

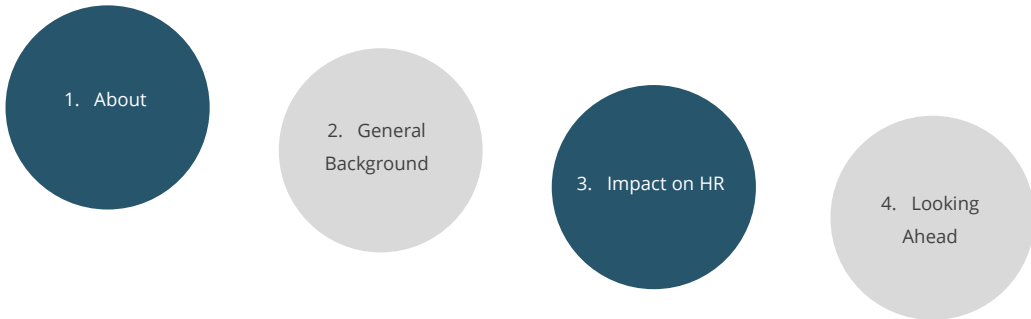
Calvin Cassar 7/7/21

# The impact of FATF grey listing on HR in Malta

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OUTLINE:

## Presentation Outline



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ABOUT:



## Calvin Cassar

- Head People & Culture at the MFSA

- 10+ years experience in HR
- Experience in HR in recruitment and across industries including hospitality, automotive and financial services.
- 4+ years at the MFSA.
- Experience in organisational change management, organisation development, and management of organisational culture.

**Disclaimer:**

All opinions presented are my own, and do not represent an MFSA position.

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GENERAL BACKGROUND:



## General Background

- Moneyval Assessment

- July 2019 Malta fails a Moneyval assessment and was asked to address shortcomings in its AML/CFT systems and was given a year to address shortcomings.
- The review was delayed in view of the COVID-19 pandemic, and in April 2021, Malta was given the green light in relation to its anti-money laundering regime, following the new assessment.

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GENERAL  
BACKGROUND:

## General Background

- FATF Grey Listing

- In June 2021, despite the green light from Moneyval, the Financial Action Task Force (FATF) decided to grey list Malta, with the following recommendations:

1. Show that ownership information for companies based in Malta is accurate.
2. Enhancing the use of financial intelligence by the government's Financial Intelligence Analysis Unit.
3. Focusing FIAU analysis on criminal tax offences

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GENERAL  
BACKGROUND:

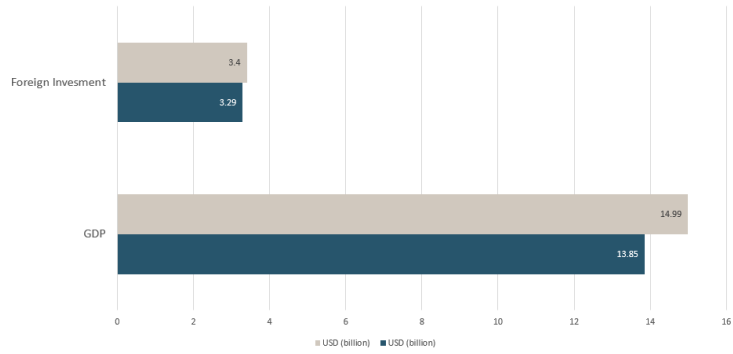
## General Background

- Impact of Grey Listing

- Bank de-risking
- Drop in investor confidence
- Drop in foreign investment

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## General Background

- Impact of Grey Listing

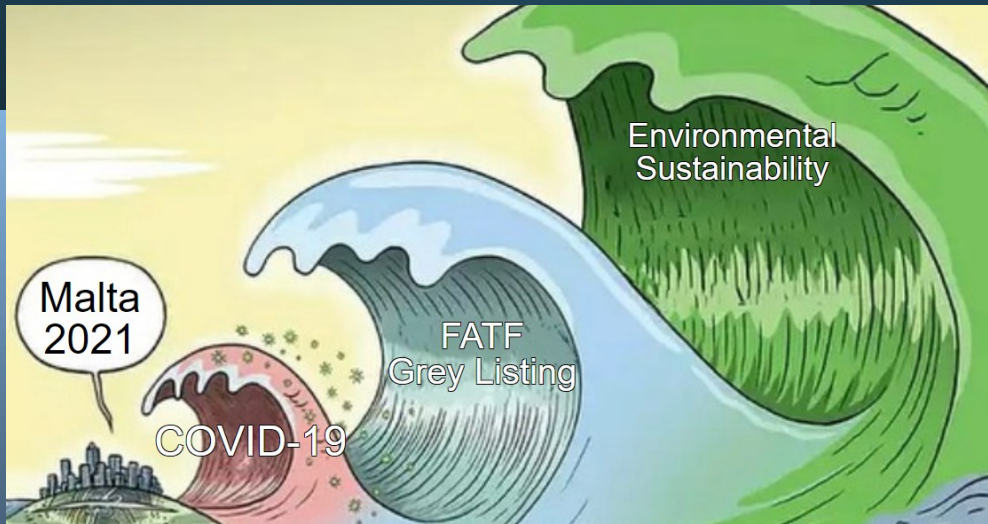
1. Foreign Investment: 2020 (top) in comparison to projections following FATF grey listing

2. GDP: 2020 (top) in comparison to projections following FATF grey listing



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## General Background

At the most basic level, at a national level, we should be looking at two key actions, post grey listing.

