



PART

4

**BUILDING AN
ACCESSIBLE, AGILE
AND ACCOUNTABLE
INSTITUTION**

INTRODUCTION

In order to create a capital market that is Accessible, Agile and Accountable, the SC itself needs to embody these three values. Throughout 2019, the SC has taken steps to be a collaborative, open and accessible institution, with an agile and adaptable workforce that upholds the highest standards of integrity and accountability.

COLLABORATIVE, OPEN AND ACCESSIBLE REGULATOR

Driving collaborative regulatory co-operation

Affirming the role of the Malaysian capital market in the global economy, the SC continued to actively contribute to international standard setting and thought leadership through its membership in the International Organization of Securities Commissions (IOSCO), the international standard-setter for securities regulation.

The SC's active involvement and contribution to IOSCO were reinforced with the election of the SC Chairman as Vice Chair of IOSCO's Growth and Emerging Markets (GEM) Committee, which is the largest IOSCO grouping representing close to 80% of the membership, including 11 of the G20 members. As Vice Chair of the GEM Committee, the SC is a member of the IOSCO Board, which enables the SC to raise issues of primary concern to emerging markets and ensure continuous discussion on these issues in an effective manner.

The IOSCO Asia Pacific Hub, hosted by the SC at the SC building since 2017, continues to play an important role in strengthening the regulatory capabilities of securities regulators globally. To date, the Hub has collectively trained more than 500 participants from over 50 countries. In 2019, over 150 domestic participants from the Labuan Financial Services Authority, Bursa Malaysia, Financial Planning Association of Malaysia, CyberSecurity Malaysia and the SC benefitted from the Hub's programmes. The Hub's programmes also saw a

40% increase in participation from the SC staff, from 97 participants in 2018 to 135 participants in 2019.

Embracing digitisation and leveraging technology

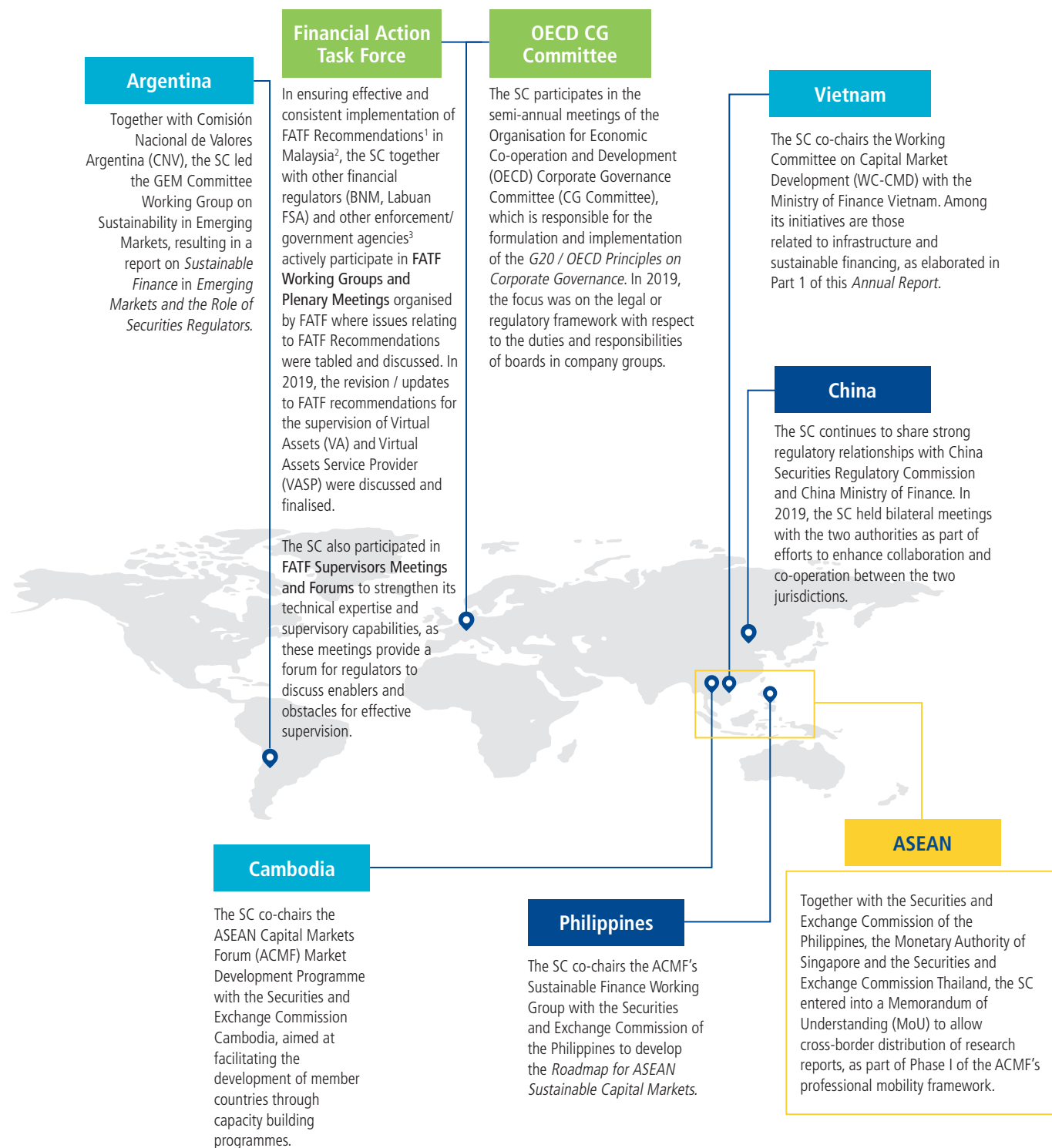
The SC aspires to become an institution that is collaborative and future-ready by embracing digitisation and leveraging technology to help improve communication, collaboration and social networking as well as enhance employee experience to face the Future of Work in the Fourth Industrial Revolution.

