



Head of Division  
Cheffe de Division

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Zahid Ismail  
Director-General,  
Malaysian Productivity Corporation  
Malaysia

13 August 2025

Dear Mr. Zahid Ismael,

I am pleased to invite you to speak at the OECD high-level Symposium “Simplifying for Success” on 17-18 November 2025 at the OECD Headquarters in Paris, France.

Amid an increasingly challenging global economic outlook, and renewed concerns about overly complex regulatory requirements, some governments across the world are starting to put forward ambitious regulatory burden and simplification initiatives.

The Symposium will provide a platform for Ministers, senior policy makers, and representatives from business, trade, and consumer protection organisations to explore current regulatory burden reduction and simplification initiatives, reflecting on past efforts, current challenges, and how to move forward effectively.

I hope that you will be able to join us and share your valuable insights on how governments can effectively reduce regulatory complexity and cost while safeguarding the public interest. Our team remains at your disposal for any additional information and to ensure a swift follow up.

Kind regards,

A handwritten signature in dark ink, appearing to read 'Anna', followed by a long horizontal line.

Anna Pietikäinen  
Head of Regulatory Policy Division  
Public Governance Directorate  
OECD