Programme:	**Board Governance & ESG Oversight for Directors (ICD)**
Date:	**14 October 2026 - 15 October 2026**
Duration:	**14 October 2026 | 09:00 AM - 05:00 PM** **15 October 2026 | 09:00 AM - 01:00 PM**
Director level:	**All Levels**
Programme category:	**Corporate Governance**
Programme mode:	**In-Person**
CPD:	**12**
RCH:	**14**
Price:	**RM 2,080,00 (members) / RM 2,600,00 (Standard) (*excluding SST)**
Venue:	**ICDM Penta Training Room**
Speaker:	**Norhisham bin Abd Bahrin, Corporate and Merger & Acquisitions Partner, Azmi & Associates**

Programme Description

Programme Overview

Boards today are operating in an environment of heightened scrutiny, compressed timelines for decision-making, and rapidly expanding expectations around risk, culture, and ESG. For experienced directors, the challenge is no longer understanding 'what' the rules are, but how to exercise sound judgement and stewardship amidst competing pressures such as financial performance, stakeholder expectations, regulatory changes, climate risks, technology disruption, and geopolitical uncertainty.

This one and half day, in-person programme is designed specifically for sitting Directors and Senior Directors who already have board exposure and want to deepen their practice. The programme goes beyond basic fiduciary

duties to focus on how boards can strengthen oversight of strategy, risk and ESG; interpret regulatory expectations in context; and navigate real-life dilemmas that come to the board table. Emphasis is placed on Malaysian regulatory frameworks and market expectations, while drawing on regional and global trends in governance and sustainability.

Through case-based discussions, peer exchanges and focused “board lab” exercises, participants will examine issues such as board decision-making under uncertainty, the integration of ESG and climate considerations into strategy and risk, oversight of culture and conduct, and the board’s role in driving long-term value creation. Rather than prescribing one-size-fits-all answers, the sessions are designed to sharpen directors’ questions, improve judgement, and strengthen their ability to challenge constructively and lead with integrity.

By the end of the programme, directors will come away with clearer lines of sight on their evolving responsibilities, practical tools for overseeing ESG and non-financial risks, and a personal action agenda to enhance their individual and collective effectiveness at the board table.

Learning outcomes

By the end of this one and half day programme, participants will be able to:

1. Articulate the evolving mandate of boards in the current Malaysian and global context, including heightened expectations around risk, culture, sustainability and stakeholder engagement.
2. Apply advanced concepts of directors’ duties and liabilities to complex boardroom scenarios, including group structures, cross-directorships, information asymmetry and reliance on management/advisers.
3. Strengthen board oversight of strategy and performance, including how ESG, climate and other non-financial factors are integrated into strategy, risk appetite, KPIs and capital allocation.
4. Evaluate the robustness of risk management and internal control frameworks, and probe management effectively on key risk areas such as digital, cyber, compliance, conduct and reputation.
5. Understand the board’s role in ESG and sustainability oversight, including responsibility for governance structures, materiality, target-setting and sustainability reporting, and how these link to long-term value.
6. Interpret key ESG and climate-related expectations (e.g. regulatory requirements, stewardship codes, investor expectations, global standards) and translate them into meaningful board agendas and discussions.
7. Assess and influence board culture and dynamics, including psychological safety, quality of challenge, groupthink risks and the role of the Chair in enabling effective board behaviour.
8. Identify practical steps to enhance board effectiveness, including the use of board evaluations, director development, committee work, and better information flows.
9. Develop a personal and board-level action plan to strengthen governance, risk and ESG oversight in their own organisations.

Trainer Profile

NORHISHAM ABD BAHRIN

ICDM Facilitator

Corporate and Mergers & Acquisitions Partner Azmi & Associates

Norhisham Abd Bahrin is a corporate and mergers & acquisitions lawyer with over 24 years of experience. He is a partner at Azmi & Associates, a prominent legal firm in Kuala Lumpur.

His practice focuses on mergers & acquisitions, fund investments, corporate governance as well as climate change and sustainability. The IFLR 1000 (2024/2025) ranked him as a 'Notable Practitioner' for Mergers & Acquisitions in Malaysia. He is also the Legal 500 Recommended Lawyer for Mergers & Acquisition in Malaysia for 2025. Additionally, the deal that he worked on recently won the IFN 2024 ESG, Green & SRI Law Firm of Year.

Hisham holds an LLB (Hons) from the International Islamic University Malaysia (IIUM) and an MBA from the Royal Docks School of Business and Law, University of East London, UK. He also holds a Certificate in Business Sustainability Management from the University of Cambridge, UK. Hisham is an HRD-certified trainer and is a facilitator with the Institute of Corporate Directors Malaysia (ICDM) and a frequent speaker on various topics impacting business.

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For further information or enquiries, please reach out to:

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