp duty briefing by PwC's Stamp Duty Director, Ms Cynthia Ng (left photo), and Senior Tax Manager, Ms Lim Yih Shin (right photo) at Lion Office Tower on updates and practical insights into key developments in Malaysia's stamp duty framework. The key highlights are summarised below:

Overview of Malaysian Stamp Duty Principles
The session opened with a refresher on the core principles of Malaysian stamp duty, covering commonly used instruments and their corresponding duty rates, either fixed or ad valorem.

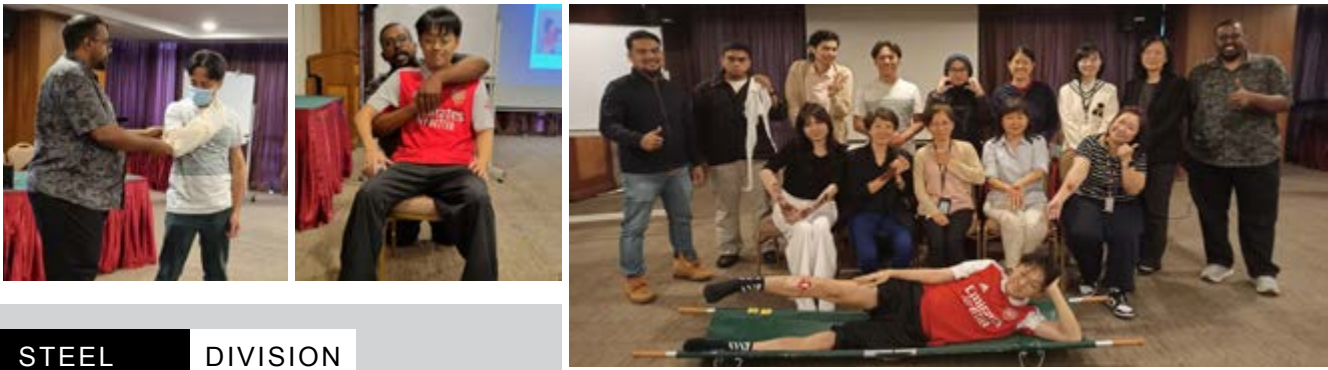
Upcoming Implementation of the Stamp Duty Self-Assessment System (SDSAS)
A central topic of discussion was the upcoming implementation of the SDSAS, which marks a significant shift in compliance obligations. Effective from 1 January 2026, SDSAS will require taxpayers or their authorised representatives to self-assess the duty payable, submit declarations electronically, and ensure timely payment in line with relevant laws and guidelines.

- Phased Roll-Out of SDSAS**
The SDSAS will be introduced in three phases:
- **Phase 1 (2026):** Leases, rentals, securities, and general instruments
 - **Phase 2 (2027):** Property transfer transactions
 - **Phase 3 (2028):** All remaining instruments and agreements

The session provided useful guidance on how businesses can prepare for this transition and emphasised the importance of early readiness and on-going compliance under the new system.

999 First Aid & CPR Training

14 employees from the Headoffice and Solid Gatelink (which operates Hogan Bakery) attended a 2-day training on Basic Occupational First Aid, CPR and AED at Lion Office Tower. Led by experienced trainer, Mr Devendraraj Krishnan, participants learnt First Aid Basics, Hands-on Practice, Mock Accident Simulation, Bandaging Techniques, amongst others. The training is part of the Group's on-going drive to promote a culture of safety and readiness amongst the employees.



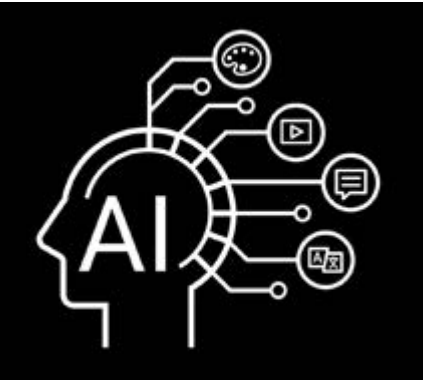
Steel Division Sports & Recreation Club AGM

The Steel Division Sports & Recreation Club held its Annual General Meeting (AGM) on 30 April 2025 at Amsteel Mills Klang, bringing together members from across the Steel Division. The meeting was followed by a Hari Raya Get-Together, providing an opportunity for members to strengthen bonds and celebrate the festive season in a spirit of unity and joy.



AI AGENTS: GAME-CHANGERS WITH A GROWING DARK SIDE

By Foo Jack Qi, Group IT



As Artificial Intelligence (AI) continues to advance at a rapid pace, its role in business and society is expanding just as quickly. One of the most significant developments is the rise of **AI agents**, intelligent digital assistants capable of learning, making decisions, and acting independently.

Unlike traditional software, AI agents go beyond simple automation. They adapt to changing environments, process vast amounts of data, and execute tasks with minimal human input.

