

Governing with Purpose

MSWG Bespoke Training Programmes

2026

MSWG Bespoke Training Programme 2026

Published by:

Minority Shareholders Watch Group

Badan Pengawas Pemegang Saham Minoriti Berhad

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MSWG reserves the right to amend the programmes as necessary without prior notice.

Published in February 2026.

Insights from the Shareholder's Seat

Good governance and sustainability are no longer about form or compliance alone. They are central to how companies manage risk, build trust, and create long-term value in an environment of heightened scrutiny and rising stakeholder expectations.

At MSWG, our work places us in direct and regular engagement with listed companies, regulators, investors, and minority shareholders. Through our monitoring activities and participation in general meetings, we see first-hand the recurring governance and sustainability challenges faced by boards and management, and the practical gaps that often exist between policy and execution.

MSWG's bespoke training programmes are designed to address these gaps. Each programme is tailored to the specific needs of the organisation, grounded in real market developments, regulatory expectations, and issues commonly raised by shareholders. Our focus is practical, candid, and discussion-driven, equipping participants with perspectives and tools they can apply immediately.

We believe effective training should sharpen judgement, strengthen accountability, and support better decision-making. Through these bespoke programmes, MSWG seeks to contribute to stronger governance practices and a more transparent, resilient capital market.

Dr Ismet Yusoff
Chief Executive Officer



About MSWG

The Minority Shareholders Watch Group (MSWG) was established in 2000 as part of Malaysia's capital market framework to advocate for minority shareholders' rights and promote high standards of corporate governance. MSWG is a self-governing, non-profit organisation and is substantially funded by the Capital Market Development Fund (CMDf).

MSWG plays a distinct role in the capital market through the active monitoring of public-listed companies and regular attendance at general meetings of more than 500 listed companies. This direct engagement provides MSWG with practical insight into governance practices, disclosure quality, regulatory expectations, and recurring shareholder concerns across sectors.

In addition, MSWG conducts a comprehensive assessment and rating of all listed companies through the National Corporate Governance and Sustainability Awards (NACGSA) initiative. These corporate governance ratings are made publicly available via the Bursa Malaysia website, reinforcing transparency and providing the market with an independent benchmark of governance and sustainability performance.

Building on this foundation, Vision 28 is MSWG's strategic roadmap to strengthen shareholder activism and accelerate the digitalisation of corporate monitoring, governance assessments, and market engagement. The strategy focuses on enhancing data-driven insights, deepening market impact, and future-proofing MSWG's role as an independent pillar of market discipline, ensuring our work, including training and capacity building, remains practical, relevant, and responsive to the evolving expectations of the capital market.



Designed with Purpose

This Training Compendium provides an overview of MSWG's bespoke training programmes, designed to support boards, management, and market intermediaries in navigating governance, sustainability, and regulatory challenges. Rather than offering a fixed curriculum, it outlines our training approach, thematic focus areas, and the flexibility to tailor each programme to the specific needs, context, and maturity of the organisation.

The programmes outlined are indicative and may be customised in scope, depth, and format. Organisations are encouraged to engage with MSWG to co-design training sessions that address their unique priorities, emerging risks, and stakeholder expectations, ensuring learning that is practical, relevant, and grounded in real market experience.

Please note that the programme offerings are subject to change. For the most up-to-date information and any potential updates or additions to our programme schedule, we recommend referring to our website regularly.

For personalised assistance or if you have any inquiries, please feel free to reach out to:



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Focused. Relevant. Purpose-Built.

Our training is structured around three core tracks, providing a focused and targeted approach while allowing flexibility to customise content based on organisational needs, sector context, and participant profiles. Each track is designed to deepen understanding, sharpen judgement, and strengthen accountability at the board, management, and practitioner levels.



Track 1 **Corporate Governance**

Strengthening board effectiveness, accountability, disclosure quality, and shareholder engagement.

Page 8-19



Track 2 **Sustainability**

Embedding sustainability into strategy, risk oversight, disclosure, and long-term value creation.

Page 22-25



Track 3 **Risk Management**

Understanding emerging risks, governance of risk oversight, and aligning risk management with regulatory and stakeholder expectations.

Page 28-39



Track 1 Corporate Governance

Strengthening board effectiveness, accountability, disclosure quality, and shareholder engagement.

CG1 | Track 1 | Corporate Governance

AUDIT & GOVERNANCE ESSENTIALS

Your role in Assurance, Control and Trust



Trainer
Salleh Hassan

Programme Overview

Effective corporate governance depends not only on policies and oversight, but on how well assurance, controls and evidence are understood and applied across the organisation. In practice, many audit issues arise from weak documentation, unclear control ownership, or poor responses to audit queries rather than intentional misconduct. This programme provides participants with a practical understanding of how audit and governance work in listed companies and how day-to-day actions support credible reporting and effective oversight. It focuses on evidence quality, risk-to-control thinking, and professional engagement with auditors, equipping participants to contribute confidently to the organisation's governance and assurance framework.



Key Focus Areas

- Practical audit and governance roles
- Evidence quality and common weaknesses
- Risk and control mapping
- Managing audit queries and walkthroughs
- Early governance and control warning signs

Delivery Format

- Highly interactive, case-driven and discussion-based
- Practical tools and templates for immediate application
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am Understanding Audit and Governance in Practice

- How assurance works in a listed company
- Roles of management, internal audit, audit committee and external auditors
- Common causes of audit findings and governance gaps
- Why audit issues often originate outside Finance

Part 2 | 10.30 am – 12.00 pm Audit Evidence: What Good Looks Like

- What auditors consider reliable and sufficient evidence
- Common evidence weaknesses and red flags
- Documentation standards and audit trails
- Preparing for audit walkthroughs and information requests

Part 3 | 2.00 pm – 3.30 pm Risk and Control Mapping for Process Owners

- Understanding risks from a process perspective
- Preventive vs detective controls
- Control ownership and accountability
- Identifying gaps, overrides and “paper compliance”

Part 4 | 3.45 pm – 5.00 pm Responding to Audits and Early Warning Signs

- Managing audit queries professionally
- Do's and don'ts during audit interviews
- Early warning signs of governance and control weaknesses
- Practical steps to strengthen controls and evidence quality

FRAUD, SCANDALS & GOVERNANCE RED FLAGS

Detect, Escalate and Prevent



Trainer
Salleh Hassan

Programme Overview

Corporate scandals rarely arise from a single act. More often, they develop through a chain of weak controls, inappropriate incentives, delayed escalation and suppressed challenge. Understanding how these failures emerge, and how to intervene early is critical to effective risk management and governance. This programme equips participants with the skills to identify fraud and governance red flags, assess concerns objectively, and take appropriate escalation and prevention actions. Using real-world scenarios and case discussions, participants learn how to recognise early warning signs, preserve evidence, and strengthen organisational responses before issues escalate into serious failures.



Key Focus Areas

- Practical audit and governance roles
- Evidence quality and common weaknesses
- Risk and control mapping
- Managing audit queries and walkthroughs
- Early governance and control warning signs

Delivery Format

- Highly interactive, case-driven and discussion-based
- Practical tools and templates for immediate application
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am

How Scandals and Governance Failures Develop

- How corporate scandals typically evolve over time
- Incentives, pressures and “normalisation of deviance”
- Early weak signals and near-misses often overlooked
- Why failures are rarely the result of a single act

Part 2 | 10.30 am – 12.00 pm

Identifying Fraud and Governance Red Flags

- Common red flags in key business processes (procurement, revenue, inventory, payroll, capex)
- Red flags in management explanations and narratives
- Patterns observed in enforcement and governance failures
- Distinguishing judgement issues from misconduct risk

Part 3 | 2.00 pm – 3.30 pm

Evidence, Documentation and Escalation

- What to document and preserve when concerns arise
- Handling digital trails and sensitive information
- Assessing concerns objectively and proportionately
- Escalation channels, roles and responsibilities

Part 4 | 3.45 pm – 5.00 pm

Preventing Recurrence: Controls, Monitoring and Culture

- Strengthening controls and monitoring indicators
- Managing overrides and exceptions
- Designing practical prevention measures
- Reinforcing accountability and speak-up culture

CG3 | Track 1 | Corporate Governance

READING BETWEEN THE LINES

Making Sense of Financial Statements for Non-Accountants



Trainer
Salleh Hassan

Programme Overview

Financial statements are often viewed as technical documents meant only for accountants. In reality, they are one of the most important tools for understanding a company's performance, financial position, and underlying risks. For non-accounting professionals, the challenge is not preparing the numbers, but interpreting what they reveal—and what they may obscure. This programme equips participants with the practical skills to read, interpret, and question financial statements with confidence. Using plain language, real-world examples, and case-based discussions, participants will learn to identify red flags, assess financial health, and translate financial information into meaningful insights for decision-making, governance, and advisory contexts.