In 2019, the SC focused on improving its industry interfaces, which include an upgrade of the Electronic Licensing Application (ELA) and enhancements to the electronic submission of lodged unlisted capital market products. The SC employee onboarding and induction programme also leveraged technology to transform classroom-style learning into mobile learning. This allows employees to access learning 'anytime, anywhere' with bite-sized content focused on knowledge retention.

The SC also improved its surveillance and supervision capabilities by enhancing the relevant systems and introducing new tools and processes to effectively surveil capital market products. Enforcement capabilities were also enhanced through greater adoption of new technology in the areas of digital-based evidence and case management.

Diagram 1

International regulatory co-operation



¹ Policies and international standards issued by FATF for combating of money laundering, financing of terrorism and financing of proliferation of weapons of mass destruction.

² Malaysia is a member of FATF, an intergovernmental organisation responsible to develop and promote policies and international standards for combating of money laundering, financing of terrorism and financing of proliferation of weapons of mass destruction.

³ Attorney General's Chambers, Royal Malaysian Police, Royal Malaysian Customs, Malaysian Anti-Corruption Commission, Ministry of International Trade and Industry, Ministry of Foreign Affairs and Inland Revenue Board of Malaysia.

Moving towards an open and accessible regulator

The sharing of knowledge, experience and expertise through secondments and work attachments is critical to foster better understanding and co-operation between the SC and other regulators. In 2019, four employees were seconded to an international body, government agencies and a capital market intermediary. The SC also hosted two regulators from the Capital Market Authority of Saudi Arabia and Autoriti Monetari Brunei Darussalam.

A total of 19 interns were hosted in 2019 through the Internship@SC programme where undergraduate students gained first-hand experience of working at a regulatory body while enhancing their knowledge on the capital market.

In 2019, the SC participated in the inaugural Corporate Fellowship Programme organised by the Ministry of Youth and Sports for selected youths to undergo internships under the mentorship of chief executive officers in the Malaysian private sector or Government-linked companies. The SC hosted two Corporate Fellows for two months under the mentorship of the SC Deputy Chief Executive.

