



CORPORATE PLAN  
2024–25



**ASIC**  
Australian Securities &  
Investments Commission

[ASIC.GOV.AU](https://asic.gov.au)



ASIC acknowledges the Traditional Owners and Custodians of the lands and waters across Australia, including the locations on which ASIC's offices sit.

ASIC also pays respect to the Elders of First Nations communities nationally – past and present – as the custodians of the world's oldest continuing cultures.

#### **OUR CORPORATE PLAN**

This corporate plan covers the period from 2024–25 to 2027–28. It has been prepared as required by s35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

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# Message from the Chair

Our Corporate Plan 2024–25 outlines the projects we will undertake to deliver on our important mandate. Our dedicated staff make a crucial contribution to maintaining Australia’s fair, strong and efficient financial system.

The financial system is deeply integrated into the everyday lives of Australians. ASIC’s work helps maintain the integrity of the system and protect consumers from harm. Our remit is extensive, with oversight of more than 6,000 Australian financial services (AFS) licensees and 4,500 Australian credit licensees, superannuation funds with \$2.4 trillion in assets under management, and the ASX whose listed companies have a combined market capitalisation of \$2.7 trillion.

There are significant changes that are reshaping the Australian financial system. Rapid technological innovation is transforming service delivery, which presents both regulatory challenges and opportunities for innovation. Higher cost of living is putting pressure on businesses and consumers. These factors, along with an ageing population and government and business responses to climate change, have shaped our strategic priorities for 2024–25.

*‘We must continue to adapt and be proactive if we are to be a modern, confident and ambitious regulator.’*



We must continue to adapt and be proactive if we are to be a modern, confident and ambitious regulator. The stakeholder engagement that ASIC teams, Commissioners and I undertake is an important source of insights and intelligence about how to best achieve this.

ASIC is one of Australia's most active law enforcement agencies. We are in court nearly every day of the year to hold those who breach the law to account and to deter misconduct. Last year we significantly increased our number of new investigations and many of those matters will result in important compliance and enforcement outcomes in the year ahead.

In 2024–25 we will continue to focus on improving our capabilities, and investing in our people, systems, and technology to achieve smarter and more effective outcomes.

I am extremely proud of the professionalism and dedication of ASIC's employees, as they work to ensure ASIC delivers on our vision for a fair, strong, and efficient financial system for all Australians.



**Joseph Longo**  
Chair

# 1. AGENCY OVERVIEW





# Who we are

ASIC is Australia's integrated corporate, markets, financial services and consumer credit regulator.

## OUR VISION

A fair, strong and efficient financial system for all Australians

Our purpose is to monitor and promote market integrity and consumer protection in the Australian financial system

### STATUTORY OBJECTIVES

Maintain, facilitate and improve the performance of the financial system and entities in it

Promote confident and informed participation in the financial system

Administer the law effectively and with minimal procedural requirements

Take whatever action we can, and which is necessary, to enforce and give effect to the law

Store, process and make available information we receive about companies and other bodies

We achieve this through our regulatory activities

### REGULATORY ACTIVITIES

1

Pursue enforcement and compliance outcomes

2

Undertake supervision and surveillance

3

Provide guidance to industry

4

Assess licence and registration applications

5

Provide regulatory relief where appropriate

6

Engage with key stakeholders

7

Educate consumers

8

Maintain accessible registers

This work is underpinned by our people and technology

### PEOPLE

Develop our people and capabilities

### TECH

Invest in and develop technology to ensure ASIC is digitally enabled and data-informed

# What we do

ASIC monitors and promotes market integrity and consumer protection in the Australian financial system. We do this by undertaking a wide range of regulatory activities.

1

## Enforcement and compliance

Enforcement and compliance are critical parts of our work. We dedicate significant expertise and resources to detecting, disrupting, investigating and responding to unlawful conduct.

Our enduring enforcement priorities are to address:

- ◆ misconduct damaging market integrity, including insider trading, continuous disclosure breaches and market manipulation
- ◆ misconduct impacting First Nations peoples
- ◆ misconduct involving a high risk of significant consumer harm, particularly conduct targeting financially vulnerable consumers
- ◆ systemic compliance failures by large financial institutions resulting in widespread consumer harm
- ◆ new or emerging conduct risks within the financial system, and
- ◆ governance and directors' duties failures.

Using information from various sources, including reports of misconduct (ROMs), we select and target our enforcement actions to ensure we have the greatest impact on the most serious harms within our remit. We give particular attention to matters that align with our strategic priorities.

When we take enforcement action, our aim is not only to hold individuals and companies to account, but also to deter future misconduct – we want to achieve outcomes that reverberate across the market. For this reason, and as we are not a complaints resolution body, we dedicate resources to target ROMs where a large proportion of consumers are affected. This approach helps promote a culture of compliance across Australia's financial system and the corporate sector more generally.

We are also committed to pursuing high penalties and sentences through the courts, so that the cost of breaking the law has a material impact on companies and individuals.

Enforcement action cannot be taken in every instance and ASIC's compliance work is designed to have maximum impact across as many sectors and matters as possible. While compliance work can take many forms, it primarily involves making sure that laws are adhered to.



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## Supervision and surveillance

We conduct surveillances to understand, assess and change behaviour (including by identifying enforcement targets) across our regulated population.

Our surveillances focus on current or emerging trends, risks to good consumer and investor outcomes, market conduct and compliance within a sector or across sectors. We also monitor corporate finance transactions for risks of investor harm.

Through our surveillances we seek to:

- ◆ ensure that entities and individuals are acting in the best interests of consumers and investors
- ◆ ensure that financial services providers have the resources, competence and systems to operate efficiently, honestly and fairly
- ◆ change behaviours and processes to drive good consumer and investor outcomes
- ◆ monitor licensee compliance with their licence permissions, and
- ◆ promote trust and confidence in Australian financial markets.

3

## Guidance

We provide guidance to industry about how we plan to administer and enforce the law, especially in relation to new legal requirements.

We also provide guidance on what we consider to be good practice, where appropriate. Our guidance aims to assist businesses to comply with the law with minimum compliance costs. We consult with industry and seek their feedback to inform our guidance.

4

## Licensing and registration

We assess applications for AFS licences, credit licences and professional registrations (e.g. as company and self-managed superannuation fund (SMSF) auditors). We also manage registered liquidator registrations and assess registrations of managed investment schemes.

Our assessments help ensure that only fit and proper persons are granted a licence or professional registration, and that entities and individuals have the competence and resources to meet their obligations.

5

## Regulatory relief

Where appropriate, we provide relief to participants in capital markets and the financial services industry. This facilitates business, promotes innovation and supports the Australian economy.

## 6

### Engagement

We engage closely with peer regulators and agencies, domestic and international, to enhance cooperation and positively influence the operation and regulation of global financial markets – for example, we share information with the Australian Prudential Regulation Authority (APRA) and actively participate in the Council of Financial Regulators.