Key Focus Areas

- Practical audit and governance roles
- Evidence quality and common weaknesses
- Risk and control mapping
- Managing audit queries and walkthroughs
- Early governance and control warning signs

Delivery Format

- Highly interactive, case-driven and discussion-based
- Practical tools and templates for immediate application
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am The Language of Financial Statements

- Purpose and users of financial statements
- Overview of the income statement, balance sheet and cash flow statement
- How the statements connect and tell a coherent story

Part 2 | 10.30 am – 12.00 pm Understanding Performance: The Income Statement

- Revenue and cost drivers
- Gross profit vs net profit
- Assessing profit quality and sustainability

Part 3 | 2.00 pm – 3.30 pm Financial Position and Liquidity

- Interpreting assets, liabilities and equity
- Understanding leverage and capital structure
- Profit versus cash: reading the cash flow statement

Part 4 | 3.45 pm – 5.00 pm Analysis, Red Flags and Practical Application

- Key profitability, liquidity and solvency ratios
- Identifying financial warning signs and trends
- Applying financial insights in governance, legal and advisory contexts

MCCG NEXT: BOARD READINESS

Preparing Boards to Lead Ahead of the Next MCCG

IN-PERSON
SESSION8 CPD
HOURSHRD CORP
CLAIMABLE

Trainer
Salleh Hassan

Programme Overview

Malaysia's corporate governance landscape is evolving towards a stronger emphasis on outcomes, behaviour, and demonstrable board effectiveness. An anticipated revision of the Malaysian Code on Corporate Governance (MCCG) is expected to raise expectations on long-term value stewardship, board accountability, assurance readiness, technology oversight, and engagement integrity. This programme is designed to help boards and senior management prepare proactively—before requirements tighten and scrutiny intensifies. It focuses on practical, trainable governance capabilities that boards can implement immediately, while equipping participants to anticipate and manage emerging expectations under the next phase of the MCCG. The programme is forward-looking, evidence-driven, and grounded in real governance practices observed by regulators, investors, and market institutions.



Key Focus Areas

- Practical audit and governance roles
- Evidence quality and common weaknesses
- Risk and control mapping
- Managing audit queries and walkthroughs
- Early governance and control warning signs

Delivery Format

- Highly interactive, case-driven and discussion-based
- Practical tools and templates for immediate application
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am What Is Changing Under MCCG NEXT

- Key shifts towards outcomes- and behaviour-based governance
- From governance described to governance demonstrated
- Board accountability for long-term value, conduct and oversight
- Why early movers reduce transition and conduct risk

Part 2 | 10.30 am – 12.00 pm Board Stewardship, Effectiveness and Credible Disclosure

- Long-term value stewardship and capital discipline
- Board skills, independence, renewal and fit-and-proper expectations
- Board evaluation and follow-through
- Moving from generic to decision-useful governance disclosures

Part 3 | 2.00 pm – 3.30 pm Technology, AI and Emerging Risk Oversight

- Board-level oversight of technology and digital risk
- Emerging expectations on AI governance and accountability
- Assurance readiness for technology, AI and sustainability risks
- Integrating risk, internal audit and board oversight

Part 4 | 3.45 pm – 5.00 pm Assurance Readiness and Engagement Integrity

- Strengthening risk, control and assurance structures
- Audit quality oversight and internal audit coverage
- Investor engagement maturity and AGM conduct
- Practical steps boards can implement ahead of MCCG NEXT

TRUST, JUSTICE AND VALUE

Maqasid-Inspired Governance for the Modern Boardroom



Trainer
Salleh Hassan

Programme Overview

Corporate governance is often assessed through structures, policies and disclosures. Yet market experience shows that form alone does not guarantee trust, performance, or investor confidence. The deeper question for boards is whether governance, as practised, acts as a leading force for value creation or a lagging response to failure. This executive masterclass explores corporate governance through the lens of Maqasid al-Shariah, focusing on the principles of trust (amanah), justice ('adl) and value creation (maslahah). Using carefully designed case studies that reflect real market patterns, participants examine governance in substance rather than form, assess how governance signals are interpreted by investors, and develop practical frameworks that boards can apply to strengthen decision-making, accountability and long-term value creation.



Key Focus Areas

- Practical audit and governance roles
- Evidence quality and common weaknesses
- Risk and control mapping
- Managing audit queries and walkthroughs
- Early governance and control warning signs

Delivery Format

- Highly interactive, case-driven and discussion-based
- Practical tools and templates for immediate application
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am Governance through the Lens of Trust and Justice

- Governance form versus governance substance
- Maqasid al-Shariah as ethical foundations for board decision-making
- Trust, accountability and fairness in governance practices
- Practical diagnostic: Governance Substance Self-Check

Part 2 | 10.30 am – 12.00 pm Governance as a Leading or Lagging Factor of Performance

- How governance influences firm performance and resilience
- Case analysis of fictionalised listed-company scenarios
- Identifying when governance leads value creation and when it lags
- Practical diagnostic: Governance-Performance Matrix

Part 3 | 2.00 pm – 3.30 pm The Investor's Lens: Reading Governance Signals

- How investors interpret governance actions and disclosures
- Identifying positive and negative governance signals
- Linking governance quality to confidence, valuation and trust
- Practical tool: Investor Governance Signal Checklist

Part 4 | 3.45 pm – 5.00 pm Operationalising Maqasid Governance

- Translating principles into boardroom practice
- Aligning trust, justice and value creation in decisions
- From diagnosis to action: strengthening governance outcomes
- Practical synthesis: Maqasid Governance Value Compass

Corporate Governance Failures & Board Accountability Oversight



IN-PERSON SESSION



8 CPD HOURS



HRD CORP CLAIMABLE



Trainer
Dr Yee Hun Leek

Programme Overview

Effective corporate governance safeguards shareholder interests and promotes sustainable value creation. When governance mechanisms fail, whether through weak board oversight, ineffective audit committees or compromised internal controls, the consequences can be severe and far-reaching. Minority shareholders must therefore understand how governance structures operate in practice, not merely in disclosure. This programme examines governance expectations under Malaysian Code on Corporate Governance (MCCG) 2021 and Bursa requirements, supported by case studies of governance breakdowns. Participants will learn to assess board independence, risk oversight quality and internal control robustness. This programme equips attendees with structured evaluation tools to identify governance weaknesses early and engage constructively with boards to enhance accountability.



Key Focus Areas

- MCCG & Bursa governance standards
- Board independence & effectiveness
- Audit committee & internal controls
- Governance breakdown case lessons
- Shareholder engagement strategies

Delivery Format

- Case-driven discussions with governance assessment frameworks
- Practical board and audit committee evaluation checklist
- Facilitated AGM questioning and engagement simulation

Part 1 | 9.00 am – 10.15 am Governance Framework & Board Effectiveness

- MCCG 2021 principles and Bursa requirements
- Directors' fiduciary and statutory duties
- Board composition and independence criteria
- Chairman-CEO role separation
- Board performance and succession planning

Part 2 | 10.30 am – 12.00 pm Audit Committee & Risk Oversight

- Financial literacy requirements
- Internal audit reporting lines
- Risk management framework
- Whistleblowing mechanisms
- Tone at the top

Part 3 | 2.00 pm – 3.30 pm Case Studies of Governance Breakdown

- Early warning governance signals
- Control override by management
- Regulatory enforcement outcomes
- Shareholder impact analysis

Part 4 | 3.45 pm – 5.00 pm Constructive Shareholder Engagement

- Framing effective annual general meeting (AGM) questions
- Escalation channels
- Evaluating board responses
- Collaboration with institutional investors

Audit Quality, Auditor Independence & Shareholder Oversight in PLCs

IN-PERSON
SESSION8 CPD
HOURSHRD CORP
CLAIMABLE

Trainer
Dr Yee Hun Leek

Programme Overview

External audit enhances the credibility of financial reporting, yet the scope and limitations of audit are often misunderstood. Misaligned expectations may lead to misplaced reliance or ineffective questioning during shareholder meetings. A sound understanding of audit responsibilities and reporting structure is essential for informed oversight. This programme clarifies audit standards, audit opinions and Key Audit Matters (KAM), while examining audit independence and regulatory supervision. Participants will gain practical tools to interpret audit reports critically, assess audit quality indicators and evaluate audit committee oversight, strengthening shareholder engagement at annual general meetings (AGMs).



Key Focus Areas

- Audit scope & responsibilities
- Audit opinions & going concern signals
- Key Audit Matters analysis
- Independence & tenure risks
- Audit committee oversight

Delivery Format

- Audit report analysis and structured interpretation workshop
- Interactive discussion on audit quality indicators and independence
- Practical AGM simulation with audit-focused questioning techniques

Part 1 | 9.00 am – 10.15 am

Role of External Audit & Audit Reporting Fundamentals

- Purpose and scope of external audit
- Auditor vs director responsibilities
- Reasonable assurance and audit limitations
- Structure of audit opinions
- Unmodified vs modified reports overview

Part 2 | 10.30 am – 12.00 pm

Key Audit Matters & Going Concern

- Risk assessment process
- Significant accounting estimates
- Impairment testing
- Liquidity disclosures

Part 3 | 2.00 pm – 3.30 pm

Audit Quality & Independence

- Audit tenure and rotation
- Non-audit services risk
- Regulatory inspection findings
- Audit committee oversight responsibilities

Part 4 | 3.45 pm – 5.00 pm

Case Review & AGM Simulation

- Reviewing a sample audit report
- Identifying risk signals
- Structured questioning workshop

Advanced Financial Statement Analysis & Red Flag Detection



IN-PERSON SESSION



8 CPD HOURS



HRD CORP CLAIMABLE



Trainer
Dr Yee Hun Leek

Programme Overview

High-quality financial reporting is fundamental to investor confidence and capital market stability. However, headline profit figures often conceal underlying weaknesses that may impair long-term shareholder value. Directors and Officers of companies must therefore move beyond basic ratio analysis to critically evaluate earnings sustainability, cash flow strength and governance-linked financial risks embedded within annual reports and quarterly announcements. This programme provides a structured analytical framework grounded in financial reporting standards and capital market regulatory requirements. Participants will learn to identify early warning signals in revenue recognition, related party transactions, impairment assessments and audit disclosures. Through guided case analysis, the programme enhances participants' ability to question management effectively and exercise informed shareholder oversight.



