



Learning Hours:  
2.5 Hours



## CAPITAL MARKET DIRECTOR PROGRAMME (CMDP) 2.0

# MODULE 2: BOARD LEADERSHIP IN SUSTAINABILITY

15 APRIL 2026 | 2.00PM - 5.30PM

CONFERENCE HALL, SECURITIES COMMISSION MALAYSIA



FACE-TO-FACE

### PROGRAMME OVERVIEW

Strong institutions are the foundation of resilient and trustworthy capital markets. In today's environment defined by heightened regulatory scrutiny, rapid technological change and increasing stakeholder expectations, directors of licensed intermediaries face unprecedented levels of responsibility and personal accountability. This imperative is reinforced by the Capital Market Masterplan 2026–2030 (CMP4), which places governance at the core of capital market development and positions regulatory and governance excellence as a critical foundation for a vibrant, inclusive, sustainable and regionally connected capital market.

To lead effectively, directors must possess a deep understanding of their fiduciary duties, regulatory obligations and the evolving landscape of risks and opportunities. Building on the four levels of competence outlined by Kiel et al. (2012)—Industry, Technical, Governance and Behavioural, the UK Institute of Directors (IoD) Director Competency Framework (2024) expands these expectations to include **digital fluency**, **sustainability consciousness** and the **professionalisation of directorship**.

A future-ready board today must demonstrate not only technical expertise and ethical judgment, but also the agility and foresight needed to navigate shifts in market structure, regulatory direction, emerging technologies and global sustainability trends.

#### Industry Intelligence and Strategic Foresight

Ability to interpret market dynamics, anticipate emerging trends and position the organisation for long-term competitiveness in line with CMP4's strategic direction on market vibrancy, regional opportunities and future readiness.

#### Technical and Digital Competence

Fluency in digital innovation, data governance, and technology-driven decision-making to enhance oversight and resilience, reflecting CMP4's emphasis on digital and innovation capabilities as enablers of capital market development

#### Governance and Behavioural Agility

Strong interpersonal, ethical, and communication skills that foster collaboration, inclusivity, and trust supported by CMP4's focus on stronger stewardship, accountability, transparency and governance excellence across the capital market ecosystem.

#### Sustainability and ESG Stewardship

Integration of ESG principles into strategic decisions to ensure responsible conduct, long-term value creation and alignment with global sustainability priorities, consistent with CMP4's objective of mobilising capital towards national sustainability goals and advancing a more ethical and purpose-driven market.

### PROGRAMME OBJECTIVE

The Capital Market Director Programme (CMDP) is an exclusive programme designed to support **newly appointed directors** and **senior leaders** in strengthening market stability, integrity and inclusivity across the capital market ecosystem. The programme equips participants with essential knowledge and practical **Board-level competencies** to effectively discharge their fiduciary duties and strengthen governance oversight, risk management, compliance and strategic foresight. It also serves as a platform for constructive dialogue on emerging issues, including evolving **regulatory requirements**, **sustainability priorities**, **digital innovation** and evolving **corporate governance practices**.

### LEARNING OUTCOMES

By the end of the programme, participants will be able to:

- Analyse the board's role in setting sustainability direction in line with involving ESG standards, investor expectations and regulatory developments across the capital market ecosystem
- Evaluate the integration of sustainability into long-term strategy and risk management in safeguarding the institution against reputational risks

### METHODOLOGY

Experiential learning via facilitated discussions and reflective observation of concepts, case studies and real-life experiences



### ICF COMPETENCIES

- Core** – Corporate Governance, Ethics & Integrity, Risk Management (Proficiency Level 4)
- Foundational (Regulatory)** – Capital Market Institutions, Capital Market Intermediaries, Capital Market Products Regulations (Proficiency Level 4)
- Foundational (Product)** – Capital Market Environment (Proficiency Level 4)
- Behavioural (Organisation Leadership)** – Strategic Thinking (Proficiency Level 4)
- Functional (Technical)** – Sustainability / SRI Analysis (Proficiency Level 4)

Industry Competency Framework (ICF) <https://cms.sidc.com.my/competency-dictionary/competency-type>

### PARTICIPANTS PROFILE

- Newly appointed directors and directors of Capital Markets Services Licence (CMSL) holders
- Public Listed Companies (PLCs) directors and C-Suites

### PROGRAMME OUTLINE

- 2.00 pm **Sustainability Matters and What Directors Need to Know**
- Board roles and accountabilities in setting the direction, challenges and management oversight
  - Key drivers of ESG demand: Investor expectations, stakeholder pressure, financing implications and regulatory direction
  - Climate transition context: Paris Agreement, net-zero commitments, and implications for business models and competitiveness
  - Global and regional sustainability developments: Milestones, trends and initiatives shaping capital market expectations
  - Understanding National Sustainability Reporting Framework (NSRF) and key areas in Board Guide
- 3.30 pm Coffee Break
- 3.45 pm **Board Stewardship in Sustainability – Strategy, Risk, Disclosure and Credibility**
- Aligning sustainability strategy with business objectives and long-term strategy
  - Oversight of climate, ESG and governance risk within organisation
  - Disclosure and reporting governance and their impact
  - Managing climate governance, greenwashing risk and transition planning
  - Maintaining stakeholder trust and reputational risk
- Case Study Discussions:**  
Common dilemmas, board responses and leading practices
- 5.30 pm End of Programme

Visit [www.sidc.com.my](http://www.sidc.com.my) for More SIDC Training Programmes **TODAY !**



**Securities Industry Development Corporation** (765264K)  
3, Persiaran Bukit Kiara, Bukit Kiara, 50490 Kuala Lumpur, Malaysia  
Email: [sidc@sidc.com.my](mailto:sidc@sidc.com.my) Website: [www.sidc.com.my](http://www.sidc.com.my)



Find us on Youtube, LinkedIn, Facebook & Instagram at Securities Industry Development Corporation - SIDC  
\*The SIDC reserves the right to amend the programme as deemed appropriate as without prior notice.

For enquiries on registration, please contact: **+603 6204 8439 / 8274** | Register today at [www.sidc.com.my](http://www.sidc.com.my)

Get in touch and speak to our friendly team:

**Abdul Qaiyum** | +6017 871 3242 | [Qaiyum.Ghazali@sidc.com.my](mailto:Qaiyum.Ghazali@sidc.com.my) **Farith Jamal** | +6014 653 2578 | [Farith.Jamal@sidc.com.my](mailto:Farith.Jamal@sidc.com.my)  
**Sarah Dalina** | +6011 2711 9658 | [Sarah.Dalina@sidc.com.my](mailto:Sarah.Dalina@sidc.com.my) **Wan Mohd Farid** | +6012 641 7589 | [FaridK@sidc.com.my](mailto:FaridK@sidc.com.my)  
**Syed Imran** | +6017 743 0773 | [imran.nasir@sidc.com.my](mailto:imran.nasir@sidc.com.my)