We engage with seven external panels, representing academic, consumer, industry, legal and regulatory sectors, to understand developments and systemic risks.

We support advancements in technology that are beneficial to consumers, investors and markets. For example, we promote and provide assistance to financial technology and regulatory technology businesses through our Innovation Hub. We also administer the Australian Government’s enhanced regulatory sandbox. The sandbox allows individuals and businesses to test certain innovative business models without having to obtain an AFS or credit licence.

We facilitate cross-border financial activities and capital flows, including by contributing to the work of international bodies such as the International Organization of Securities Commissions, the Global Financial Innovation Network, the Financial Stability Board and the Organisation for Economic Cooperation and Development.

We address potential harms flowing from the interconnectedness of financial markets. This includes harms that stem from cross-border misconduct and corporate transactions, and from the operational complexities of entities within multiple jurisdictions.



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## Education

To help consumers make informed financial decisions, we provide consumer education, information and tools through ASIC's Moneysmart website. We focus on vulnerable consumer segments and collaborate with consumer groups that help consumers manage financial stress and vulnerability.

In addition, we engage with small businesses, especially culturally and linguistically diverse (CALD) businesses, to understand their challenges and provide relevant resources.

Our work with First Nations small businesses is supported by our Stretch Reconciliation Action Plan (RAP). Our RAP emphasises strong relationships with First Nations consumers, communities, and stakeholders. Alongside ASIC's Indigenous Financial Services Framework, our RAP helps deliver positive financial outcomes for First Nations peoples.

8

## ASIC registers

ASIC administers more than 30 legal registers. These registers are the official source of information about businesses, companies and professionals that are registered or licensed to operate in Australia.

We help regulated entities meet their compliance obligations and provide access to comprehensive registry information. The data from the registers is used to confirm business details, thereby helping to build trust and support business decisions, and legal proceedings. ASIC exchanges information with the Australian Taxation Office (ATO), which administers the Australian Business Register and the Director ID Register, and other government agencies for regulatory and compliance purposes.

# 2. WHAT WE'LL DO IN 2024-25 AND BEYOND



# Our 2024–28 plan

## OUR VISION

A fair, strong and efficient financial system for all Australians

## STRATEGIC PRIORITIES

1

Improve consumer outcomes

2

Address financial system climate change risk

3

Better retirement outcomes and member services

4

Advance digital and data resilience and safety

5

Drive consistency and transparency across markets and products

## FOCUS AREAS

The design and distribution of financial products

Predatory sales and lending

Financial hardship assistance

Insurance claims handling

Dispute resolution

Climate-related disclosure

Greenwashing

Integrity and fairness in energy and carbon credit markets

Insurer claims and complaints handling following severe weather events

Improved services for superannuation fund members

Driving industry progress towards improving retirement outcomes

Compliance by superannuation trustees, and providers of managed investments and financial advice

Technology-enabled scams and misconduct, and the poor use of artificial intelligence (AI)

Business, cyber and operational resilience

Outcomes in public and private markets

Existing and emerging financial products and services, including new market participants

## IMPROVING OPERATIONAL CAPABILITIES

Investing in our use of data and digital technology to become a leading digitally enabled and data-informed regulator

Recruiting, developing and retaining talent to enhance our culture, capabilities and capacity

Stabilising and uplifting the ASIC business registers

# Operating context

Cost-of-living pressures, climate change, rapid technological transformation and demographic forces are reshaping the needs of consumers and businesses. These trends have helped inform our strategic priorities.



## Uncertain economic environment

With inflation and interest rates expected to fall at a slower rate than previously predicted, more consumers are seeking financial hardship assistance from lenders and accessing superannuation funds.

Insolvencies are expected to remain elevated as businesses manage higher interest rates. Some small businesses are facing a particularly challenging environment.

[See pages 16–17 for how we're responding](#) →



## Climate change risk

Greenwashing and climate change remain areas of interest, with around 90% of global GDP covered by commitments targeting net-zero emissions by 2050. Locally, 80% of ASX 200 companies (by market capitalisation) have set climate-related targets. Energy markets are in a state of transition, with the swift adoption of renewable energy and the growth in carbon-based financial products.

[See page 18 for how we're responding](#) →



## Australia's ageing population

The superannuation sector is experiencing structural changes. Around three million Australians will become eligible to draw from their superannuation in the next 10 years.

As more members reach their preservation age, superannuation trustees will need to ensure their funds' investment mix can accommodate the changing demands of their members.

The size of the superannuation sector is forecast to continue growing. This growth may extend the recent trend of rapid growth in private markets.

[See page 19 for how we're responding](#) →



## Technology

Technology is being used more widely in the financial system, in part driven by the rapid adoption of generative AI. These innovations promise operational efficiencies and may help enhance consumer experiences. However, they also heighten the risk of scams, cyber attacks and misinformation.

Australians lost \$2.7 billion to scams in 2023, with the loss almost entirely enabled by technology. Progress continues to be made since the establishment of the National Anti-Scam Centre, leading to increased investment by both government and industry in preventing, detecting, and disrupting scams.

Cyber attacks, hacks and data leaks have also grown in sophistication. With one cyber attack reported every six minutes, this remains an important issue.

[See page 20 for how we're responding](#) →

# Strategic priorities<sup>†</sup>

1

## Improve consumer outcomes



Drive better outcomes for consumers of financial products and services, with a focus on:

- › the design and distribution of financial products
- › predatory sales and lending
- › financial hardship assistance
- › insurance claims handling
- › dispute resolution

### KEY ACTIVITIES

#### Addressing misconduct against vulnerable consumers and systemic non-compliance

We will continue to address misconduct that has the potential to cause significant consumer harm, particularly:

- ◆ conduct that targets vulnerable consumers, and
- ◆ offering high-risk financial products in the retail over-the-counter and exchange markets.

We will also continue to act against systemic non-compliance by large financial institutions that results in widespread consumer harm.

#### Ensuring compliance with product design and distribution obligations

We will continue to take action against poor product design and distribution practices to reduce consumer harm. We will also use the design and distribution obligations as a tool to improve consumer outcomes.

#### Monitoring the adequacy of internal dispute resolution (IDR) arrangements

We will undertake a cross-sector surveillance of compliance with the requirements outlined in Regulatory Guide 271 *Internal dispute resolution* (RG 271).

This surveillance will check whether entities have fair and efficient dispute resolution processes in place, and identify areas where licensees need to improve.

#### Publishing IDR data

Publishing complaints data is a key part of the IDR reporting requirements.

In 2024, we will publish observations from the first year of IDR data reported by all firms, while in 2025 we will publish firm-level IDR data.

<sup>†</sup> The expected timeframes for key activities are 1 year+ unless otherwise stated.



## **Deterring misconduct involving investment scams**

Please see [page 20](#) for information about our activity to deter scams.

## **Acting against credit misconduct**

We will take action against credit misconduct that exploits financially vulnerable consumers. This includes predatory lending, high-cost credit and conduct by unlicensed or 'fringe' entities.