Key Focus Areas

- Earnings quality & sustainability
- Cash flow strength & liquidity
- Revenue & accounting risk signals
- Related party & governance risks
- Audit disclosures & KAM insights

Delivery Format

- Interactive technical briefing with practical financial analysis tools
- Real annual report dissection and guided red flag identification
- Case-based workshop with facilitated shareholder engagement simulation

Part 1 | 9.00 am – 10.15 am Financial Reporting Framework & Earnings Quality Assessment

- Objectives of financial reporting under MFRS
- Directors' responsibilities and fiduciary duties
- Earnings quality vs accounting profit
- Recurring vs non-recurring income
- Margin trends and sustainability analysis

Part 2 | 10.30 am – 12.00 pm Cash Flow Diagnostics & Revenue Recognition Risk

- Operating cash flow vs net profit reconciliation
- Free cash flow and dividend sustainability
- Revenue recognition under MFRS 15
- Contract assets and receivables risk
- Channel stuffing and cut-off issues

Part 3 | 2.00 pm – 3.30 pm Related Party Transactions & Governance Red Flags

- MFRS 124 disclosure requirements
- Substance over form assessment
- Unusual pricing or volume patterns
- Controlling shareholder influence
- Complex corporate structures

Part 4 | 3.45 pm – 5.00 pm Key Audit Matters (KAM) & Practical Red Flags

- Structure of KAM disclosures
- Going concern emphasis indicators
- Impairment sensitivity disclosures
- Case study analysis and structured AGM questioning

The Illusion of Governance

Why Structures Fail and What Boards Must Do in Practice



Trainer
Dr Ismet Yusoff



Trainer
Sujatha Sekhar Naik

Programme Overview

This programme challenges the notion that corporate governance is merely about structures and compliance. Drawing from MSWG's extensive monitoring of listed companies and real-life case studies, it highlights how governance gaps continue to persist in practice, ranging from disclosure weaknesses to boardroom decisions and oversight failures. Participants will gain practical insights into why these issues arise despite existing frameworks, and what this means for accountability and risk. The programme then shifts focus from structure to culture, exploring how boards can embed effective governance behaviours. It concludes with a panel discussion to reflect on real challenges and strengthen governance practices.



Key Focus Areas

- Governance vs Practice
- Real case insights
- Governance Red Flags
- Board Effectiveness
- Culture and Accountability

Delivery Format

- Interactive governance briefing with real market case insights
- Real case study dissection and guided red flag identification
- Case-based workshop with facilitated boardroom discussion simulation

Part 1 | 9.00 am – 10.15 am *(by Dr Ismet Yusoff)*

Governance Reality Check - Lesson from the Ground

This session will be delivered by the CEO of MSWG, drawing from the organisation's extensive monitoring of listed companies. Using real-life case studies, it highlights key governance gaps and issues observed in practice, offering a candid view of weaknesses in disclosure, oversight and decision-making, and why these persist despite established frameworks.

Part 2 | 10.30 am – 12.00 pm *(by Sujatha Sekhar Naik)*

Understanding Governance Gaps and Risks Areas

- Where governance breaks down
- Disclosure quality and transparency issues
- Board oversight and management dominance
- Complex transaction and decision risks
- Patterns of paper compliance

Part 3 | 2.00 pm – 3.30 pm *(by Sujatha Sekhar Naik)*

From structure to Culture - Board Actions

- Moving beyond compliance mindset
- Embedding governance into culture
- Strengthening board challenge practices
- Asking the right questions
- Oversight of key decisions

Part 4 | 3.45 pm – 5.00 pm

Panel Discussion - Board Realities

This panel discussion features two directors sharing their experiences in managing difficult boardroom conversations while remaining independent and acting in the company's best interest, highlighting key lessons from the challenges they have faced.

GOVERNANCE THAT EARNS TRUST

EMBEDDING GOVERNANCE FOR RESILIENCE



Trainer
Sujatha Sekhar Naik

Programme Overview

Governance in Malaysia is being reshaped by MCGG 2021 (and the forthcoming 2026 MCGG revision), the National Sustainability Reporting Framework, the latest Bursa Listing Requirement amendments, Section 17A MACC, enhanced Companies Act obligations, and increasing public scrutiny from all stakeholders. Boards that earn trust are those that move beyond compliance to embed governance as a strategic and brand discipline. This one-day programme takes board members, senior management, and risk/compliance leaders in both the private and public sectors through the working architecture of resilient governance, focusing on the director's stewardship lens; MCGG 2021 and the sustainability shift; trust as the new capital; and conduct, culture, and action.



Key Focus Areas

- Directors' duties, MCGG 2021, and the climate-first NSRF
- Sustainability governance and the board's accountabilities
- S.17A MACC, conflicts of interest, and the Three Lines Model
- AG Report 2/2025 — what failure looks like, and what to learn
- Governance as brand — Madani values, the Maqasid lens, and the 4Ps

Delivery Format

- Highly interactive, case-driven, and discussion-based
- Practical board questions and frameworks (embedding CARE, T.R.U.S.T., SCORE)
- Real-world case studies and directorlevel discussion
- Face-to-face delivery recommended
- Suitable for boards, senior management, and risk/compliance leaders

Part 1 | 9.00 am – 10.15 am Governance through Stewardship: The Director's Lens

- Defining CG — direction, control, accountability; S.213 fiduciary duties
- Shareholder influence, conflicts of interest, and de facto and shadow directors (S.2 CA 2016)
- The GLC / GLIC dual mandate — single duty, single standard

Part 2 | 10.30 am – 12.00 pm Lens of MCGG 2021 & the Sustainability Shift

- MCGG 2021 — 3 principles, 13 outcomes, 48 practices, and 22 Guidance; CARE in practice
- NSRF + IFRS S1/S2 — climate-first; phased FY2025–FY2027; the Bursa LR amendments
- Sustainability governance — the board's role; CG Monitor 2025 progress and gaps

Part 3 | 2.00 pm – 3.30 pm Trust as the New Capital

- Governance is the brand; the Madani brand promise and the Maqasid lens
- The disclosure perimeter has moved; geopolitics as a new perimeter
- From shareholder primacy to the 4Ps; the integrity equation — talk + walk = brand trust

Part 4 | 3.45 pm – 5.00 pm Governance in Conduct, Culture & Action

- S.17A MACC — strict liability and the T.R.U.S.T. defence; enhanced COI obligations
- The Three Lines Model — and the emerging fourth line; AG Report 2/2025 cautionary case studies
- SCORE in action — Simplify, Connect, Own, Reward, Exemplify

GOVERNANCE THAT EARNS TRUST

FROM COMPLIANCE TO CONVICTION — BUILDING SUSTAINABLE RESILIENCE

2-DAY COURSE



Trainer
Sujatha Sekhar Naik

Programme Overview

Boards in Malaysia face evolving regulatory and commercial demands (international and domestic) on the company and its supply chain, with greater board accountability. MCGG 2021, the National Sustainability Reporting Framework, Bursa Listing Requirements, Section 17A MACC, enhanced Companies Act obligations, and increasing scrutiny from all stakeholders sharpen the test. Compliance alone no longer earns trust; boards are expected to ensure effective risk management and to leverage governance as a strategic advantage and a brand asset. This two-day programme guides board members, senior management, and risk/compliance leaders in both the private and public sectors through the working architecture of the Malaysian governance framework and into the practical work of embedding it for resilience, culminating in a Round Table where participants apply the day's frameworks to real-world board scenarios.



