



Learning Hours:
2.5 Hours



CAPITAL MARKET DIRECTOR PROGRAMME (CMDP) 2.0

MODULE 4: EMERGING AND REGULATORY ISSUES IN A DIGITALISED CAPITAL MARKET

16 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 digital-driven development and risks covering conduct (e.g. social media use, advice vs guidance, incentives, KYC), cyber and data incidents and AI-related governance to anticipate impacts on intermediaries' business models and investor outcomes
- Exercise board-level oversight in aligning the organisation with supervisory expectations so as to reinforce ethical conduct and effective regulatory engagement

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 and Capital Market Intermediaries (Proficiency Level 4)
- Foundational (Product)** – Capital Market Environment (Proficiency Level 4)
- Functional (Technical)** – Digital Technology Application (Proficiency Level 4)
- Behavioural (Organisation Leadership)** – Strategic Thinking (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 **Governance in the Digital Age: Opportunities and Digital-Driven Risks**

- Latest technology, policies and business models affecting intermediaries and investor behaviour
 - Use of social media by market participants
 - Differentiation between advice and guidance
- Conduct-risk pressure points enabled by digital channels: Incentives, KYC weaknesses and conflicts of interest
- Cyber and data incidents impacting business continuity, customer trust and market confidence
- Use of AI and digital communications raising governance accountability and ethical risk
- Board oversight questions directors should foresee from emerging digital risks

Case Study Discussions:

Critical data leakage

3.30 pm Coffee Break

3.45 pm **The Role of Directors in Ensuring Proper Conduct, Compliance and Market Integrity**

- SC's supervisory objectives and supervisory philosophy in promoting market integrity and investor protection
- Core principles of SC supervision and their implications for governance and conduct outcomes
- Directors' accountability in data submission and accuracy
- Core supervisory process and how supervision is conducted in practice
- Supervisory focus areas across conduct risk, microprudential risk, AML/CFT/CPF and systemic issues
- Common supervisory findings and typical control gaps observed in licensed intermediaries

Case Study Discussions:

Red flags and potential market misconduct

5.30 pm End of Programme

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*The SIDC reserves the right to amend the programme as deemed appropriate as without prior notice.

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