We will examine compliance with the small amount credit contract and consumer lease requirements that commenced in June 2023. We will take enforcement action and undertake compliance activities to ensure consumers benefit from these new requirements.

We will also review the compliance practices of debt management firms. This will include a targeted review of the policies, practices and procedures of high-risk debt management firms.

## **Addressing potential consumer harms in car financing**

We will take action, including enforcement action, against car-financing misconduct, particularly misconduct that affects vulnerable consumers and First Nations peoples. This will include working closely with the Australian Competition and Consumer Commission (ACCC) and other regulators.

## **Acting against insurance misconduct**

We will take action against insurers in relation to claims handling, especially in relation to home insurance claims.

We will also take action in response to harmful product design and distribution practices, including conduct that results in consumers receiving unsuitable products, particularly in relation to life insurance products.

We will also monitor general insurers' improvements to claims handling and engage with the independent review of the 2020 General Insurance Code of Practice.

## **Reviewing direct sales of life insurance**

We will continue to review direct sales of life insurance products, with a focus on low-value products. We will produce a short report on our findings and engage with identified entities to help drive behavioural change.

## **Supporting the Delivering Better Financial Outcomes (DBFO) law reform**

We will support Treasury as they progress the DBFO law reform package, the Australian Government's response to the Quality of Advice Review. We will continue to provide input into the reforms, and help implement any changes through guidance, legislative instruments and other relevant ASIC documents.

2

## Address financial system climate change risk



Support market integrity and protect consumers and investors, with a focus on:

- › climate-related disclosure
- › greenwashing
- › integrity and fairness in energy and carbon credit markets
- › insurer claims and complaints handling following severe weather events

### KEY ACTIVITIES

#### Supporting the introduction of mandatory climate-related financial disclosure

We will continue to support the introduction of the mandatory climate-related financial disclosure requirements for large Australian businesses and financial institutions. We will establish a new team that will develop regulatory guidance, assess applications for relief and supervise compliance with the new obligations.

We will continue to engage with key stakeholders domestically through the Council of Financial Regulators Climate Working Group and internationally through the International Organization of Securities Commissions.

#### Examining how insurers are responding to customers in the context of climate change

We will review how general insurers are handling customer complaints and responding to recommendations from previous reviews about their handling of claims following severe weather events.

#### Deterring greenwashing and sustainable finance misconduct

We will undertake ongoing surveillance activity and take enforcement action, where necessary, to prevent harms from greenwashing and other sustainable finance-related misconduct. The expected timeframe for this activity is ongoing.

#### Supporting sustainability and energy transition

We will support fair and efficient carbon markets and products through effective licensing and supervision.

We will update policy on regulating carbon-based financial products to provide clarity on disclosure.

We will monitor new and established markets for carbon-related financial products (such as Australian Carbon Credit Units) to ensure markets and intermediaries are meeting the highest standards.

3

## Better retirement outcomes and member services



Support better outcomes for consumers planning for and in retirement, with a focus on:

- › improved services for superannuation fund members
- › driving industry progress towards improving the retirement outcomes and service experience of members through implementation of the retirement income covenant
- › compliance by superannuation trustees, and providers of managed investments and financial advice

### KEY ACTIVITIES

#### Acting against misconduct resulting in the inappropriate erosion of superannuation

We will take targeted enforcement action against cold-calling superannuation switching models that result in the inappropriate erosion of superannuation. The expected timeframe for this activity is ongoing.

#### Acting against member services failures in the superannuation sector

We will take action to target misconduct in the superannuation sector, with a particular focus on member experience, including superannuation trustees' provision of services to members, and harms arising from complaints handling and claims handling. The expected timeframe for this activity is ongoing.

#### Reviewing member services

We will continue our multi-year project reviewing industry compliance with laws relevant to contact centres and trustee administration practices. We will complete our surveillance on death-benefit claims handling. Where we identify poor conduct, we will take enforcement or other regulatory action. We will publish the findings from the review of member services, to drive improvement in industry behaviour.

#### Reviewing SMSF establishment advice

We will conduct surveillance of personal advice provided to retail clients about the establishment of SMSFs. The surveillance will assess the quality of advice by financial advisers and consider the role of AFS licensees.

Where appropriate, we will take enforcement or other regulatory action against misconduct.

#### Driving industry progress towards improving retirement outcomes

We will continue to monitor trustees' implementation of the retirement income covenant. This will help drive compliance with regulatory obligations and improve retirement outcomes for superannuation members.

Where we identify poor conduct or practices, we will take enforcement or other regulatory action as appropriate. The expected timeframe for this activity is ongoing.

4

## Advance digital and data resilience and safety



Manage and minimise technology, cyber and data-related risks, with a focus on:

- › business, cyber and operational resilience
- › technology-enabled scams and misconduct, and the poor use of AI

### KEY ACTIVITIES

#### Implementing a supervisory cyber and operational resilience program

Our program will include supporting regulated entities in enhancing cyber resilience, including their use of third-party providers, by reviewing cyber resilience in various industries and sending letters based on findings. Our program will also implement a self-deployed exercise for entities to improve cyber resilience. We will also work on information-sharing initiatives, design a single reporting portal and partner with APRA for supervisory efforts. The expected timeframe for this activity is 3 years+.

#### Monitoring the use of AI by licensees

We will continue to monitor how retail financial services and credit entities use AI and advanced data analytics. We will also assess their risk management and governance processes. We will contribute to the Australian Government's development of AI-specific regulation.

#### Disrupting misconduct involving investment scams

We will continue to disrupt online investment scams, building on last year's takedown of over 7,330 investment scam and phishing websites. We will also continue to add unlicensed entities to Moneysmart's investor alert list.

We will publish findings on scams practices by non-major banks and superannuation trustees, and support the ACCC's National Anti-Scam Centre and the Australian Government's anti-scams legislative agenda.

#### Monitoring the use of offshore outsourcing arrangements

We will review how investment managers and financial advisers manage the risks of using offshore service providers. In particular, we will look at how they manage risks related to technology, data sharing and privacy. We will also publish resources that will help licensees improve the security of client data when sending it offshore.

#### Supervising ASX's technology change, including the CHES replacement

We will hold ASX to account on the safe and efficient implementation of the CHES replacement program, ensuring all regulatory requirements continue to be met. We will also oversee planned refreshes of the ASX Trade and ASX 24 trading systems, and upgrades to ASX's derivatives clearing platforms (the Clearstar program).



5

## Drive consistency and transparency across markets and products



Strengthen integrity across markets, with a focus on:

- › outcomes in public and private markets
- › existing and emerging financial products and services, including new market participants

### KEY ACTIVITIES

#### Reviewing the growth in private markets

We will examine changes in public and private markets, including the significant growth of private markets and the implications for the integrity and efficiency of public markets. The expected timeframe for this activity is 2 years+.

#### Supervising the conduct of financial market infrastructure providers

Subject to the passage of legislation, we will enhance guidance and processes in how we supervise financial market infrastructure providers' conduct.