Key Focus Areas

- Directors' duties, MCGG 2021, and the climate-first NSRF
- Sustainability governance, AI oversight, and the Madani lens
- S.17A MACC, conflicts of interest, and the Three Lines (and the fourth)
- Real-world failures: AG Report 2/2025, 1MDB, and international parallels
- Practical frameworks — CARE, T.R.U.S.T., and SCORE

Delivery Format

- Highly interactive, case-driven, and discussion-based
- Practical board questions and frameworks (embedding CARE, T.R.U.S.T., SCORE)
- Round Table breakouts — board discussions on four real-world scenarios
- Face-to-face delivery recommended
- Suitable for boards, senior management, and risk/compliance leaders

Day 1 9.00 am – 5.00 pm

Director's Lens, MCGG 2021 & the Sustainability Shift

- Defining CG; S.213 fiduciary duties; shareholder influence, COI, and shadow / de facto directors
- MCGG 2021 — 3 principles, 13 outcomes, 48 practices, and the CARE approach
- NSRF + IFRS S1/S2; the latest Bursa LR amendments; materiality, ISSB & GRI

Day 2 9.00 am – 12.30 pm

Risk Management, Culture & Real-World Failures

- Three Lines (and the emerging fourth); Culture, power distance, influence, and intimidation
- AG Report 2/2025 — recurring patterns of failure; procurement as the public test
- Domestic and international case studies

Day 2 2.00 pm – 3.30 pm

The Rebrand and Action Agenda

- Governance is the brand — the GLC dual mandate; Madani values; the 4Ps
- AI governance as board oversight — the four hard questions
- The Maqasid lens; SCORE; five hard questions every board should answer this quarter

Day 2 3.45 pm – 5.00 pm

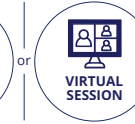
Round Table — Practical Application

- Whistleblower & procurement irregularities under controlling-shareholder pressure
- An AG-style audit query on a GLC transaction/subsidiary acquisition; an NGO exposé on sustainability reporting integrity
- An adverse outcome from an AI-driven decision in a regulated business — sector-specific scenarios available

CG12 | Track 1 | Corporate Governance

GOVERNANCE THAT EARNS TRUST

WORKING WITH MCCG

IN-PERSON
SESSIONVIRTUAL
SESSION4 CPD
HOURS

Trainer
Sujatha Sekhar Naik

Programme Overview

MCCG 2021 sits at the centre of Malaysia's corporate governance architecture — and is being tested by the National Sustainability Reporting Framework, the latest Bursa Listing Requirement amendments, Section 17A MACC, and the forthcoming 2026 Code revision. This half-day programme is designed for boards, senior management, and risk/compliance leaders who need a working command of the Code, an understanding of how governance becomes a brand and trust asset, and a practical view of what earning trust looks like in conduct, conflicts, and oversight — all in a single morning.



Key Focus Areas

- MCCG 2021 — the working manual; CARE, sustainability governance & the 2026 revision
- Governance is the brand — the rebrand thesis for resilience
- S.17A MACC, enhanced COI, and the Three Lines Model
- AG Report 2/2025 case studies — what action looks like
- Practical, immediate-use frameworks — CARE, T.R.U.S.T., and SCORE

Delivery Format

- Highly interactive, case-driven, and discussion-based
- Practical board questions and frameworks (embedding CARE, T.R.U.S.T., SCORE)
- Suitable for boards, senior management, and risk/compliance leaders
- Designed for immediate application — frameworks that travel back to the boardroom
- Face-to-face or virtual delivery

Part 1 | 9.00 am – 9.50 am MCCG 2021: The Working Manual

- MCCG 2021 — 3 principles, 13 outcomes, 48 practices, and 22 Guidance; the CARE approach
- Sustainability governance; NSRF + IFRS S1/S2; the Bursa LR amendments
- CG Monitor 2025 — progress and persistent gaps; the 2026 revision

Part 2 | 10.05 am – 10.55 am Governance is the Brand

- Why governance is the brand — for GLCs and listed issuers
- From shareholder primacy to the 4Ps; the disclosure perimeter has moved
- Madani values as a governance choice; the integrity equation

Part 3 | 11.10 am – 12.00 pm Earning Trust in Practice

- S.213 directors' duties; shadow & de facto directors (S.2)
- S.17A MACC and the T.R.U.S.T. adequate-procedures defence; enhanced COI obligations
- Three Lines (and the emerging fourth line); AG Report 2/2025 cautionary cases

Part 4 | 12.00 pm – 12.30 pm Open Discussion and Q&A

- Reflections — what shifts for your organisation
- Director and management Q&A
- Take-away frameworks and action commitments for the next 90 days



Track 2 Sustainability

Embedding sustainability into strategy, risk oversight, disclosure, and long-term value creation.

SUSTAINABILITY REPORTING UNDER NSRF & ISSB STANDARDS

Board Oversight, Accountability and Assurance Readiness



Trainer
Salleh Hassan

Programme Overview

Sustainability reporting under the National Sustainability Reporting Framework (NSRF) and ISSB Standards (IFRS S1 and IFRS S2) is increasingly subject to financial-reporting discipline. Boards are now expected to exercise clear oversight over governance, boundaries, judgements, controls, and assurance rather than treating sustainability disclosures as narrative or compliance-driven outputs. This programme is designed to equip boards and senior management with a practical understanding of their responsibilities under NSRF and ISSB. It focuses on decision-useful disclosures, connectivity to financial statements, evidence and control readiness, and the assurance trajectory from limited to reasonable assurance. The programme emphasises what boards must be able to challenge, approve and sign off, and how to do so with confidence.



Key Focus Areas

- Practical audit and governance roles
- Evidence quality and common weaknesses
- Risk and control mapping
- Managing audit queries and walkthroughs
- Early governance and control warning signs

Delivery Format

- Highly interactive, case-driven and discussion-based
- Practical tools and templates for immediate application
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am

NSRF & ISSB: What Boards Are Accountable For

- Overview of NSRF and IFRS S1 / IFRS S2 architecture
- Board accountability for sustainability disclosures
- Governance, boundaries and reporting entity considerations
- From narrative sustainability reporting to decision-useful information

Part 2 | 10.30 am – 12.00 pm

Decision-Useful Disclosures and Connectivity

- Linking sustainability risks and opportunities to strategy and value creation
- Connectivity between sustainability disclosures and financial statements
- High-judgement areas: assumptions, scenarios, transition plans and targets
- Avoiding generic, unsupported or over-claiming disclosures

Part 3 | 2.00 pm – 3.30 pm

Controls, Evidence and Assurance Readiness

- What “assurance-ready” sustainability information looks like
- Controls over data, metrics and narratives
- Roles of management, internal audit and assurance providers
- Understanding the assurance journey: limited to reasonable assurance

Part 4 | 3.45 pm – 5.00 pm

Board Sign-Off, Disclosure Risk and Next Steps

- Board sign-off workflows and escalation thresholds
- Managing disclosure risk and potential misstatement
- Board questions that matter under ISSB
- Practical steps to strengthen readiness ahead of reporting cycles

ST2 | Track 2 | Sustainability

ClimateSense WORKSHOP

Practical Climate Scenario Analysis for Mid and Small Companies



Trainer
Salleh Hassan

Programme Overview

Climate scenario analysis is increasingly expected under IFRS S2 and Malaysia's National Sustainability Reporting Framework (NSRF), yet many mid-sized and smaller companies struggle to apply it in a practical and defensible way. Common concerns include the perceived need for complex climate models, specialist data, or external consultants. This hands-on workshop demystifies climate scenario analysis by adopting a fit-for-purpose, "good-enough" approach that focuses on transparency, structured judgement, and decision usefulness. Participants learn how to translate plausible climate futures into business impacts, prioritise climate risks, identify resilience actions, and produce a clear, disclosure-ready climate resilience narrative that can be strengthened over time. Designed for cross-functional teams, the workshop emphasises practical tools, peer learning, and immediate application.



Key Focus Areas

- Practical audit and governance roles
- Evidence quality and common weaknesses
- Risk and control mapping
- Managing audit queries and walkthroughs
- Early governance and control warning signs

Delivery Format

- Highly interactive, case-driven and discussion-based
- Practical tools and templates for immediate application
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am Climate Scenarios Without the Jargon

- What climate scenario analysis is — and what it is not
- What IFRS S2 and NSRF expect from companies
- Scenario vs forecast: avoiding common misconceptions
- Physical and transition climate risk drivers

Part 2 | 10.30 am – 12.00 pm Mapping Climate Risks to Your Business

- Translating climate drivers into business impacts
- Physical and transition risks across operations, supply chains and markets
- Risk pathway mapping using a structured template
- Identifying material climate risk linkages

Part 3 | 2.00 pm – 3.30 pm Exposure and Hotspots Workshop

- Identifying high-exposure assets, processes and suppliers
- Site-process-dependency mapping
- Prioritising key climate risk pathways for analysis
- Preparing inputs for scenario stress testing

Part 4 | 3.45 pm – 5.00 pm Hands-On Scenario Stress Testing

- Applying a simplified qualitative scenario analysis tool
- Assessing impact, likelihood and time horizons
- Documenting assumptions and evidence sources
- Understanding residual risk and uncertainty

ST3 | Track 2 | Sustainability

SUSTAINABILITY, GOVERNANCE AND INVESTOR EXPECTATIONS IN ASIA

From Disclosure to Strategy



Trainer
Nana Li

Programme Overview

Good governance and sustainability are increasingly central to how companies manage risk, build trust and create long-term value. Boards and management teams across Asia face rising expectations from investors, regulators and stakeholders, yet practical gaps often remain between disclosure and execution. This programme provides an investor-led, Asia-focused perspective on how governance and sustainability are assessed in practice, and how organisations can strengthen credibility, decision-making and long-term performance.



