



Top 15 Bespoke Webinars & Programmes

Customised in-house learning experiences
for your board

FEATURED FACILITATORS



Paul Vorbach
Australia



Jo Haigh
United Kingdom



Pharid Jaffer
Canada



Till Vestring
Singapore



Dr Bant Breen
USA



Ed Gillespie
United Kingdom



Satish Shankar
Singapore



Mark A. Pfister
USA



Diana David
Hong Kong

ICDM FACULTY MEMBERS



Wee Hock Kee
Malaysia



Shai Ganu
Singapore



Cheryl Khor
Malaysia



Vincent Loh
Malaysia



Erik P.M Vermeulen
The Netherlands



Azman Sulaiman
Malaysia



Munir Abdul Aziz
Malaysia



Mark Worthington
Singapore



Ravin Singh
Malaysia

1

WEBINAR • 1.5 HRS

Digital Leadership & Communication During Turbulent Times

Dr Breen will walk you through an actionable insights-focused plan that will outline using social media to stay connected and top of mind, building and maintaining an online presence, professionalism on channels like LinkedIn and Twitter, how often you should post, and how to build and engage a targeted audience. He will explore the nuances and challenges of having an online presence for executives and board members.

He will also share the findings from the annual research study undertaken in partnership with Emerson College of Boston and the Blanquerna School of Communications in Barcelona. The Fourth Edition of The Changing Face of Executive Reputation research study captures the accelerated nature of digital change in the Covid-19 era and the rapidly rising importance of executive online reputation management. In a world where we are working from home and conducting business via one Zoom meeting after another, your online executive presence matters more than ever before.



Dr Bant Breen
USA

Before founding and serving as Chairman and CEO of Qnary, Bant was the Worldwide CEO of Interpublic Group's global search and social media agency Reprise. His past roles have included President of global media agency Initiative, Executive Director of the IPG Media Lab, Founder of Ansible (IPG's Mobile Marketing Agency), and Executive Vice President of global digital communications at Universal McCann (IPG).

Bant has extensive agency holding company experience. He worked at IPG's holding company level leading the merger and acquisition activity of digital marketing and media agencies and technologies. Dr Breen was also one of ICDM's Global Speakers for PowerTalk Global Series; which aims to create an environment where directors from diverse backgrounds can exchange ideas, share insights and discover new perspectives that can lead to actionable outcomes that help shape the future.

2

WEBINAR • 1.5 HRS

Vision 2020 – The Pandemic Digital Tipping Point & What to Expect in 2021

In this interactive and engaging session with Pharid, he will share his insights from financial services to retail and public sector, and other industries to help board leaders better understand, not only what is disrupting his or her business today and in the future but, more importantly, present opportunities for taking advantage of this disruption. Pharid will address the hot digital disruption themes and trends – with a distinctive North American perspective, including:

- Showcasing how organisations are digitally preparing to pivot from the pandemic to thrive in 2021
- Examining the latest developments in technologies such as artificial intelligence, 5G, voice, blockchain and others impacting so many industries and how board leaders can benefit from all this innovation
- Discussing how to be better prepared to manage the disruption with consequences for cyber-risk and resiliency



Pharid Jaffer
Canada

Pharid is an independent consultant focused on providing thought leadership, digital & technology advisory services to local & global organisations. He has held senior roles and worked in technology, financial services, retail, and public sector organisations. He has spoken and consulted on many topics ranging from FinTech to Digital Disruption to Cyber-Resiliency.

Pharid is based in Vancouver, a graduate of the University of Waterloo, and is active in the community from mentoring MBA students to sitting on various boards including not-for-profits. Pharid was also one of ICDM's Global Speakers for PowerTalk Global Series; which aims to create an environment where directors from diverse backgrounds can exchange ideas, share insights and discover new perspectives that can lead to actionable outcomes that help shape the future.

3

WEBINAR • 1.5 HRS

The Regenerative Business of the Future

Sustainability is over. Sustaining our current economic models and business approach is not only failing to address our urgent interdependent and interconnected challenges, it is barely even slowing the damage. We need to radically rethink how we frame purpose and impact to deliver wellbeing and ecosystem resilience. We need to rapidly design and implement a regenerative philosophy. Rather than analysing existing data and extrapolating trends from the 'here and now' of business as usual, Ed will take us on adventure into what needs to be done, how it might be achieved and where the bright lights of positive possibility are already flickering on. Businesses of the future will be regenerative, and the transformative journey to enhance human happiness and enhance the natural world on which we all fundamentally depend has begun. Join Ed for an imagination-stretching exploration of 'What if?' if we were really serious about change and gain an understanding of how trailblazing pioneers are already building the regenerative businesses of tomorrow, today.