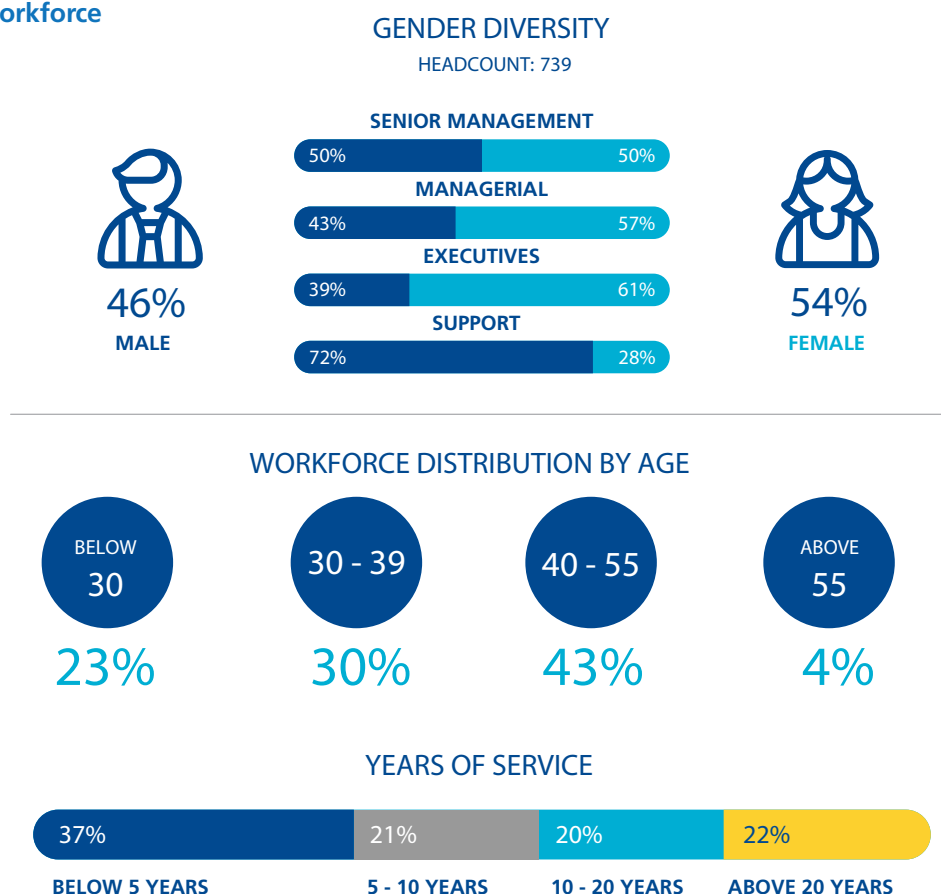
BUILDING AN AGILE WORKFORCE

Developing an adept workforce

Overseeing a capital market that is constantly evolving in response to the changes in the economic landscape and user demands requires an agile and adept workforce. Towards this end, the SC has fostered internal career mobility across

Diagram 2

Diverse workforce



SC Corporate Values Redefined

In conjunction with the SC's 25th anniversary in 2018, the SC undertook a review of its Values, which were established since its early days. The SC-wide exercise drew feedback from across the ranks to identify the Values that define the SC as it moves towards becoming an institution that is Accessible, Agile and Accountable. These redefined Values were unveiled at a Townhall held on 3 May 2019.

SC VALUES – APIC



ACCOUNTABLE

INTEGROUS

COURAGEOUS

PROFESSIONAL

RESPONSIBLE

- We do the right thing even when no one is watching
- We have the moral courage to speak up and uphold our decisions
- We act in a consistent, fair and transparent manner
- We have clarity on our goals and make them happen
- We take ownership in all that we do



PROACTIVE

PROGRESSIVE

DYNAMIC

FORWARD THINKING

- We think ahead and keep abreast with developments, locally and globally, to assess impact on our own functions and respond accordingly
- We 'connect-the-dots' by exercising active listening to formulate better solutions
- We are responsive in all that we do by applying dynamic and innovative ideas



INCLUSIVE

RESPECTFUL

HUMILITY

COLLABORATIVE

TEAMWORK

- We are genuine and considerate in our interactions
- We are open-minded and eager to better understand our stakeholders
- We respect all ideas and views, no matter how diverse
- We work together as a team and leverage the diversity of skills and talents



COMMITTED

DEDICATED

A HIGHER SENSE OF CALLING

- We are purposeful and take pride in everything we do
- We continuously raise the bar of our performance

functions and business units, enabling 135 employees to enhance their skills as well as experience different aspects of regulatory work via job rotation exercises and internal restructuring in 2019.