#### Monitoring digital assets, tokenisation and decentralised finance

We will create a central coordination function to monitor and engage entities on digital assets, tokenisation and decentralised finance. The expected timeframe for this activity is 2 years+.

#### Reporting on market cleanliness

We will enhance monitoring and reporting on our market cleanliness and expand beyond equity markets. We will also review firms' confidentiality protections.

#### Implementing trade reporting rules

We will provide guidance and engage with stakeholders to ensure the smooth implementation of the *ASIC Derivative Transaction Rules (Reporting) 2024*. The rules will commence in October 2024.

#### Implementing competition in clearing and settlement service rules

We will create clearing and settlement service rules to support ASX in fostering competition for clearing and/or settlement. These rules will aim to facilitate outcomes that are consistent with those that are expected in a competitive market for clearing and settlement services.

#### Monitoring financial reporting and audit firms

We will carry out a surveillance of financial reports of listed entities, unlisted entities that are of public interest, previously grandfathered large proprietary companies and superannuation funds. We will also conduct a review of audit files and publish our findings. To improve confidence in audit quality, we will also review audit firms' adherence to ethical and independence standards.

# Other key activities

We will undertake a range of other key activities in 2024–28, including dealing with emerging issues as they arise. These activities are examples of the important work ASIC does to advance its vision for a fair, strong and efficient financial system for all Australians.

## Implementing the Financial Accountability Regime (FAR)

We will continue to work closely with APRA to implement the FAR by providing guidance, engaging with industry and developing effective registration and other processes.

## Ensuring the objectives of the reportable situations regime are met

We will continue to:

- ◆ conduct a targeted surveillance of licensees with low numbers of reportable situations and, where appropriate, take enforcement action, and
- ◆ develop a framework for the ongoing publication of the information we receive.

## Implementing the Compensation Scheme of Last Resort (CSLR)

We will continue to support the implementation of the CSLR. While the CSLR is an independent and not-for-profit company, ASIC is responsible for administering a levy system and has oversight of the CSLR. We will also cancel AFS licences and credit licences where the CSLR operator has paid an amount of compensation in relation to a determination from the Australian Financial Complaints Authority (AFCA) that was not paid by the licensee.

## Targeting gatekeeper misconduct

We will target gatekeepers, including auditors and liquidators, where they have failed to meet the standards required of them.

## Acting against non-lodgement of financial reports

We will take action, including enforcement action, against public companies, large proprietary companies, registrable superannuation entities and AFS licensees who do not comply with obligations to lodge financial reports.

## Acting against misconduct that impacts small businesses

We will take enforcement action against financial services participants whose actions impact small businesses, including in relation to unfair contract terms and the promotion and supply of high-risk or unsuitable products. We will also continue to work with the ATO's Phoenix Taskforce to target illegal phoenix activity and address issues in the small business sector.

## **Contributing to the development of the beneficial ownership regime**

We will contribute to the establishment of a beneficial ownership regime for Australian companies through supporting law reform and policy. This regime will collect and hold information on beneficial owners. Once established, we will prepare regulatory guidance to aid the implementation of the regime.

## **Focusing on better outcomes from reports from registered liquidators**

We will review and improve how ASIC receives and actions reports of misconduct from registered liquidators. This will improve prospects of identifying misconduct for enforcement as well as helping registered liquidators manage their reporting requirements.

## **Focusing on poor behaviours by registered liquidators**

We will continue to identify and take action against poor behaviour by registered liquidators, including behaviour related to competence, remuneration and independence.

## **Contributing to the development of a licensing regime for payments providers**

We will engage with Treasury to support the development of legislation that will require payment service providers to be licensed. Subject to the passage of legislation, we will consult on regulatory guidance to help payment service providers comply with the new regime.

## **Contributing to the development of a licensing regime for buy now pay later providers**

We will work with Treasury to support the implementation of the regulatory framework for buy now pay later providers.

Subject to the passage of legislation, we will consult on regulatory guidance to help providers comply with the new regime.

## **The Regulatory Initiatives Grid**

We will work with the Australian Government to support the introduction of the Regulatory Initiatives Grid (RIG). The RIG will provide industry with information, in a single location and from across multiple agencies, about upcoming reforms and regulatory actions that will materially affect the financial sector.

# Operational capabilities

Over the next four years, we will focus on three operational capabilities to improve our effectiveness and efficiency as a regulator.



## Digital technology and data

Investing in our use of data and digital technology to become a leading digitally enabled and data-informed regulator.

[READ MORE ON PAGE 25 >](#)



## Staff culture, capabilities and capacity

Recruiting, developing and retaining talent to enhance our culture, capabilities and capacity.

[READ MORE ON PAGE 26 >](#)



## Stabilising and uplifting the ASIC business registers

Delivering targeted initiatives under the ASIC RegistryConnect program to address critical technology risks and improve customer service.

[READ MORE ON PAGE 27 >](#)

## Digital technology and data

We will continue to build our skills in financial and regulatory technology, including leveraging our data and digital capabilities. We will continue to work with government on resourcing for uplifting our capability. Guided by our data and digital strategies, over the next four years we will:

- ◆ upgrade our licensing and professional register systems in consultation with stakeholders, to improve decision-making processes and to simplify lodging forms and submitting reports for our regulated population
- ◆ increase our use of data analytics, machine learning and AI, to enable earlier detection of harms, while ensuring we have appropriate governance and assurance frameworks to support the responsible use of these tools
- ◆ continue to catalogue and describe our data assets to ensure the data we hold is standardised and managed effectively
- ◆ maximise the use of visualisation and business intelligence tools so that we can identify insights and trends more efficiently
- ◆ explore more opportunities for real-time surveillance, minimising the risk of transmitting large volumes of sensitive data, delivering on-demand availability and improving data integrity, and
- ◆ ensure our digital assets and data are kept secure and used appropriately in a rapidly changing cyber-security environment.

### Data capability

In 2024–25 we will continue to enhance our data lake platform. This will allow ASIC to store and process data at the scale required. We will also provide our analysts with access to the latest analytic tools. We will investigate ways that digital technologies could be used to make our regulatory guidance easier to access.

In 2024–25 we will complete the modernisation of our regulatory data repository. A fast and secure cloud-based data lake platform will replace an end-of-life infrastructure, enabling ASIC to store, securely share and interpret vast and complex data sets.

To inform our regulatory work, we will also develop ways to combine and leverage recurrent data sets. This includes external dispute resolution (EDR) data from AFCA, IDR data that we collect from financial entities and data on reportable situations. We will also explore previously untapped sources of government data.

While ASIC has been granted powers to collect recurrent data in some instances, we do not currently have the powers to collect granular recurrent data across all financial services and credit sectors that we regulate. We will continue to develop recurrent data collections where possible in collaboration with peer regulators, including APRA.

We will continue to forge new partnerships with peer regulators, thought leaders and academics so that we can extract insights from data in the most effective way.

