



12 AUGUST 2026 | WEDNESDAY
9:00 AM - 5:00 PM
AICB CENTRE OF EXCELLENCE, KL



Registration Fee
RM1,800+

Early Bird
(Ends 30 June)
RM1,600+

Group of 3
or more
RM1,600+

All prices are subject to 8% SST

All MSWG subscribers enjoy special rate for registration.

Please contact us for more details.



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FRAUD, SCANDALS & GOVERNANCE RED FLAGS

DETECT, ESCALATE AND PREVENT



Programme Overview - CG2

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

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 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 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 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



Trainer's Profile 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.