While the SC seeks to fill up job openings with internal candidates where possible, it is also important to infuse the SC with external talents to provide new ideas and perspectives. In 2019, 68 new hires joined the SC including 29 middle and senior management.

The SC's young talent pipeline is supported by the Model Regulator (MORE) Programme, specifically designed to cater to fresh graduates including its returning scholars. It is a one-year programme whereby graduates who are designated as graduate management executives (GMEs) will be exposed to various functions within the SC. The job rotation provides them the opportunity to acquire practical exposure to the various development and regulatory functions of the SC. In 2019, the SC recruited 13 GMEs of whom six are its scholars.

Instilling a knowledge culture

As part of continuous efforts to nurture a knowledge culture in the SC and promote greater collaboration, a Knowledge Week was held in 2019 to provide opportunity for employees to connect, engage and learn from each other on various topics such as cyber security, blockchain and cryptocurrency.

In April 2019, the second edition of the Knowledge Management Conference (KM Exchange 2019) was held at the SC, aimed at exploring and sharing in-depth knowledge management practices and application among participants from various ministries and agencies. Participants were also introduced to the newly established Knowledge Management Standard – ISO 30401.

The SC's Financial Scheme for Continuous Professional Development (PROFOUND) continued to receive applications from employees in 2019. Two employees are currently pursuing their part-time doctorate degree in Islamic finance under this scheme, giving them the opportunity to not only demonstrate their ability to conduct independent research, but also utilise their in-depth knowledge in Islamic finance, particularly from a regulatory perspective.

Ensuring well-being at the workplace

In 2019, the SC undertook a renovation of its workspace to create an open office which helps foster greater communication. More importantly, the new workspace enabled all SC employees to be housed under one roof, which enhances networking and teamwork. Previously, some were working at a secondary site due to insufficient workspace.

The SC is also cognisant of the growing trend of work-related and mental health risks brought on by work-life demand. Several workshops on mental wellness, personal safety and self-defence were organised to enable its employees to better recognise and respond to such risks and threats.

UPHOLD THE HIGHEST STANDARDS OF INTEGRITY AND ACCOUNTABILITY

Enhancing awareness

As the SC continues to raise standards of governance and conduct among capital market participants, employees of the SC are, at the same time, expected to uphold the highest possible standards of integrity and public service delivery.

A series of education and awareness programmes, mainly revolving around the themes of personal integrity, conflict of interest and feedback channels,

were executed throughout the year to deepen employees' understanding of their individual role in upholding institutional integrity.

In addition, the SC held Integrity Day in October 2019, which featured an interactive session titled 'The Truth Behind Integrity and Me' by a governance expert from Transparency International Malaysia. The discourse focused on four cornerstones of integrity – Honesty, Reliability, Humility and Stewardship – and how these traits guide a person in all aspects of life. The agenda also included an online quiz relating to the SC's various internal governance standards.

The SC effectively leveraged technology to implement an educational initiative to reinforce its internal governance standards. The Compliance and Ethics programme, an interactive e-learning tool to help the SC employees understand the principles of its internal governance standards, was implemented in August 2019.

The programme aimed to reaffirm the importance of maintaining high standards of ethical conduct that the SC and its employees must continue to adhere to and be associated with. Beginning 2019, it is compulsory for every employee to successfully complete this assessment once every two years.

DID YOU KNOW?

The SC currently has two senior officers trained as Certified Integrity Officers (CeIO) working in the areas of governance, risk and compliance. The CeIOs gained their recognition after completing the CeIO programme organised by the MACC Academy.

Supporting Government-led initiatives

As elaborated in Part 3 of this *Annual Report*, the SC supports the Government's efforts to instil a culture of integrity in the Malaysian public and private sectors. The programme trains senior officers from the public and private sectors to combat corruption by implementing appropriate governance, integrity and anti-corruption measures. It is monitored by a board which is chaired by the MACC Chief Commissioner, and comprises five members, including the SC Chairman, who are all appointed by the Chief Secretary to the Government.