Key Focus Areas

- Investor expectations on governance and sustainability
- Credibility of targets and transition plans
- Common gaps between policy and execution
- Regional differences across key Asian markets
- Practical tools for boards and management

Delivery Format

- Highly interactive and discussion-based
- Case studies from Asia-Pacific markets
- Investor perspective and real engagement examples
- Practical tools for immediate application

Part 1 | 9.00 am – 10.15 am Sustainability and Governance in Asia: Strategic Context

- Sustainability as a driver of risk and value
- Key market drivers: regulation, investors, supply chains
- Differences across Asian markets

Part 2 | 10.30 am – 12.00 pm What Investors Look For

- Governance quality and board oversight
- Credible targets vs disclosure gaps
- Capital allocation and transition strategy

Part 3 | 12.00 pm – 1.00 pm From Disclosure to Execution

- Common weaknesses observed in practice
- Aligning governance, strategy and incentives
- Key questions from investors

SUSTAINABILITY, GOVERNANCE AND INVESTOR EXPECTATIONS IN ASIA

From Disclosure to Strategy



Trainer
Nana Li

Programme Overview

Good governance and sustainability are increasingly central to how companies manage risk, build trust and create long-term value. Boards and management teams across Asia face rising expectations from investors, regulators and stakeholders, yet practical gaps often remain between disclosure and execution. This programme provides an investor-led, Asia-focused perspective on how governance and sustainability are assessed in practice, and how organisations can strengthen credibility, decision-making and long-term performance.



Key Focus Areas

- Governance and sustainability as core board responsibilities
- Strengthening oversight and accountability
- Bridging the gap between disclosure and implementation
- Enhancing credibility with investors and stakeholders
- Applying practical tools to real business contexts

Delivery Format

- Case-driven and discussion-based
- Focus on practical application and real market experience
- Incorporates examples from Asia-Pacific markets
- Interactive dialogue with participants
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am Sustainability and Governance in Asia: Strategic Context

- Sustainability as a driver of risk and value
- Key market drivers: regulation, investors, supply chains
- Differences across Asian markets

Part 2 | 10.30 am – 12.00 pm What Investors Look For

- Governance quality and board oversight
- Credible targets vs disclosure gaps
- Capital allocation and transition strategy

Part 3 | 12.00 pm – 1.00 pm From Disclosure to Execution

- Common weaknesses observed in practice
- Aligning governance, strategy and incentives
- Key questions from investors

Part 4 | 2.45 pm – 3.30 pm Managing Sustainability and Governance Risks

- Supply chain and social risks
- Regulatory developments across Asia
- Governance failures and lessons learned

Part 4 | 3.45 pm – 5.00 pm Practical Tools and Boardroom Application

- Transition plan and governance checklist
- Red flags and early warning signals
- Case discussion and participant exchange



Track 3

Risk Management

Understanding emerging risks, governance of risk oversight, and aligning risk management with regulatory and stakeholder expectations.

ENTERPRISE RISK MANAGEMENT (ERM)

Building Organisational Resilience through Structured Risk Oversight

2-DAY COURSE



Trainer
Dr Dennis Lee

Programme Overview

In an increasingly complex and uncertain business environment, organisations can no longer treat risk management as a siloed or compliance-driven function. Effective Enterprise Risk Management (ERM) is a strategic capability that supports resilience, informed decision-making, and long-term value creation. This programme provides participants with a practical understanding of ERM fundamentals and how they translate into organisational resilience. Combining conceptual grounding with case studies and hands-on workshops, the programme equips participants to identify, assess, prioritise and manage risks in a structured and integrated manner. Emphasis is placed on aligning risk appetite, controls and mitigation strategies with organisational objectives and culture.



Key Focus Areas

- ERM principles and organisational resilience
- Risk identification, assessment and prioritisation
- Risk appetite, mitigation and control strategies
- Embedding ERM into strategy and operations
- Building a risk-aware culture and leadership engagement
- Practical implementation and action planning

Delivery Format

- Interactive lectures and discussions
- Real-world case studies
- Group workshops and risk exercises
- Practical tools and templates
- Facilitated action planning
- Face-to-face delivery recommended

Day 1 | 9.00 am – 5.00 pm

Foundations of Enterprise Risk Management

- ERM principles and objectives
- The role of ERM in modern organisations
- Linking risk management to organisational resilience

Key Components of ERM

- Risk identification and assessment
- Risk appetite and tolerance setting
- Mitigation strategies and control design

Case Studies and Practical Insights

- Lessons from ERM successes and failures
- Identifying best practices for resilience

Risk Identification & Assessment Workshop

- Practical group exercises
- Facilitated discussions on key organisational risks
- Feedback and guided improvement

Day 2 | 9.00 am – 5.00 pm

Building a Risk-Aware and Resilient Culture

- Leadership's role in fostering resilience
- Communicating risk awareness across the organisation
- Employee engagement and capability building

Implementing ERM in Practice

- Developing and embedding an ERM framework
- Integrating ERM into existing processes
- Aligning ERM with strategic objectives

Technology and Tools for ERM

- Overview of ERM tools and systems
- Leveraging technology to enhance risk monitoring
- Practical considerations for implementation

Action Planning and Next Steps

- Key takeaways and reflections
- Developing practical action plans
- Q&A, feedback and programme wrap-up

RM2 | Track 3 | Risk Management

BUSINESS CONTINUITY MANAGEMENT (BCM) MASTERCLASS

Strengthening Response, Recovery and Continuity Capabilities

2-DAY COURSE



Trainer
Dr Dennis Lee

Programme Overview

Operational disruptions, whether from cyber incidents, supply chain failures, system outages or crises—can quickly escalate into governance, financial and reputational risks. Effective Business Continuity Management (BCM) enables organisations to respond decisively, recover efficiently, and maintain critical operations under pressure. This masterclass provides participants with a structured and practical understanding of BCM, aligned with international standards such as ISO 22301. Through a combination of governance fundamentals, impact analysis, recovery planning and simulation exercises, participants will learn how to design, implement, test and maintain robust continuity capabilities that support organisational resilience and stakeholder confidence.



Key Focus Areas

- BCM principles and ISO 22301 alignment
- Business Impact Analysis and continuity risk assessment
- Recovery and continuity strategies
- Development of Business Continuity Plans
- Crisis response and communication
- Testing, exercises and simulations

Delivery Format

- Interactive masterclass sessions
- Group-based BIA case study
- Practical planning workshops
- Simulation exercises
- Templates aligned to best practices
- Face-to-face delivery recommended

Day 1 | 9.00 am – 5.00 pm

BCM Fundamentals and Governance

- Overview of BCM principles, lifecycle and ISO 22301 requirements
- Governance structure, leadership roles and BCM policy development

Business Impact Analysis and Risk Assessment

- Identifying critical business functions
- Determining MTPD, RTO and RPO
- Assessing continuity threats, vulnerabilities and prioritised risks

Practical Application

- Group-based BIA and risk assessment case study
- Facilitated discussion and feedback

Day 2 | 9.00 am – 5.00 pm

Continuity and Recovery Strategies

- Response and recovery options
- Manual workarounds, alternate sites and outsourcing considerations

Developing and Maintaining the BCP

- Structure and content of an effective Business Continuity Plan
- Incident response roles, checklists and communication protocols

Testing, Crisis Management and Simulation

- Designing and conducting BCM tests and exercises
- Crisis leadership, stakeholder communication and decision-making
- Capstone response and recovery simulation exercise

MASTERING OPERATIONAL RISK

Strategies for Resilience and Risk Mitigation

2-DAY COURSE



Trainer
Dr Dennis Lee

Programme Overview

Operational risk is one of the most pervasive yet underestimated sources of organisational disruption. Failures in processes, people, systems or external dependencies can quickly translate into financial losses, regulatory breaches, and reputational damage. Effective operational risk management requires more than controls, it demands strong governance, early warning mechanisms, and an organisational mindset geared towards resilience. This programme equips participants with a practical and structured approach to operational risk management (ORM). It combines governance frameworks, risk identification tools, and hands-on simulations to help organisations strengthen controls, improve incident response, and build operational resilience. The programme is aligned with recognised standards and regulatory expectations, while remaining firmly grounded in real-world application.