How AI Agents Are Transforming the Workplace

Across industries, AI agents are redefining efficiency and personalisation:

- **Customer Service** : AI chatbots handle inquiries 24/7
- **Finance** : Robo-advisors provide real-time, tailored investment advice
- **Healthcare** : Virtual assistants support diagnostics and administrative tasks
- **Business Operations** : AI co-pilots write emails, analyse data, and manage schedules

Benefits Include:

- Increased productivity and reduced manual workload
- Scalable operations without increasing headcount
- Consistent performance and personalised service delivery at scale



Looking ahead, AI agents are evolving into **"digital employees"** who can collaborate with human teams, manage operations, and even work in coordinated AI "teams" to solve complex challenges.

AI-DRIVEN CRIME: WHAT YOU NEED TO KNOW

While the rise of AI brings opportunity, it also presents new security threats. As with any powerful tool, AI also presents risks when used maliciously. Criminals are increasingly leveraging on AI to carry out sophisticated scams and cyberattacks. The infographic below highlights areas of concern.

AI-GENERATED PHISHING

Deepfake voices mimic your CEO
Emails crafted to match tone and grammar perfectly

DEEPFAKES & IDENTITY THEFT

AI creates fake videos/images of real people
Used in blackmail, impersonation, or fraud

AI CHATBOT SCAMS

Bots in chat apps pretend to be employees or customers

AI IN FAKE DOCS

AI generates fraudulent invoices, certificates

AI IN HACKING

AI automates password cracking vulnerability scanning

How To Stay Safe

- Verify unusual requests from "bosses" or colleagues
- Be cautious with media – don't trust voice or video blindly
- Use strong passwords and enable 2-factor authentication

Final Thought

AI agents are no longer just digital tools, they are partners in innovation. But with great potential comes equal responsibility. As we embrace these powerful technologies, let's stay informed and vigilant to ensure we benefit from AI while keeping our systems and people safe.



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PSYCHOLOGICAL SAFETY: THE SECRET INGREDIENT OF HIGH-PERFORMING TEAMS

Most of us have hesitated to ask a question or voice an opinion out of fear for how it would be received – but therein lies the key to building a high-performing team.

For years, leaders have searched for a secret ingredient to unlock the potential in their teams. We have been led to believe that if we hire the right people and place them in the right positions, then we are all set. High performing teams are all about the people within them, right? Well, not exactly.

What mattered more (according to a Google survey of over 200 employees) was psychological safety.

What is Psychological Safety?

Psychological Safety is the foundation for high performing teams and resilient organisations. Think of it as the belief that it is safe to take interpersonal risks in a group, meaning you can openly express ideas, ask questions, admit mistakes, and challenge others without fear of negative consequences.



The Four Stages of Psychological Safety

Timothy R Clarke in his book "The Four Stages of Psychological Safety" described a model of four "stages" of psychological safety that teams can move through, progressing from stage 1 to stage 4.

01

Inclusion Safety

Members feel safe to belong to the team

02

Learner Safety

Members are able to learn through asking questions

03

Contributor Safety

Members feel safe to contribute their own ideas

04

Challenger Safety

Members can question others' ideas or suggest significant changes

What Happens Without It?

Without psychological safety, employees stay silent, creativity stalls, and mistakes go unreported. Fear of judgment or retaliation leads to disengagement, reduced collaboration, and high turnover. Over time, this erodes trust, damages morale, and stifles the very innovation and agility companies need to stay competitive.

Steps Toward Creating More Psychological Safety at Work



- **Make psychological safety an explicit priority**
Talk with your team about the importance of creating psychological safety at work. Connect it to a higher purpose of greater organizational innovation, team engagement, and inclusion.

• Facilitate everyone speaking up

Show genuine curiosity, and honor frankness and truth-telling. Be an open-minded, compassionate leader, and willing to listen when someone is brave enough to say something challenging the status quo.



• Establish norms for how failure is handled

Don't punish experimentation and (reasonable) risk-taking. Show recognition that mistakes are an opportunity for growth. Encourage learning from failure and disappointment, and openly share your hard-won lessons learned from mistakes.



• Create space for new ideas (even wild ones)

Provide any challenge within the larger context of support. Consider whether you only want ideas that have been thoroughly tested, or whether you're willing to accept highly creative, out-of-the-box ideas that are not yet well-formulated.



• Embrace productive conflict

Promote sincere dialogue and constructive debate. With your team, discuss the following questions:

- How will team members communicate their concerns about a process that isn't working?
- How can reservations be shared with colleagues in a respectful manner?
- What are our norms for managing conflicting perspectives?



• Make an intentional effort to promote dialogue

Promote skill at giving and receiving feedback, and create space for people to raise concerns. Ask colleagues powerful, open-ended questions, and then listen actively and intently to understand their feelings and values, as well as facts.



• Celebrate wins

Notice and acknowledge what's going well. Positive interactions and conversations between individuals are built on trust and mutual respect. So share credit and embrace expertise among many, and the success of the collective, versus a single "hero" mentality.

In today's fast-paced, high-stakes business world, psychological safety isn't just a "nice-to-have" — it's a strategic advantage. When employees feel safe to speak up, share ideas, and take risks without fear of embarrassment or punishment, innovation thrives and teams perform at their best. Investing in psychological safety is investing in the long-term success and resilience of your company.

Adapted from:

<https://www.procurious.com/procurement-news>
<https://www.ccl.org/articles/leading-effectively-articles>
<https://psychsafety.com/about-psychological-safety/>
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