

**Welcome Address by Tan Sri Azman Hashim,
Chairman, AICB
Launch of the Future Skills Framework for the Malaysian
Financial Sector
Monday, 22 July @ 10:00 a.m.,
Sasana Kijang Auditorium,
Bank Negara Malaysia, Kuala Lumpur**

Bismillahirrahmanirrahim

**Yang Berhormat Tuan Steven Sim Chee Keong
Minister of Human Resources**

**Yang Berbahagia Datuk Abdul Rasheed Ghaffour
Governor Bank Negara Malaysia**

**My Fellow Council Members of the Asian Institute of
Chartered Bankers**

**Board Members of the Islamic Banking and Finance
Institute Malaysia (IBFIM)**

**Board Members of The Malaysian Insurance Institute
(MII)**

**Chief Executive Officers
of the Financial Services Institutions**

**Mr Edward Ling, Chief Executive Officer of AICB,
Chairman of the Future Skills Framework
Project Steering Committee**

**Mr Yusry Yusoff, Chief Executive Officer of IBFIM,
Member of the Future Skills Framework
Project Steering Committee**

**Mr Paul Low, Chief Executive Officer of MII,
Member of the Future Skills Framework
Project Steering Committee**

Distinguished Guests

Members of the Media

Ladies and Gentlemen

**Assalamualaikum warahmatullahi wabarakatuh
and a very good morning to everyone.**

- 1. Welcome and thank you for joining us to mark this auspicious occasion — the launch of the Future Skills Framework for the Malaysian Financial Sector. Today, we script a new chapter in unlocking talent breakthroughs for tomorrow. It is my pleasure to be among 450 attendees at this landmark event. Celebrating this launch with visionaries like you means a lot to me. It underscores our shared commitment to propelling our financial sector to achieve global prominence.**
- 2. I wish to express my appreciation to our distinguished Guests of Honour, Yang Berhormat Tuan Steven Sim Chee Keong, and Yang Berbahagia Datuk Abdul Rasheed Ghaffour, for graciously**

accepting to be with us today and deliver their esteemed addresses.

Ladies and Gentlemen,

VALUE OF THE FSF

- 3. As someone deeply rooted in the industry's growth over many decades, I've witnessed dramatic shifts in the evolution of work. In my experience, the most successful organisations build distinctive capability by focusing on what I call the winning trifecta:**
- articulating value creation;**
 - adapting swiftly to change; and**
 - investing significantly in their people.**

Drawing on these elements, may I at the outset highlight the intrinsic value of the Future Skills Framework or FSF for short.

- First, the FSF constitutes a strategic framework that sets standards for developing a more adaptable workforce. It empowers individuals to excel and accomplish professional goals through better-informed learning and career choices.**

- **Second, to foster high-return employee journeys, through FSF capacity-building programmes, the Prime and Power Skills identified aim to equip individuals with technical and technological proficiency, operational adaptability, and interpersonal astuteness.**
- **Third, the FSF serves as a foundation for customisation by financial institutions to meet unique talent management requirements.**
- **And fourth, the FSF functions as a dynamic resource that will be periodically updated in line with market dynamics. Following this launch, the FSF will be publicly accessible on the websites of AICB, IBFIM and MII.**

MAXIMISING THE VALUE OF THE FSF

4. **Moving forward, to maximise value, measuring the success of the FSF will be vital. This will involve assessing its implementation progress, and evaluating factors, including resource allocation and productivity gains. By leveraging data analytics, we**

will be able to extrapolate skill trends, skills gaps, and learning outcomes.

- 5. For FSF sustainability, appointing a custodian will augur well for long-term stewardship. Forming a network of specialists among our stakeholders to share best practices will also be instrumental in advancing the FSF as a cutting-edge resource.**

- 6. In pushing boundaries, I envision the FSF becoming the leading reference for financial skills development in Asia, with Malaysia emerging as a regional hub for skills. Herein lies potential for the development of standardised learning programmes and knowledge exchange platforms within the region.**

Ladies and Gentlemen,

VALUE DRIVERS OF THE FSF

- 7. They say it takes a tribe to raise a child. Similarly, it has taken many to construct the FSF, brick by brick, since project inception in May 2023. Allow me to express my heartfelt gratitude to the FSF value drivers for their immense contribution:**

- **First, to the project owners: AICB, IBFIM, and MII, with AICB as lead — especially acknowledging the three CEOs who served on the Project Steering Committee and closely monitored the project**
- **Our AICB Council, IBFIM and MII Boards, for foresight and decisions**
- **Bank Negara Malaysia for steadfast support**
- **Project Champions and Mentors for your wisdom**
- **The Ernst and Young team for expert consulting services**
- **Project team members from AICB, IBFIM, MII, and ABS for project coordination and the analysis of findings**
- **Industry practitioners and associations for your invaluable inputs in bringing the FSF to fruition**
- **Pilot financial institutions for testing FSF robustness**

- **Members of The Association of Banks in Malaysia, The Association of Development Finance Institutions of Malaysia, Malaysian Investment Banking Association, Persatuan Insurans Am Malaysia, Life Insurance Association of Malaysia, and the Association of Malaysian Loss Adjusters, for endorsing the FSF**
- **Securities Industry Development Corporation (SIDC) for collaborating on alignment between the SIDC Industry Competency Framework and FSF**
- **Human Resource Development Corporation and Talent Corporation Malaysia for collaboration going forward in promoting greater FSF accessibility**
- **And, thank you to all other contributors who played a part in any capacity**

Ladies and Gentlemen,

CLOSING

- 8. It's important to recognise that while we cannot determine the exact path ahead, the FSF offers a beacon for preparedness. It urges us to shift into higher gear, where decisions made today to implement the FSF can lead to better societal outcomes. With exciting prospects on the horizon, let us stay united in shaping a future where human ingenuity is celebrated.**

- 9. In closing, may I pay tribute to the renowned British education expert, Sir Ken Robinson, who said: “We have to recognise that human flourishing is not a mechanical process; it's an organic process. And you cannot predict the outcome of human development. All you can do, like a farmer, is create the conditions under which they will begin to flourish.”**

- 10. On that note, I wish you all an enriching time at this Launch Event.**

Thank you.