Key Focus Areas

- Operational risk concepts and governance
- ORM frameworks and three lines of defence
- Risk identification, RCSA and control assessment
- Key Risk Indicators and risk appetite
- Incident management and loss analysis
- Building operational resilience

Delivery Format

- Case-based interactive sessions
- Practical RCSA and KRI workshops
- Real-world operational scenarios
- Group exercises and discussions
- Capstone simulation exercise
- Face-to-face delivery recommended

Day 1 | 9.00 am – 5.00 pm

Operational Risk Fundamentals

- Definition, scope and key drivers of operational risk
- Emerging trends and regulatory expectations

Governance and ORM Frameworks

- Roles of the board, risk committees and operational units
- Three lines of defence and accountability
- Core components of an effective ORM framework

Risk Identification and Assessment

- Risk and Control Self-Assessment (RCSA)
- Process mapping and identification of critical controls
- Root cause analysis and control gaps

Key Risk Indicators and Risk Appetite

- Designing meaningful KRIs and early warning indicators
- Linking KRIs to risk appetite and thresholds
- Group-based KRI design exercise

Day 2 | 9.00 am – 5.00 pm

Risk Mitigation and Control Design

- Preventive, detective and corrective controls
- Cost-effective control design and common failure points
- Case study on control breakdowns

Incident Management and Loss Data

- Incident reporting and investigation
- Learning from loss events and near misses
- Using loss data and scenario analysis to strengthen controls

Building Operational Resilience

- From risk management to resilience thinking
- Mapping critical operations and dependencies

Capstone Simulation

- Managing a major operational risk disruption
- Applying ORM principles under time pressure
- Team presentations, debrief and peer feedback

FINANCIAL CRIME OUTLOOK 2026

Understanding the Environment, Governance Expectations, and Strategic Response



Trainer
Dr Raymon Ram

Programme Overview

Provide boards, audit committees, and senior leadership with a clear and current understanding of the financial crime landscape in 2026, and why fraud, corruption, scams, and enforcement trends are now core issues of governance and leadership accountability rather than operational compliance alone. The programme examines the external threat and regulatory environment, identifies key organisational exposure points and governance blind spots, and demonstrates how leadership judgement and oversight quality directly shape organisational resilience and outcomes. It equips leaders to exercise informed, forward-looking oversight and respond decisively, without reliance on hindsight or reactive governance.



Key Focus Areas

- The financial crime and enforcement landscape in 2026
- Governance exposure and oversight blind spots at board and committee level
- Leadership accountability and trust under regulatory and public scrutiny
- Oversight behaviours and decision discipline expected of boards
- Strategic readiness and a defensible governance response

Delivery Format

- Executive briefing style with facilitated discussion
- Practical insights drawn from enforcement and governance failures
- Interactive dialogue tailored for boards and senior leadership
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am Understanding the Financial Crime Environment

- Evolving fraud, corruption, and scam ecosystems
- Shifts in regulatory priorities and enforcement posture
- Why financial crime is now a leadership and governance issue
- Implications for board responsibility and organisational trust

Part 2 | 10.30 am – 12.00 pm Risk Exposure and Governance Blind Spots

- Where organisations are most exposed today
- Third-party, ecosystem, and digitally driven risks
- Common blind spots that create false assurance
- Early warning indicators leadership frequently overlooks

Part 3 | 2.00 pm – 3.30 pm Accountability, Trust, and Oversight Expectations

- Board and committee accountability under increasing scrutiny
- How governance failures erode trust and legitimacy
- Oversight behaviours regulators and stakeholders expect
- Critical questions boards should be asking management

Part 4 | 3.45 pm – 5.00 pm Consequence, Learning, and Strategic Readiness

- Leadership-level consequence management
- Learning from failures without hindsight bias
- Strengthening decision discipline and escalation clarity
- Positioning the organisation for defensible oversight and response

APPLYING FORENSIC TECHNIQUES IN INTERNAL AUDIT AND RISK FUNCTIONS



Trainer
Dr Raymon Ram

Strengthening Fraud Risk Assessment, Prevention, and Investigation Readiness

Programme Overview

Strengthens the capability of Internal Audit (IA), Risk Management, and GRC functions to prevent, detect, and respond to fraud, misconduct, and serious control failures through the disciplined application of forensic techniques. The programme addresses heightened expectations on assurance and risk functions, where effectiveness is increasingly assessed based on professional judgement, escalation discipline, and investigative readiness rather than audit plan compliance alone. It clearly distinguishes assurance, forensic auditing, and fraud examination, and demonstrates how forensic thinking can be embedded into audit and risk activities to enable earlier detection, stronger loss prevention, and defensible outcomes. Emphasis is placed on recognising red flags, assessing evidence quality, and responding proportionately to indicators of misconduct.

Key Focus Areas

- Preventive use of forensic techniques in audit and risk activities
- Fraud schemes, misconduct patterns, and early warning signs
- Forensic risk assessment and prioritisation approaches
- Whistleblowing disclosures as investigation triggers
- Investigation readiness, escalation discipline, and documentation standards
- Alignment with recognised governance and investigation frameworks including ISO 37001, ISO 37002, and ISO/TS 37008

Delivery Format

- Interactive, case-driven, and discussion-based
- Practical forensic risk assessment and red-flag frameworks
- Group-based scenario analysis and facilitated presentations
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am Fraud Risk Governance and Prevention

- IA and Risk roles in fraud prevention and detection
- Common occupational and corporate fraud schemes
- Abuse of authority and override risks
- Behavioural and control red flags
- Causes of fraud detection failures

Part 2 | 10.30 am – 12.00 pm Forensic Risk Assessment and Prioritisation

- Fraud risk assessment scope and objectives
- Inherent risk identification
- Forensic risk evaluation
- Control effectiveness review
- Risk-to-audit and prevention alignment

Part 3 | 2.00 pm – 3.30 pm Investigation, Whistleblowing, and Escalation

- Misconduct indicators in audits and disclosures
- Whistleblowing early signals
- Allegation credibility assessment
- Evidence control and documentation
- Escalation and investigation boundaries

Part 4 | 3.45 pm – 5.00 pm Case Study Analysis and Group Presentation

- Analysis of realistic fraud and misconduct cases
- Prevention gaps and missed red flags
- Escalation and investigation triggers
- Review of audit and risk responses
- Group discussion and key insights

ENTERPRISE FRAUD RISK MANAGEMENT AND ORGANISATIONAL ACCOUNTABILITY

Strengthening Prevention, Detection, and Leadership Responsibility



Trainer
Dr Raymon Ram

Programme Overview

Designed for boards, C-suite executives, and senior management to strengthen enterprise-level understanding of fraud risk, organisational accountability, and leadership responsibility. The programme examines how fraud risk emerges and is often underestimated, and how governance decisions, culture, and oversight directly influence prevention, detection, and response outcomes. It covers the evolving fraud environment, enterprise fraud risk management, and leadership ownership of prevention, investigation oversight, and consequence management, ensuring responses are proportionate, defensible, and aligned with stakeholder expectations.

Key Focus Areas

- Enterprise fraud risk exposure and leadership accountability
- Fraud schemes, ethical breakdowns, and emerging cyber-enabled risks
- Board-level fraud risk assessment and prioritisation
- Oversight of prevention, detection, and response measures
- Consequence management and defensible organisational response

Delivery Format

- Executive briefing with facilitated discussion
- Practical insights drawn from real fraud cases and governance failures
- Scenario-based discussion tailored for boards and senior leadership
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am Understanding Enterprise Fraud Risk in the Current Environment

- The evolving fraud landscape: internal, external, and cyber-enabled
- Persistence of fraud despite controls and assurances
- Leadership ethical pressures and decision failures
- Impact on trust, reputation, and organisational value

Part 2 | 10.30 am – 12.00 pm Enterprise Fraud Risk Assessment and Prevention

- Scope and goals of enterprise fraud risk management
- Key drivers: people, processes, technology, third parties
- Leadership-led risk assessment and mitigation
- Translating insights into prevention and awareness
- Role of senior management and boards in setting tone and priorities

Part 3 | 2.00 pm – 3.30 pm Detection, Oversight, and Response Expectations

- Typical fraud detection and causes of delay
- Management reporting, whistleblowing, and red flags
- Leadership oversight of investigations and fact-finding
- Interpreting evidence, findings, and outcomes
- Preventing reactive or fragmented responses

Part 4 | 3.45 pm – 5.00 pm Accountability, Consequence, and Readiness

- Leadership accountability when fraud occurs
- Managing consequences without blame shifting or hindsight bias
- Learning from incidents to strengthen governance and controls
- Positioning the organisation for defensible oversight and recovery

FRAUD RISK ASSESSMENT AND CONTROL EFFECTIVENESS USING ISO 31000

Applying Risk Principles to Fraud Exposure, Control Design, and Oversight

2-DAY COURSE



Trainer
Dr Raymon Ram

Programme Overview

Designed for Risk, Compliance, and Internal Audit professionals, this programme applies ISO 31000 to enterprise fraud risk management, focusing on disciplined, evidence-based assessments. It covers risk identification, likelihood and impact evaluation, control effectiveness, and residual risk, supporting informed decision-making and robust governance oversight. Emphasis on coherent, evidence-based risk assessments that withstand governance and regulatory scrutiny.