Ed Gillespie
UK

Ed Gillespie is the co-Founder of Futerra, Writer, Specialist, Serial Entrepreneur and Futurist – Business Transformation, Innovation, Sustainable Development, United Kingdom. Ed was the co-founder of Futerra, a change agency that specialises in business transformation and creative communications and campaigns. For almost eighteen years, Futerra has become internationally renowned for its influential and award-winning work on some of the biggest corporate sustainability initiatives. Ed left the business in 2019 to pursue other opportunities. Ed also designs and hosts bespoke workshops for clients on future-focused sustainability challenges, most recently for Sainsbury's on carbon and climate change, Unilever on circular economy and a Norwegian business 'cluster' on rapidly prototyping new purpose-driven sustainable business models. Ed is also an ICDM Facilitator, one of the speakers at the PowerTalk Global Series, and a speaker for our bespoke programme with a corporate player in Oil & Gas industry.

4

WEBINAR • 1.5 HRS

The Quiet Transformation of Corporate Governance

The status quo has been shifted across multiple sectors of the economy. Consider the forced experimentation with digital technologies, the increased use of remote work in many companies, and a reduction in environmentally harmful behaviour and the resulting decrease in pollution levels.

Across all sectors of the economy, we can see changes in how businesses are structured. To remain relevant and organised for innovation, every business must become a tech business. To remain relevant and organised for innovation, every business must also become a media firm. Smart corporate leaders understand that they need to continually reinvent themselves – they can't know, show, and control (as if they are “the smartest guys in the room”). Instead, they build and sustain the context for communication, collaboration, and co-creation.

The session explains these trends and identifies factors that business leaders need to consider when they want to “organise-for-innovation.”



Erik P.M Vermeulen
The Netherlands

Erik P.M. Vermeulen is a Senior Legal Counsel at Signify (f.k.a Philips Lighting), an Innovation Advisor at a law firm in the Hague and a board/advisory member of several organisations, including a healthcare provider in The Netherlands and several startups. He is also a Professor of Business and Financial Law at Tilburg University and teaches international business law regularly at universities in Europe, the United States, Colombia and Japan. He has appeared at numerous conferences as a featured or keynote speaker. Erik is also a co-owner of a Michelin star restaurant.

As an ICDM Faculty Member, Erik has conducted leadership talks at Bursa Malaysia Thought Leadership Series organised by ICDM, as well as at ICDM's signature PowerTalk series in 2019. In addition to that, he also conducted the “Digital Upskilling for Boards”, “Why Governance Matters for Startups”, “Stakeholder Voice in the Boardroom”, “The Quiet Transformation of Corporate Governance” plus a few bespoke talks for our government and corporate clients. Erik was also one of the keynote speakers at ICDM's inaugural International Directors Summit (IDS) in 2019 and in 2020, his series of webinars on the subject matter of Leadership and Stakeholder Engagement were very well received.

5

WEBINAR • 1.5 HRS

Board Perspectives on Corporate Strategy Beyond the Crisis

As companies continue to navigate around Covid-19 and the overnight change in what defines as “business as usual”, companies are now forced to change their corporate strategy overnight – to look into strategy beyond the crisis, especially in embracing the “new normal” of the day-to-day business.

This webinar looks deeper into methodology and tools to approach corporate strategy beyond the crisis and how companies can adapt themselves as they move into a new competitive business world that demands a more agile, adaptable and dynamic organisation.



Till Vestring
Singapore

Till Vestring is an advisory partner with Bain & Company Southeast Asia, based in Singapore. Till has worked extensively with Southeast Asian companies on portfolio strategy, growth, M&A, and merger integration, organisation and performance improvement programmes. He has also worked with multinationals on growth strategy, M&A and merger integration across all major Asian markets, in particular in industrial goods and services.

He has published articles on strategy, M&A and cost competitiveness topics in the Harvard Business Review, Sloan Management Review and other publications.

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WEBINAR • 1.5 HRS

The Modern Board Architecture

Many boards spend years trying to optimise their performance, effectiveness and efficiency, unfortunately with little success. What most do not realise is that the foundational architecture, or structure of the board is the most important focus area requiring attention to ensure long-term success.