### Cyber security

Cyber security remains an area of acute focus at ASIC. We will continue our multi-year cyber resilience transformation programs. These programs will improve our ability to detect and respond to cyber events in a timely manner, secure our systems and data against misuse, improve the cyber literacy of our people and minimise our exposure.



Investing in our core infrastructure remains an ongoing focus for ASIC. We will continue to invest in our cloud-based infrastructure, taking advantage of the scalability that cloud services can provide, while reducing our data centre footprint.

We are committed to protecting the privacy of individuals and entities. We will continue to enhance our high standards of information security, data governance and data ethics.

## Staff culture, capabilities and capacity

We will continue to recruit, develop and retain talent to enhance our culture, capabilities and capacity.

### Creating an environment for success

Our focus will be on creating an environment that empowers our people to make confident decisions, achieve ambitious regulatory outcomes and feel valued as individuals. We will:

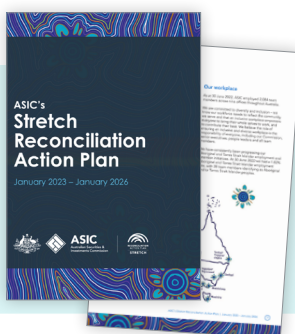
- ◆ provide benefits that make ASIC an attractive place to have a career and promote ASIC as a great place to work
- ◆ enhance our onboarding experience to ensure new starters are supported in ASIC's hybrid working environment
- ◆ provide opportunities for our people to progress their careers and take on new jobs and experiences across ASIC
- ◆ continue to drive a constructive culture at ASIC, enabling effective leadership through clarity in roles, clear accountability and effective communication
- ◆ invest in leadership development programs to help our staff deliver good outcomes in the evolving regulatory environment

- ◆ enable our people to make decisions with confidence, supported by our new structure which combines complementary functions to improve the timeliness of decision making
- ◆ equip our people with the tools, knowledge and capabilities that ensure they are engaged and adaptive to change, focusing on data literacy, digital technology and cyber security, and
- ◆ develop a high-performance workforce where our people respond positively to feedback and invest in a continuous learning journey to maximise their capabilities.

### Reconciliation Action Plan focus areas

In alignment with our RAP, we will focus on:

- ◆ creating a workplace where First Nations team members feel included, valued and safe
- ◆ increasing the representation and improving the experience of First Nations team members, and
- ◆ through our procurement, continuing to develop relationships with First Nations businesses.



## ASIC's Stretch Reconciliation Action Plan

When developing this RAP, we looked at the breadth of work that we undertake and identified the areas where we can effect real change.

[Download ASIC's RAP \[PDF 1.65MB\] on our website](#)

### Registry integration

We will help over 200 registry team members integrate into ASIC in 2024–25. A key focus will be ensuring a seamless onboarding experience, and that we have the appropriate resources, support and systems in place.

### Diversity, inclusion and belonging

As at 1 July 2024, ASIC employed 1,873 people. Our people are from a diverse range of backgrounds and work under a variety of flexible work arrangements (including hybrid working), to help achieve optimal work–life balance.

This year we will continue to deliver against action plans connected to our Diversity, Inclusion and Belonging Strategy 2023–25. The strategy aims to increase ASIC’s momentum as an inclusive employer.

### Investing in systems to support our people

Over the next four years, we will make a significant investment in systems to support our people, through the development of a new Enterprise Resource Planning system. Planning for this system is expected to commence this year.

### Health, safety and wellbeing

The health, safety and wellbeing of our people remains paramount. We maintain and continuously improve safe systems of work and have an active early intervention program to meet Comcare’s work health and safety requirements.

In 2024–25, we will continue to proactively manage psychosocial risks, in accordance with work health and safety regulations. We will also implement initiatives related to Respect@Work and raise awareness of the obligations of people leaders and team members.

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## Stabilising and uplifting the ASIC business registers

On 23 May 2024, responsibility for the ASIC business registers and related services returned to ASIC from the ATO. While the way members of the public engage with the register remains the same, key functions have returned to ASIC and a number of staff will move to ASIC during 2024–25.

The RegistryConnect program aims to provide a reliable, secure and trusted registry platform that supports economic growth.

The program focuses on three strategic objectives:

- ◆ increasing the stability, security and reliability of ASIC’s registry technology
- ◆ uplifting the public and government registry technology interfaces, and
- ◆ providing reliable and accurate business information, including the linking of key data sets such as director identification numbers (director IDs).

In 2024–25 we will also:

- ◆ continue to stabilise the professional registers
- ◆ bring forward the Australian Government consideration of options for uplifting the company registers
- ◆ improve the quality of service provided to customers who call or send online inquiries to ASIC
- ◆ enhance our registry website content and design, and
- ◆ improve our processes to reduce friction for stakeholders in their interactions with us.

# 3. GOVERNANCE AND REPORTING



# Budget

The majority of ASIC's funding is set by the Australian Government. We take a strategic approach to the allocation of our budget so that we can deliver on our priorities.

ASIC has total available funding of \$592 million for 2024–25, an increase of 10% on the previous year. This includes a departmental operating appropriation of \$580 million, an increase of 13.5%. This increase is mostly due to measures announced in the 2024–25 Budget, such as the RegistryConnect program.

ASIC's resources are allocated to our regulatory activities as well as our enabling functions. Where possible, we aim to maintain flexibility to ensure that our priorities can adapt to changes in our regulatory environment during the year.