Key Focus Areas

- Applying ISO 31000 principles to fraud risk management
- Identifying and articulating inherent fraud risks
- Assessing likelihood, impact, and risk velocity
- Evaluating control design and operating effectiveness
- Determining residual fraud risk and escalation thresholds
- Producing defensible fraud risk and control assessments

Delivery Format

- Practical, workshop-style delivery with guided discussion
- Application of ISO 31000 concepts to real fraud risk scenarios
- Group-based risk assessment and control evaluation exercises
- Face-to-face delivery recommended

Day 1 | 9.00 am – 5.00 pm

Understanding Fraud Risk Through an ISO 31000 Lens

- Applying ISO 31000 to position and classify fraud risk within enterprise risk management
- Understanding inherent risk, control failures, and ownership by Risk, Compliance, and Internal Audit

Identifying Inherent Fraud Risks

- Key fraud drivers: people, processes, technology, and third parties
- Recognising schemes, misconduct patterns, and red flags
- Developing a structured, precise fraud risk universe

Assessing Likelihood and Impact

- Evaluating likelihood, impact, and detection timing of fraud risks
- Avoiding rating errors and aligning risk assessments with organisational appetite

Practical Exercise

- Identify and rate inherent fraud risks collaboratively
- Review, discuss, and refine through peer feedback

Day 2 | 9.00 am – 5.00 pm

Evaluating Control Design Effectiveness

- Purpose and design of effective fraud controls
- Preventive vs. detective controls addressing risks
- Segregation of duties, oversight, culture, and common control gaps

Assessing Operating Effectiveness

- Assessing whether controls operate effectively
- Detecting override and false assurance
- Using evidence, audit, and monitoring to validate controls

Residual Fraud Risk and Escalation

- Assessing and articulating residual fraud risk
- Escalating risks through governance channels
- Linking outcomes to assurance planning

Practical Exercise and Group Presentation

- Case-based assessment of fraud risks and controls
- Present findings and escalation recommendations with peer discussion



Trainer
Dr Raymon Ram

WHISTLEBLOWING AND SPEAK-UP SYSTEMS BASED ON ISO 37002

Strengthening Trust, Governance, and Organisational Response

Programme Overview

Designed for boards, audit committees, compliance, and HR leaders, this programme strengthens governance oversight of whistleblowing and speak-up systems in line with ISO 37002. It examines why whistleblowing frameworks fail, the behavioural and governance factors affecting reporting and response, and the resulting regulatory and reputational risks. Emphasis is placed on board-level accountability for trust, impartiality, and protection, as well as the effective assessment, escalation, and management of disclosures across investigations, audit, compliance, and HR to ensure credible, defensible, and accountable organisational responses.

Key Focus Areas

- Purpose and governance value of whistleblowing and speak up systems
- Board and Audit Committee oversight responsibilities
- Trust, impartiality, and protection principles under ISO 37002
- Handling, escalation, and response to disclosures
- Interface between whistleblowing, investigations, audit, compliance, and HR
- Defensible governance and accountability under scrutiny

Delivery Format

- Executive briefing with facilitated discussion
- Governance-focused insights drawn from failures and best practice
- Scenario-based discussion tailored for boards and control functions
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am

Understanding Whistleblowing as a Governance Mechanism

- Whistleblowing as a primary early-warning signal for misconduct
- Why speak-up systems fail despite formal channels
- Behavioural, cultural, and organisational barriers to reporting
- Consequences of ineffective whistleblowing governance
- Board accountability for speak-up culture and trust

Part 2 | 10.30 am – 12.00 pm

ISO 37002 Principles and System Design

- Overview of ISO 37002 and its governance intent
- Core principles of trust, impartiality, and protection
- Roles and responsibilities of boards, management, and control functions
- Structuring whistleblowing systems beyond policies and hotlines
- Avoiding conflicts of interest and perceived bias

Part 3 | 2.00 pm – 3.30 pm

Handling Disclosures and Escalation Discipline

- Assessing credibility, materiality, and risk of disclosures
- Differentiating misconduct, grievance, and control issues
- Escalation thresholds and decision ownership
- Interaction with Investigations, Internal Audit, Compliance, and HR
- Documentation, confidentiality, and non-retaliation expectations indicate potential misconduct

Part 4 | 3.45 pm – 5.00 pm

Oversight, Accountability, and Organisational Response

- Board and Audit Committee oversight of whistleblowing outcomes
- Monitoring effectiveness, trends, and systemic issues
- Managing consequences without retaliation or defensiveness
- Learning from disclosures to strengthen governance and controls
- Positioning the organisation for defensible oversight and trust

AML/CFT GOVERNANCE AND BOARD OVERSIGHT



Trainer
Dr Raymon Ram

Understanding Risk, Regulatory Expectations, and Leadership Accountability

Programme Overview

Designed for boards, senior management, and oversight committees to strengthen governance-level understanding of AML/CFT obligations. The programme explains how regulators and enforcement authorities assess AML/CFT risk, and why failures are increasingly attributed to weaknesses in oversight, risk awareness, and leadership judgement rather than technical compliance gaps. It covers the global and local AML/CFT landscape, translating standards, enforcement trends, and national risk assessments into clear board-level accountability, and concludes with practical guidance on exercising effective challenge and ensuring proportionate, timely, and defensible organisational responses.

Key Focus Areas

- Practical audit and governance roles in AML/CFT
- AML/CFT as a governance and leadership responsibility
- Global standards, enforcement trends, and supervisory expectations
- National risk exposure and sector-specific vulnerabilities
- Board oversight of risk appetite, controls, and escalation
- Defensible governance and accountability under scrutiny

Delivery Format

- Highly interactive, case-driven and discussion-based
- Executive briefing with facilitated discussion
- Governance-focused insights informed by regulatory and enforcement experience
- Scenario-based discussion tailored for boards and oversight committees
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am Understanding AML/CFT in the Global and Domestic Context

- Purpose and intent of AML/CFT as a financial crime control regime
- Key international standards and expectations supervisory expectations
- Emerging money laundering and terrorism financing typologies
- AML/CFT as a governance issue
- Implications for boards and senior management

Part 2 | 10.30 am – 12.00 pm Regulatory Landscape and Risk Exposure

- Overview of AMLATFPUAA 2001
- Roles of supervisory and enforcement authorities
- Key findings from national risk assessments and sectoral reviews
- High-risk areas, products, and delivery channels
- Translating regulatory expectations into governance priorities

Part 3 | 2.00 pm – 3.30 pm Oversight, Challenge, and Early Warning Signals

- Understanding AML/CFT risk indicators and management information
- Recognising red flags and emerging risk signals
- Common governance blind spots and false assurance
- Board- and committee-level challenge questions
- Escalation thresholds and oversight discipline

Part 4 | 3.45 pm – 5.00 pm Accountability, Consequence, and Defensible Oversight

- Board and senior management accountability for AML/CFT failures
- How supervisory findings and enforcement outcomes are assessed
- Learning from weaknesses to strengthen governance
- Positioning the organisation for defensible oversight and trust

AML/CFT Obligations for Malaysian Reporting Institutions

Controls, Governance and Regulatory Expectations



Trainer
Dr Raymon Ram

Programme Overview

Designed for compliance professionals in Malaysian Reporting Institutions responsible for implementing, overseeing, and defending AML/CFT controls. The programme translates statutory obligations, regulatory expectations, and supervisory assessments into practical compliance responsibilities across governance, controls, monitoring, and escalation, with emphasis on effectiveness rather than technical compliance. It covers Malaysia's AML/CFT framework, core control expectations, and common supervisory weaknesses, and concludes with guidance on governance, accountability, and strengthening frameworks and documentation to withstand regulatory and enforcement scrutiny.

Key Focus Areas

- Practical audit and governance roles
- Statutory AML/CFT obligations under Malaysian law
- Regulatory expectations of compliance functions
- Risk-based controls and their effectiveness
- Governance, escalation, and accountability
- Defensible compliance under supervisory scrutiny

Delivery Format

- Instructor-led sessions with facilitated discussion
- Regulatory and enforcement-informed insights
- Practical examples drawn from supervisory findings
- Face-to-face delivery recommended

Part 1 | 9.00 am – 10.15 am

Malaysia's AML/CFT Framework and Compliance Obligations

- Purpose and structure of Malaysia's AML/CFT regime
- Key obligations under the AMLATFPUAA 2001
- Roles of Bank Negara Malaysia and other competent authorities
- Translation of regulatory expectations into compliance duties
- Individual and institutional accountability for failures

Part 2 | 10.30 am – 12.00 pm

Risk-Based AML/CFT Controls and Compliance Expectations

- Practical application of the risk-based approach
- Enterprise and sector-specific risk assessments
- Customer due diligence and enhanced due diligence
- Ongoing monitoring and risk re-assessment
- Common control weaknesses identified by regulators

Part 3 | 2.00 pm – 3.30 pm

Transaction Monitoring, STRs and Escalation Discipline

- Regulatory expectations for transaction monitoring systems
- Identifying suspicious patterns and high-risk behaviour
- Decision-making standards for Suspicious Transaction Reports
- Documentation, rationale, and auditability
- Escalation thresholds and compliance judgement under pressure

Part 4 | 3.45 pm – 5.00 pm

Governance, Assurance and Regulatory Defensibility

- Role of compliance in AML/CFT governance structures
- Management reporting and board-level visibility
- Responding to regulatory findings and supervisory concerns
- Preparing for inspections, reviews, and enforcement scrutiny
- Strengthening compliance frameworks for defensible outcomes

RM11 | Track 3 | Risk Management

Financial Distress & PN17/GN3 Early Warning Signals for Shareholder Protection



Trainer
Dr Yee Hun Leek

Programme Overview

Financial distress often develops gradually before manifesting in regulatory classification such as PN17 or GN3. Minority shareholders who understand early warning signals are better positioned to assess risk exposure and potential value erosion. Analytical vigilance is therefore essential to safeguard investment interests. This programme provides a structured framework for identifying liquidity stress, solvency deterioration, impairment exposure and going concern uncertainty. Participants will learn to interpret financial ratios in context, evaluate debt sustainability and assess turnaround feasibility through case-based analysis.