“The Modern Board Architecture” educates boards and business leaders on the immense value of properly architecting an experienced and integrated board of directors. *Vertical considerations* such as leadership acumen, operational experience, and expertise coverage, *Horizontal Consideration* such as personality trait balance, strategy and governance acumen, emotional intelligence and mindfulness intelligence (EQ and MQ) and *Coverage & Overlap Considerations* of important expertise to allow for identification and meaningful deliberation are all required.



Mark A. Pfister
USA

With strong focus in strategy, governance, technology and cybersecurity, Mark A. Pfister is CEO & Chief Board Consultant of M.A. Pfister Strategy Group, an executive advisory firm that serves as a strategic advisory council for executives and boards in the public, private, and nonprofit sectors. He is also the Chairman & CEO of Integral Board Group, a specialised board services and consulting company. Mark is a “Board Macro-Influencer” and his success has been repeated across a wide range of business situations and environments. He prides himself on being a coach and mentor to senior executives and directors. In board director circles, Mark has earned the nickname “The Board Architect”. Mark was also one of ICDM’s Global Speakers for PowerTalk Global Series; which aims to create an environment where directors from diverse backgrounds can exchange ideas, share insights and discover new perspectives that can lead to actionable outcomes that help shape the future.

7

WEBINAR • 1.5 HRS

Building a New Engine for Growth

“Building a New Engine for Growth” explores how to pivot the business given current disruptions and “Run the Core Business” whilst “Changing the Business” and building a new engine for growth through business innovation. Learn the tools and framework for building a new engine of growth in accordance with Bain’s foundational research on “The Firm of the Future”.



Satish Shankar
Singapore

Satish Shankar is the regional managing partner of Bain & Company Asia-Pacific. He is the leader of Bain's APAC Agribusiness practice, as well as an expert in the firm's Advanced Manufacturing & Services, Airlines & Transportation, Energy & Natural Resources and Mergers & Acquisitions practices.

Since joining Bain in 1997, Satish has worked across a wide range of engagements, including portfolio, business unit, turnaround and market entry strategies, operational excellence and M&A. He also holds deep experience in due diligence, post-merger integration and emerging markets strategy.

Satish's robust client portfolio includes international and multinational corporate clients, as well as entrepreneurs and family businesses.

8

WEBINAR • 1.5 HRS

Preparing the Board for a Post-Covid World

The pandemic has had an unprecedented and far reaching impact on all aspects of business. It is in times of crisis that some companies show their true worth and others reveal the cracks in the foundation.

While it is the responsibility of the management to execute strategy, oversight and long-term sustainability are firmly in the hands of the Board. Without strong corporate governance starting in the boardroom, companies will struggle to endure. Boards will need to consider their composition and diversity, with an appropriate balance of skill and strategic mindset that will see them through times of crisis.

Inevitably, it is the responsibility of the individual members to commit to their boards with the attention that their organisation deserves and an understanding of and preparation against modern day existential threats. Unsurprisingly, Boards may be “waiting for the fog to clear” though we are not expecting that to come anytime soon. There is work to be done and we cannot afford to lose momentum.



Diana David
Hong Kong

Diana is the author of *Future Proof: Reinventing Work in the Age of Acceleration* and is an adjunct professor of leadership at Columbia Business School's EMBA Global Asia. A former Financial Times executive, and founder of the Financial Times Non-Executive Directors Diploma in Asia, Diana now works with CEOs and board directors to enhance their leadership agility, influence, collaboration and resilience. Her clients have included the Mandarin Oriental Hotel Group, the World Bank, Expedia, Asia Development Bank, Citi and Credit Suisse. She began her career and leadership education as an assistant to Dr Henry Kissinger. Diana is also a frequent facilitator for ICDM public programmes.

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WEBINAR • 1.5 HRS

Stakeholder Primacy: Increased Emphasis on ESG

In August 2019, the Business Roundtable in the US released the ‘Statement on the Purpose of a Corporation’, signed by 181 CEOs who committed to leading their companies for the benefit of all stakeholders – customers, employees, suppliers, communities and shareholders. The shift of focus from shareholders to all stakeholders has prompted Boards to pay closer attention to Environmental, Social and Governance (ESG) measures - especially human capital management, as a critical part of the “S” in ESG.

