

Programme:	Inside the Grey Zone: Mastering Conflicts of Interest in the Boardroom
Date:	25 May 2026
Duration:	09:00am - 01:00pm
Director level:	All Levels
Programme category:	Corporate Governance
Programme mode:	In-Person
CPD:	4
RCH:	9
Price:	RM 1,320,00 (members) / RM 1,650,00 (Standard) (*excluding SST)
Venue:	ICDM, Penta Training Room
Speaker:	Dr. Mark Lovatt, Anti-Corruption Specialist, CEO & Lead Consultant, Trident Integrity Solutions Sdn Bhd Secretary-General, BIA, Malaysia

Programme Description

Programme Overview

For today's boards, conflicts of interest are rarely simple or obvious. They emerge in the grey zones such as group structures, cross-directorships, nominee appointments, related party dealings, political exposure, succession decisions, and the subtle pressures that come with long-standing relationships. Handled well, boards preserve trust and legitimacy. Handled poorly, they face regulatory action, damaged reputations, and fractured stakeholder confidence.

This half day program is designed for sitting Directors and Senior Directors who already understand basic fiduciary duties but want to sharpen how they recognise, govern and lead through conflicts of interest in real board settings. The focus is not on textbook definitions, but on the judgement calls that directors must make when loyalties,

information and interests collide.

Using Malaysian laws and regulations as the baseline (Companies Act 2016, Bursa Listing Requirements, MACC Act) and drawing from regional and international cases, the programme explores advanced conflict scenarios: nominee and representative roles, inside information and information sharing, RPTs and connected parties, procurement and third parties, board-management overlaps, and culture issues that normalise “small” conflicts. Directors will work through board-level case labs, peer discussions and reflection exercises to test their thinking and refine their responses.

By the end of the day, participants will leave with a clearer mental map of high-risk conflict zones for boards today, stronger practical tools for managing them (individually and collectively), and concrete ideas to strengthen their board’s policies, practices and culture around integrity.

Who Should Attend

- Sitting Directors and Senior Directors of PLCs, GLCs, financial institutions, private and family-owned companies
- Independent and Non-Executive Directors who wish to deepen their oversight of governance, risk and ESG
- Board Committee Members (Audit, Risk, NRC, Sustainability/ESG, Governance) seeking more integrated perspectives
- Nominee Directors representing government-linked investment companies (GLICs), institutional investors or strategic shareholders
- Executive Directors and C-suite leaders who already serve on boards or are transitioning into multi-board portfolios

Learning Outcome

By the end of this programme, participants will be able to:

1. Develop a personal integrity playbook as a director, including how to respond when loyalties to nominators, controlling shareholders or management clash with the best interests of the company.
2. Diagnose complex conflicts of interest at board level, including those arising from group structures, cross-directorships, nominee roles, and connected parties.
3. Apply Malaysian legal and regulatory expectations on conflicts of interest (Companies Act, Bursa LR, MACC Act) to real-life boardroom dilemmas, beyond basic disclosure.
4. Differentiate between acceptable influence and improper interference, and decide when disclosure, abstention, recusal, independent advice – or walking away – is required.
5. Strengthen board-level frameworks and practices (policies, board charters, committee mandates, RPT processes, documentation) to better prevent and manage conflicts.

6. Shape board culture and dynamics so that conflicts can be surfaced, discussed and resolved without fear or defensiveness.

Trainer Profile



Dr. Mark Lovatt

ICDM Faculty Member

Anti-Corruption Specialist, CEO & Lead Consultant, Trident Integrity Solutions
Sdn Bhd Secretary-General, BIA, Malaysia

Dr Mark Lovatt is the Chief Executive Officer and Principal Consultant of Trident Integrity Solutions, a leading-edge consultancy specialising in governance and anticorruption programmes. Dr Lovatt is also the Secretary-General of the Business Integrity Alliance, and Coordinator of the BIA Advanced Technology Working Group, which has been meeting regularly since 2022 to explore how advanced technology can be used in the governance and ESG space with some of Malaysia's largest companies.

Dr Lovatt also worked with United Nations (UNDP) to explore how advanced technology can be used on a regional basis by governments to combat corruption, and with the UK Foreign and Commonwealth Development Office to explore the use of artificial intelligence for ESG Management and reporting in global supply chains.

Dr Lovatt will use this broad range of experience to explore how artificial intelligence, blockchain, crypto currency and quantum computing can be used for corporate governance. This engaging session will include explanations of the technologies, potential uses, real-world case studies, and interactive discussion scenarios. The seminar is a must for directors and senior management keen to stay ahead of the field and explore opportunities and risks of these rapidly developing areas.

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For further information or enquiries, please reach out to:

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