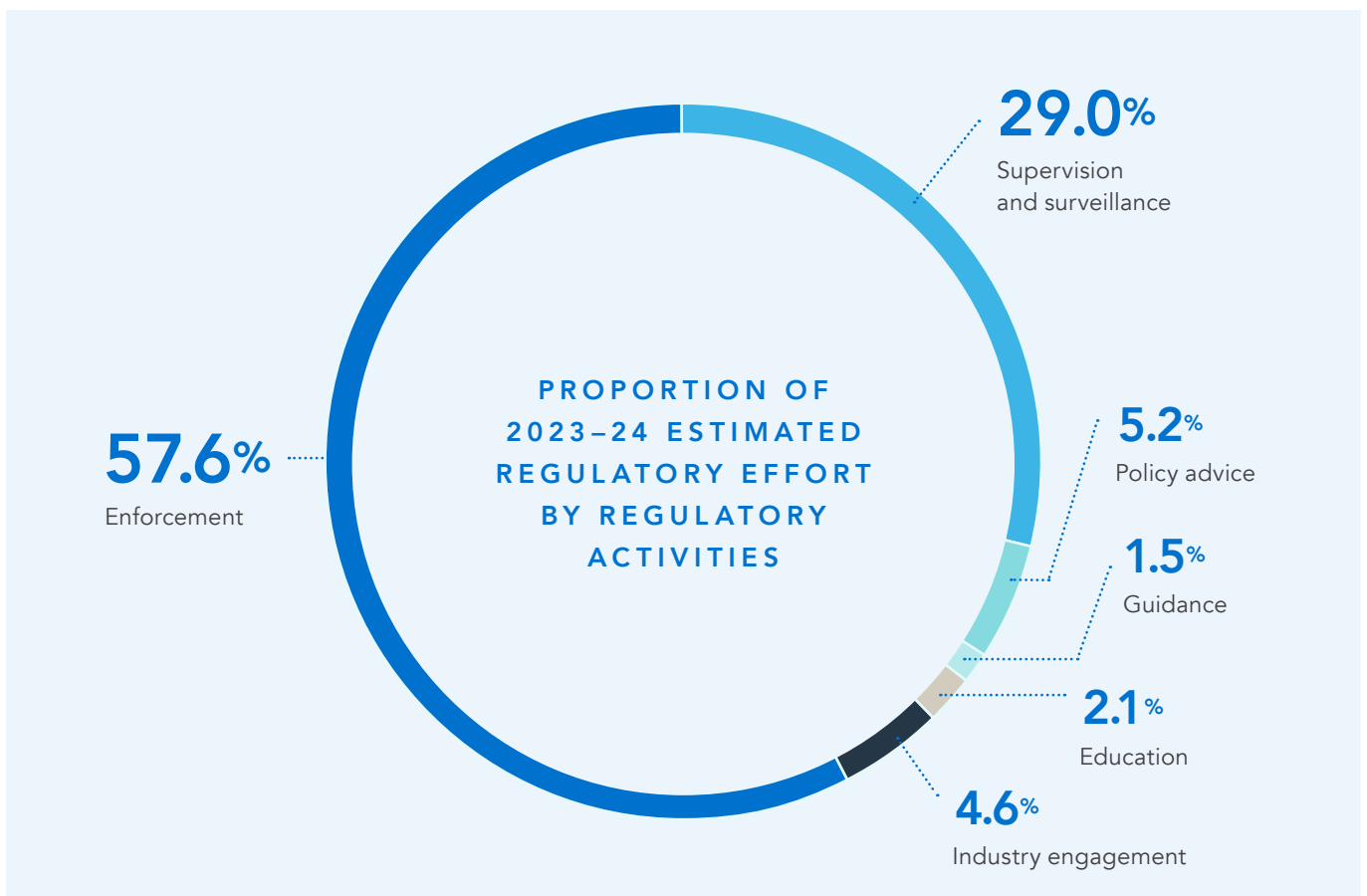
Under the industry funding model, the majority of our regulatory costs are recovered from the industry sectors we regulate. In 2024–25, we estimate that we will recover \$408 million in fees and levies (69.9% of total appropriations received).

Our approach to how we allocate resources by activity and industry sector is outlined in our Cost Recovery Implementation Statement. We recover our costs through a combination of:

- ◆ cost recovery levies, for ongoing regulatory activities that are consistent with the Australian Government Charging Framework
- ◆ statutory industry levies, for activities the Australian Government has decided should be cross-subsidised between industry subsectors, and
- ◆ cost recovery fees, for user-initiated, transaction-based activities where we provide a specific service to individual entities.

ASIC's 2024–25 budget	2023–24 EST. ACTUAL (\$'000s)	2024–25 BUDGET (\$'000s)	2025–26 FORWARD EST. (\$'000s)	2026–27 FORWARD EST. (\$'000s)	2027–28 FORWARD EST. (\$'000s)
Departmental appropriation	510,833	579,820	511,768	512,281	504,660
Capital appropriations	365	4,557	4,452	4,470	4,518
<b>Total appropriations</b>	<b>511,198</b>	<b>584,377</b>	<b>516,220</b>	<b>516,751</b>	<b>509,178</b>
Revenue from independent sources	27,012	7,520	7,400	7,562	7,721
<b>Total budgeted resources*</b>	<b>538,210</b>	<b>591,897</b>	<b>523,620</b>	<b>524,313</b>	<b>516,899</b>
Total appropriations recovered by the ASIC industry funding model	70.0%	69.9%	78.7%	79.1%	81.1%

\*The decrease in total budgeted resources from 2024–25 to 2025–26 is mainly due to funding for the RegistryConnect program in 2024–25.



**Note:** This breakdown is based on our estimated regulatory effort, not our internal budget allocation. Our annual Cost Recovery Implementation Statement has further details about our estimated regulatory effort by activity.

# Governance

ASIC is an independent Commonwealth agency that is a body corporate established under the ASIC Act. Our governance and accountability framework helps us to act strategically and with integrity, and to effectively deliver on our statutory objectives.

Our governance framework provides well-defined responsibilities, accountabilities and processes for the Commission, our executive leaders and various committees. Its objective is to promote effective, efficient and impartial decision making at ASIC and articulate accountabilities.

The Chair has sole executive management responsibility. As the accountable authority, the Chair relies on ASIC's key senior executives to carry out day-to-day management activities and deal with operational issues. The Chair delegates functions where he considers this would benefit the executive management of ASIC.

The Commission is a strategic non-executive body with statutory responsibility for regulatory decision making and priorities. It provides support to the Chair on organisational oversight.

ASIC's CEO is responsible for operational performance. The CEO enhances ASIC's governance by enabling the Commission to focus on strategic matters, external engagement and communication.

The accountability statements for each accountable person provide a transparent and common understanding within ASIC of:

- ◆ where accountability lies for any particular aspect of ASIC's operations and who each accountable person reports to, and
- ◆ how a given individual meets their obligations as the accountable person – including, for example, by making decisions, serving as a point of review or challenge, or escalating as appropriate.

ASIC is accountable to the Commonwealth Parliament and to our responsible ministers. We are accountable to Parliament through the following parliamentary committees:

- ◆ Parliamentary Joint Committee on Corporations and Financial Services
- ◆ Senate Standing Committee on Economics
- ◆ House of Representatives Standing Committee on Economics, and
- ◆ other parliamentary committees and inquiries as required.



# Risk management

## Our risk and control framework provides a consistent whole-of-agency approach to risk management.

Our risk and control framework is based on an enterprise risk management approach that emphasises bottom-up and top-down risk identification and mitigation, underpinned by ‘three lines of accountability’ that provide clarity on risk management roles and responsibilities.

We actively apply our Risk Appetite Statement to key decisions and calibrate risk taking across our regulatory and operational activities. We adjust our risk appetite at least annually as our operating environment and strategic priorities evolve.

Oversight of ASIC’s material risks (including mitigation strategies for risks outside of tolerance) is provided by several key committees that form part of our governance framework:

- ◆ The Executive Risk Committee provides direction and oversight of compliance, audit activities and the management of ASIC’s non-regulatory risks. It provides advice to the Commission Risk Committee on significant and material risk and compliance issues.
- ◆ The Commission Risk Committee considers significant or strategic matters referred by the Executive Risk Committee. It oversees ASIC’s risk, compliance and control framework, as well as our risk management strategy and Risk Appetite Statement.