Key Focus Areas

- PN17/GN3 regulatory triggers
- Liquidity & solvency diagnostics
- Debt sustainability risks
- Impairment & valuation concerns
- Early warning financial trends

Delivery Format

- Financial ratio diagnostics and distress assessment exercises
- Case study analysis of distressed PLC scenarios
- Structured shareholder risk evaluation and engagement workshop

Part 1 | 9.00 am – 10.15 am PN17/GN3 Framework & Liquidity Diagnostics

- PN17/GN3 classification criteria
- Regulatory implications for PLCs
- Liquidity ratio analysis
- Solvency and leverage indicators
- Interest coverage assessment

Part 2 | 10.30 am – 12.00 pm Cash Flow Stress & Debt Sustainability

- Cash burn rate
- Refinancing risk
- Covenant breaches
- Sensitivity analysis

Part 3 | 2.00 pm – 3.30 pm Impairment & Asset Valuation Risks

- MFRS 136 impairment testing
- Goodwill and intangible assets
- Inventory obsolescence
- Receivable recoverability

Part 4 | 3.45 pm – 5.00 pm Distress Case Workshop

- Identifying early warning signals
- Evaluating restructuring proposals
- Shareholder risk assessment framework

Anti-Money Laundering & Counter Financing of Terrorism (AML/CFT) Governance & Shareholder Oversight



Trainer
Dr Yee Hun Leek

Programme Overview

Money laundering and terrorism financing risks pose significant regulatory and reputational threats to public listed companies. Compliance failures can result in substantial financial penalties, loss of investor confidence and long-term erosion of shareholder value. Minority shareholders therefore require a clear understanding of AML/CFT governance expectations and risk indicators. This programme provides a structured overview of Anti-Money Laundering Act (AMLA) 2001, Financial Action Task Force (FATF) standards and board accountability in managing financial crime risks. Participants will learn to identify red flags within corporate disclosures, evaluate beneficial ownership transparency and assess internal control adequacy from a shareholder oversight perspective.

Key Focus Areas

- AMLA 2001 & regulatory framework
- Money laundering typologies
- Beneficial ownership transparency
- AML financial red flags
- Regulatory & reputational exposure

Delivery Format

- Regulatory overview with practical governance insights
- Scenario-based AML risk identification workshop
- Facilitated discussion on shareholder oversight strategies

Part 1 | 9.00 am – 10.15 am

AML/CFT Regulatory Framework & Risk Typologies

- Overview of AMLA 2001
- Role of BNM, SC and enforcement agencies
- FATF standards and compliance context
- Money laundering stages (placement, layering, integration)
- Corporate abuse and shell structures

Part 2 | 10.30 am – 12.00 pm

Governance & Internal Control Responsibilities

- Risk-based approach
- Customer due diligence
- Beneficial ownership transparency
- Suspicious Transaction Report (STR)

Part 3 | 2.00 pm – 3.30 pm

AML/CFT Red Flags

- Unusual revenue patterns
- Complex cross-border transactions
- High-risk jurisdictions
- Rapid growth without operational capacity
- Common red flags / triggers for suspicion

Part 4 | 3.45 pm – 5.00 pm

Case Study & Shareholder Oversight Strategy

- Analysing a hypothetical PLC scenario
- Identifying control weaknesses
- Developing structured engagement questions

Meet Our Trainers



Salleh Hassan

Salleh Hassan is a governance and sustainability consultant as well as a certified trainer with extensive experience in corporate governance, sustainability reporting, and strategic management. As a former Director at SIDC, he led national initiatives to elevate professional standards through competency frameworks and certifications, and has trained board members, senior executives, and regulators across ASEAN.

He is a Fellow and Board Director of the Institute of Corporate Directors Malaysia (ICDM), a HRD Corp Accredited Trainer, and recipient of the Asia HRD “Movers and Shakers” Award (2022).

Salleh previously served as Associate Professor at Nottingham University Business School Malaysia and has collaborated with international bodies including ADB, ACCA, and Transparency International.



Dr Dennis Lee

Dr Dennis Lee brings over 35 years of leadership experience in Enterprise Risk Management (ERM), compliance, business continuity management and group insurance across diverse industries. He has held senior roles including Chief Risk Officer and Group Head/Vice President in listed companies, financial institutions, e-commerce logistics, higher education and security services.

He currently serves as Chief Executive of Toyota Tsusho Re Singapore Pte Ltd and Chief Risk and Compliance Advisor to the Spera Group. He also contributes to the profession as Chair of the ESG Risk Committee at RIMAS and as an expert panel member for ISO 31000 under MSSC, Spring Singapore.

Dr Dennis holds a BBA from NUS, an MBA from Leicester and a DBA. A certified trainer and risk professional, he delivers regional workshops and advises organisations on ERM and compliance.



Dr Raymon Ram

Dr Raymon is a leading advocate against economic crime, serving as Managing Principal of Graymatter Forensic Advisory Sdn. Bhd., President of Transparency International Malaysia (TI-M) and Anti-Corruption Expert (Research) with the United Nations Office on Drugs and Crime (UNODC).

He specialises in Financial Forensics, Fraud Risk Management, and AML/CFT Compliance. Raymon has led numerous corporate fraud investigations, developed national audit and anti-corruption guidelines, and facilitated anti-fraud courses for law enforcement and private sector entities.

As a Certified Fraud Examiner (CFE), Certified Anti-Money Laundering Specialist (CAMS), and ISO 37001 ABMS Lead Auditor, he is regularly involved in consultancy engagements and training programs pertaining to his areas of expertise. Raymon is currently pursuing his Doctorate in Business Administration (DBA) in Malaysia.

Meet Our Trainers



Dr Yee Hun Leek

Dr Yee is the founder and Managing Partner of YHL & Associates and the founder and Executive Director of YHL Consulting Group Sdn. Bhd., specialising in tax and business consultancy. An approved auditor and licensed tax agent under the Ministry of Finance, he brings over 30 years of experience in audit, tax, accounting and advisory services.

He is also active in academia, serving as Adjunct Professor and Adjunct Associate Professor at private universities in Malaysia.

Dr Yee holds a BSc in Economics from the University of London, an MSc in Accounting & Finance from the University of Gloucestershire and a PhD in Accounting & Finance from Curtin University. He is a Fellow of ACCA, a Chartered Accountant of MIA, and holds multiple regional and international professional certifications.



Nana Li

Nana Li leads Impax's sustainability research, stewardship strategy and policy advocacy across Asia-Pacific, overseeing analysis, engagement priorities and regulatory dialogue while advancing proprietary frameworks. She joined Impax in 2022 from the Asian Corporate Governance Association (ACGA), where she served as Research and Project Director, authored flagship governance reports and chaired the China Working Group, a role she continues alongside her consultancy to ACGA.

A recognised thought leader, Nana speaks at global forums, contributes to policy discussions and engages widely with regulators, investors and academia. She co-authored 'Unlocking Corporate Success by the Power of Diversity' (2024) and wrote 'Navigating Sustainability in Asia'. In 2025, she received the ICGN Excellence in Stewardship Award, the first Asian recipient.

She holds an MBA (Honors) from Chicago, a Master of Finance from HKU and is a CFA charterholder.

Meet Our Trainers



Dr Ismet Yusoff

Dr Ismet Yusoff is a seasoned corporate governance advocate with extensive experience as a policymaker and strategist in governance and sustainability. He plays a pivotal role in advancing corporate standards in Malaysia, working closely with regulators, standard setters, professional bodies and corporates.

Prior to MSWG, he was Chief Executive Officer of the Malaysian Institute of Corporate Governance (MICG) and served at the Securities Commission Malaysia, where he was instrumental in shaping Malaysia's corporate governance and sustainability frameworks. His contributions include the Malaysian Code of Corporate Governance, governance guidelines, Bursa Malaysia Listing Requirements and the Sustainability Reporting Framework.

He also led initiatives in regulatory analytics, machine learning systems and the establishment of the Institute of Corporate Directors Malaysia. Dr Ismet holds a doctorate from the International Islamic University Malaysia.



Sujatha Sekhar Naik

Sujatha Sekhar Naik is a senior legal and governance professional with over 30 years' experience across regulatory policy, corporate-finance supervision, capital-markets dispute resolution, and in-house leadership. She currently chairs the Malaysian Institute of Corporate Governance (MICG) and serves as an Independent Non-Executive Director on the boards of listed companies and the Financial Markets Ombudsman Service (FMOS). She previously served as Chief Executive Officer of the Securities Industry Dispute Resolution Center (SIDREC); has served in governance roles as part of senior management (C-suite) of a digital asset platform, and a manufacturing company (where she co-led the successful uplift of a U.S. CBP Withhold Release Order); and held senior roles at the Securities Commission Malaysia (2001–2019) across policy development, law reform, and corporate-finance supervision. She is a Fellow of the Institute of Corporate Directors Malaysia (ICDM) and an Accredited Mediator with the Malaysian International Mediation Centre. Her advisory practice focuses on governance frameworks, ESG integration, compliance architecture, and sanctions-related risk.



Minority Shareholders Watch Group

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