1. Retaining  
What We  
Have

2. Developing  
What We Don't

General  
Background:

Looking at the national level

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## Impact on Human Resources

Recruitment



1. Access to local talent.
2. A flourishing recruitment industry.
3. Look into retaining specialist expertise developed over time in financial services, and technology.
4. Good educational support and alignment with business needs.

1. Retaining  
What We  
Have

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2. Developing What We Don't

- 1. A national brand – think employer brand but at a national level.
- 2. Facilitated international mobility, including for third country nationals.
- 3. A response focused on inclusion and diversity rather than an insular one.
- 4. Efficient mechanisms to address the skills gaps.

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## Impact on Human Resources

### Recruitment



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## Impact on Human Resources

### Staff Retention



- 1. Holding on to local competence and talent.
- 2. Holding on to international competence and talent.
- 3. True employee-business partnering.
- 4. Responding to challenges with agility and determination.

1. Retaining What We Have

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- 1. Empathy with the expat perspective.
- 2. Facilitated international mobility, including for third country nationals, including at renewal stage.
- 3. Incentivising talent to stay on.

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## Impact on Human Resources

### Staff Retention



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## Impact on Human Resources

### Employee Development



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- 1. Access to training and development. Requiring renewed commitment and investment.
- 2. Investment to up the game.
- 3. A push in innovation and creativity.
- 4. Access to funding to support employee development.



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1. Focus on development of key skills in areas featuring shortages.
2. A forward looking educational system aligned to the idea of anticipating business needs.
3. Development of competencies rather than provision of knowledge.

## Impact on Human Resources

### Employee Development




## Looking Ahead



### - HR's Role

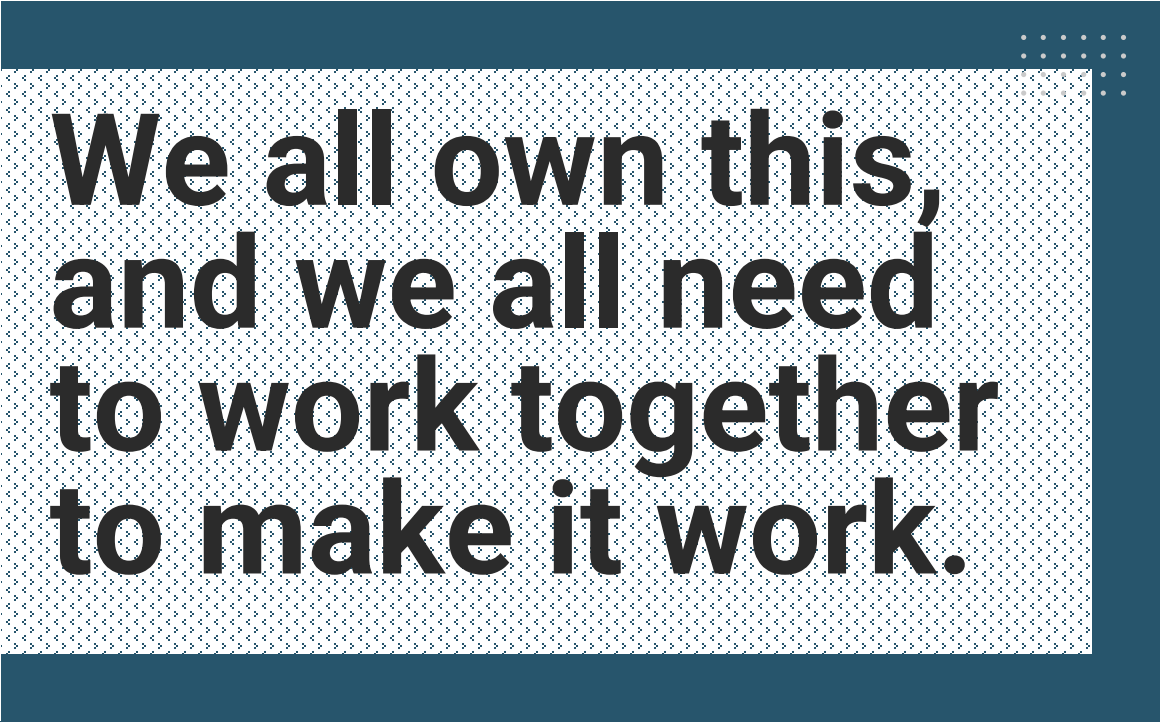
- Contribute strategically to organisational requirements and look into anticipating and mitigating for risks and fallout
- Discuss matters, rather than brushing them under the carpet – they still will not go away.
- Make data driven analysis, commentary and action plans.
- Maintain recognition of the value of people.





**We are not where  
we once stood.**

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**We all own this,  
and we all need  
to work together  
to make it work.**

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**ThankY  
ou.**

THANKS