- ◆ The Audit and Risk Committee operates independently of management. It provides independent assurance to the Chair on ASIC’s financial performance, risk oversight and management, and systems of internal control.

ASIC’s Internal Audit function has a dual reporting line to the accountable authority and the Chair of the Audit and Risk Committee.

With APRA, we have developed a structured approach for identifying and managing shared risks. We review these risks periodically to identify and prioritise areas of joint work where closer monitoring or risk mitigation is required.

ASIC’s key risks and mitigation strategies relevant to this corporate plan are described in the table on page 33.

RISKS	MITIGATION STRATEGY
<p>Transforming ASIC's workforce to support our digital ambitions and evolving regulatory environment</p>	<ul style="list-style-type: none"> <li>◆ Workforce and organisational design strategy</li> <li>◆ Cross-team secondments, succession, training and mentoring programs to upskill workforce</li> <li>◆ Recruitment of people with required skill sets in line with our people capability strategy</li> <li>◆ Engagement with government, industry and other agencies to understand upcoming needs</li> </ul>
<p>Ability to fund critical data and technology uplift to maintain ASIC's effectiveness as a regulator and as a registry</p>	<ul style="list-style-type: none"> <li>◆ Multi-year data and IT strategy</li> <li>◆ Pursuing data sharing opportunities with other Commonwealth agencies</li> <li>◆ Partnering with industry and academia to deliver and enhance regulatory activities</li> <li>◆ Commission and Executive oversight of program performance, risks and issues</li> </ul>
<p>The evolving external environment threatens the security and resilience of our people, information and infrastructure</p>	<ul style="list-style-type: none"> <li>◆ Health and safety program and hybrid working arrangements</li> <li>◆ Risk-based security program addressing key cyber, personnel and information security exposures</li> <li>◆ Business continuity management program and cross-agency cyber incident response arrangements</li> <li>◆ Regular information sharing with law enforcement and peer agencies</li> </ul>
<p>Like our portfolio regulator peers, ensuring we remain independent in carrying out our regulatory work and making regulatory decisions</p>	<ul style="list-style-type: none"> <li>◆ Team-specific and whole-of-agency policies and procedures for maintaining the independence of teams and roles exposed to regulatory capture</li> <li>◆ Team-specific and whole-of-agency policies and procedures for managing conflicts of interest</li> <li>◆ A dedicated Speak Up platform that allows secure and anonymised reporting of concerns, issues or public information disclosures</li> </ul>

# Measuring and evaluating our performance

We use a range of indicators and metrics to help measure our performance. Some of these focus on outputs. Where possible we use metrics to assess outcomes. We continue to seek methods to enhance our approach to measuring and evaluating our performance.

## How we measure our performance

When measuring our performance, we combine quantitative and qualitative indicators to evaluate outcomes we have achieved through regulatory and enforcement activities.

As ASIC is a law enforcement agency, the volume and results of our surveillance and enforcement activities are important measures of our performance. They also continue to be of significant interest to our stakeholders and the wider community.

While it is relatively simple to report on volumes of activity and output, these do not necessarily measure our effectiveness (e.g. changes in behaviour) and improved capabilities, which are far more challenging to assess. There are also currently no widely accepted metrics and benchmarks that enable consistent assessments to be made of regulatory and enforcement performance.

In 2024–25 we will continue to pilot efficiency measures for our ongoing regulatory work. The first tranche of these measures is now being tracked internally. We intend to report publicly, where appropriate, on the efficiency of key activities once we have established suitable baselines and targets.

We will also continue to apply an impact assessment methodology when monitoring and evaluating the impact of our regulatory interventions. This involves identifying success criteria to support analysis of the outcomes of particular projects.

We will continue to identify opportunities to enhance how we measure and evaluate our performance. We will also continue to refine our impact assessment methodology.

Our performance measurement is aligned with the [Government's best practice principles for regulator performance](#).

## How we report on our performance



### Annual report

We report our performance in our annual performance statement, which forms part of our annual report. Our annual report includes a range of qualitative and quantitative indicators about our performance.



### Service charter

In each annual report we report against our service charter performance. If we have not met service standard levels, we explain why. Our service charter covers our most regular interactions with stakeholders, such as applications for licences, relief from the law and registration.



### ASIC's outcomes by sector

Our annual report highlights the activities and outcomes achieved in each sector during the year, to help industry participants understand the regulatory effort ASIC expended in the sectors we regulate.



### Periodic ASIC updates

We publish an update every six months to highlight our key work and the progress we have made against our priorities. It includes an update on recent enforcement outcomes, and important cases and decisions, and explains how we use our regulatory tools to fulfil our objectives. Our monthly market integrity update highlights our work in the areas of market surveillance, market integrity and markets enforcement. It also highlights regulatory developments and issues affecting market intermediaries. We also publish quarterly data on market characteristics, measures of market concentration and market efficiency. Our annual licensing and professional registration activities report outlines key issues, new and proposed changes to licensing processes, and other work we have undertaken that affects licensees. It also provides information and data on licensing and registration applications. In addition, we publish a number of other periodic reports and newsletters to communicate our regulatory activities and achievements in particular sectors. These include updates on corporate insolvency and corporate finance activities.



### Other reports

We also report on the outcomes of our supervisory and surveillance activity through other reports and public communications.

## Performance measures

Regulatory activity	Outcomes	Application of the Best Practice Principles	Outputs and evidence
<b>Enforcement, supervision and surveillance</b>	<p>Financial firms and individuals providing financial services meet their obligations, act professionally and treat their clients fairly</p> <p>Entities improve their business practices in response to identified areas for improvement, with these changes reducing harms or improving consumer outcomes</p> <p>Entities have fair and efficient dispute resolution processes in place</p> <p>Misconduct is identified and addressed; wrongdoing is punished</p> <p>Where consumers suffer loss as a result of misconduct, culpable entities compensate those consumers appropriately</p>	<p>We identify key trends in our regulatory environment that inform our strategic priorities and help target our surveillance and enforcement actions</p> <p>We use data and technology to more quickly and accurately identify harms and to drive more efficient and targeted regulation</p> <p>We work with peer regulators to share data and intelligence where appropriate</p>	<p>Case studies illustrating the outcomes we have achieved through our key activities and ongoing regulatory work</p> <p>Measures of the cleanliness of the Australian listed equity market</p> <p>Operational data (e.g. number of enforcement and surveillance actions undertaken and results achieved)</p> <p>The number and nature of reports of misconduct</p> <p>Metrics from our impact assessment methodology; for example:</p> <ul style="list-style-type: none"> <li>◆ acting against inadequate IDR and EDR arrangements (e.g. change in claims handling times), and</li> <li>◆ improving credit financial hardship arrangements (e.g. change in the number of consumers who are financially stable after they exit a hardship restructure)</li> </ul>
<b>Guidance</b>	<p>We assist our regulated population to comply with their obligations, and to drive better compliance</p>	<p>We provide guidance that is practical, clear, concise and easily accessible to help regulated entities comply with their obligations</p> <p>We engage with our regulated population by consulting on guidance and responding</p>	<p>Operational data (e.g. number of regulatory guides published and accessed by stakeholders)</p> <p>Case studies (e.g. where we have published guidance to drive better compliance among our regulated population)</p>

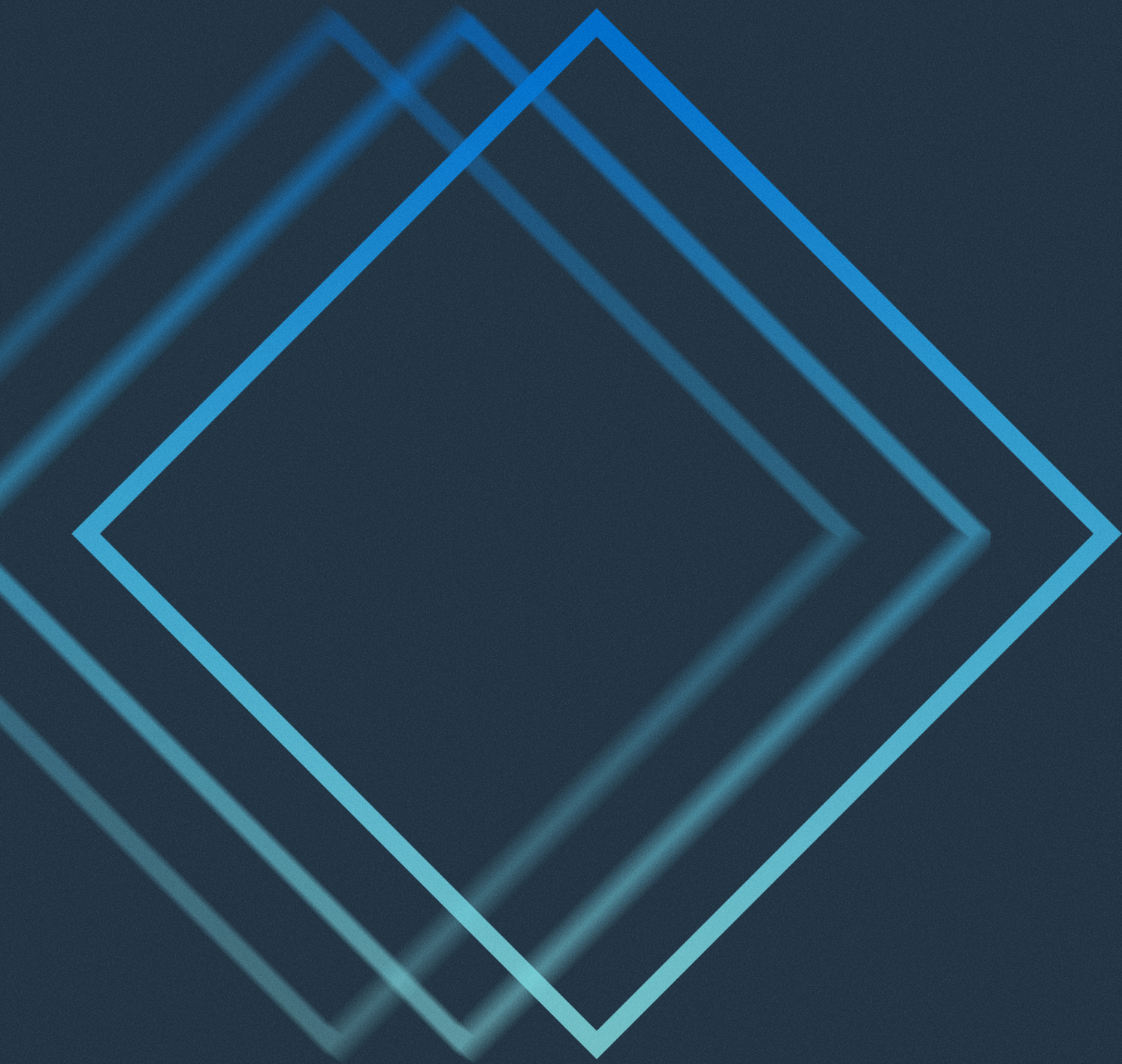
Regulatory activity	Outcomes	Application of the Best Practice Principles	Outputs and evidence
<p><b>Licensing and registration</b></p>	<p>We act as an effective frontline gatekeeper to ensure that a licence or registration is granted to applicants who are competent, and fit and proper</p> <p>Licences are granted in an efficient manner</p>	<p>We measure our performance against our service charter targets to continuously improve our interactions with licence applicants</p> <p>We engage more regularly with licensing applicants as part of our regulatory efficiency initiatives</p>	<p>Operational data (e.g. decisions to grant, vary or cancel AFS licences, credit licences and other professional registrations; number of applications with additional conditions imposed)</p> <p>Performance against our service charter targets</p> <p>Case studies (e.g. how we have exercised ASIC’s licensing powers)</p>
<p><b>Engagement</b></p>	<p>We consult with various stakeholders to enhance the effectiveness and efficiency of our work</p> <p>The regulatory system supports the work of innovative start-ups, and the market testing of novel products and services, while minimising the risk of harm to consumers</p> <p>We promote reduced compliance costs and improved efficiency among our regulated population</p>	<p>We engage regularly and transparently with stakeholders, including regulated entities, other regulators and the community</p> <p>We engage with stakeholders to identify efficiencies in the way ASIC administers the law and to make it easier for industry and other stakeholders to interact with ASIC</p> <p>We implement innovative approaches when considering regulatory or policy issues</p> <p>We comply with whole-of-government regulatory policies, including on best practice regulation</p> <p>We engage with internal and external performance reviews, and improve our regulatory practices and procedures in response to recommendations</p>	<p>Case studies (e.g. initiatives that reduce compliance costs and improve efficiency)</p> <p>Use of our Innovation Hub by innovative financial firms, including the enhanced regulatory sandbox</p> <p>Operational data (e.g. number of engagements in a year, joint-agency initiatives, consultation papers published)</p>



Regulatory activity	Outcomes	Application of the Best Practice Principles	Outputs and evidence
<b>Regulatory relief</b>	We exercise ASIC's discretionary powers to grant relief and make legislative instruments appropriately	<p>We facilitate business, promote innovation and support the Australian economy</p> <p>We maintain processes that encourage procedural fairness, accessibility and responsiveness, which in turn build public trust and confidence in the performance of ASIC's regulatory functions</p>	<p>Operational data, including relief applications assessed and legislative instruments made</p> <p>Performance against our service charter targets</p>
<b>Education</b>	People can take action based on ASIC's educational materials	<p>We promote trust and confidence in Australia's regulatory settings</p> <p>We communicate effectively with consumers so that they can easily understand and access information</p>	<p>Operational data, including data on how consumers are accessing and using ASIC's Moneysmart website</p> <p>Case studies (e.g. where we have helped Australians to be in control of their financial lives)</p>







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