The COVID-19 pandemic has brought human capital and ESG issues to the forefront of most companies’ responses. While some companies are integrating ESG in their management and human capital systems, there is still work to do to balance the needs of multiple stakeholders.

In this webinar, we will discuss key ESG metrics, how they can be integrated in incentive plans, and the drivers and issues for increased human capital governance, including culture.



Shai Ganu
Singapore

Shai is the Managing Director, Global Leader – Executive Compensation & Governance of Willis Towers Watson. In his new global executive compensation leadership role since January 2020, he has been tasked with heading up a team of 400-plus consultants spread across operations on six continents and is a renowned expert and thought leader on issues related to executive compensation, board effectiveness and human-capital governance. His expertise is in ESG, Remuneration & Nomination Committee, Executive Compensation, Succession Planning and Human Capital Governance.

As an ICDM Faculty, Shai has conducted the “The Role of the Nomination and Remuneration Committee in Human Capital Management” programme and spoken at ICDM’s signature PowerTalk Series as well as webinars. Shai was also a speaker at ICDM’s inaugural International Directors Summit, our facilitator for ICDM’s signature programme “Introduction to Corporate Directorship (ICD)” as well as a lead facilitator for ICDM’s board evaluation. He is also our selected expert facilitator for “Ask an Expert”, an on-demand hourly session by ICDM’s group of subject matter experts - to support companies in navigating through change, disruption, risks, challenges and uncertainties within their business and economic environment by providing strategic advice and guidance to actionable plans, especially during the recovery and rebuilding phase post pandemic.

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WEBINAR • 1.5 HRS

Building Cognitive Diversity on Boards

As organisations have to deal with more complex and global issues, cognitive diversity — the perspectives and mental models people bring to decision-making — are growing in importance.

This is of course the case, but increased diversity of board members and organisational leaders is not the end of the diversity journey for organisations. It's merely just the beginning. Enabling and managing cognitive diversity must move beyond the leadership and into all levels of the business, so that the diversity leaders sought after quantitatively, comes to fruition qualitatively and delivers social, economic and cultural growth for the organisation and its employees.

For an organisation to be truly cognitively diverse, what happens at board and leadership levels should not stay there. A culture that values difference must start there and be carried through the entire organisation through hiring people with unique perspectives and world views, and sustaining an environment that encourages this difference.



Shai Ganu
Singapore

Shai is the Managing Director, Global Leader – Executive Compensation & Governance of Willis Towers Watson. In his new global executive compensation leadership role since January 2020, he has been tasked with heading up a team of 400-plus consultants spread across operations on six continents and is a renowned expert and thought leader on issues related to executive compensation, board effectiveness and human-capital governance. His expertise is in ESG, Remuneration & Nomination Committee, Executive Compensation, Succession Planning and Human Capital Governance.

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PROGRAMME · 1 DAY

Corporate Restructuring & Turnaround Masterclass for Board Directors

Focusing on international best practices in restructuring and turnaround management, this programme provides directors with a comprehensive understanding of operational restructuring, developing the skills and competencies required to lead a company from crisis through a recovery. This programme will address the practical operational and strategic decisions which need to be taken to best ensure the probability of recovery.

It introduces the critical leadership competencies required in turnarounds: a deep dive diagnosis, crisis stabilisation, leadership and management reset, failure analysis, stakeholder negotiations, driving critical business improvements, financial restructuring and strategic reorientation.



Paul Vorbach
Australia

Paul Vorbach has developed the curriculum and conducted industry-level programmes for the banking, management consulting, insolvency and turnaround profession since 2009. A company director of 20 years' experience across large and small firms, Paul is a Fellow of Corporate Governance Institute, Fellow of Australian Institute of Company Directors (AICD) and Fellow of Governance Institute of Australia. He is also a Member of American Bankruptcy Institute, Member of INSOL International, Member of Turnaround Management Association, Academic Member of the Australian Restructuring, Insolvency and Turnaround Association.

He holds degrees from UNSW, the University of Sydney and University of Technology Sydney. Paul is also a facilitator under ICDM's public and bespoke programmes, such as the recently completed Bursa Malaysia's "The Company Secretary: Becoming a Changemaker".

12

PROGRAMME · 1 DAY

The Role of Board in Strategy & Risk Management Oversight

This programme is designed to explore the role of the board in strategy setting and implementation in order to meet its goals whilst responding to changes in its environment. Vincent will also focus on the importance of the top-down method in risk management by the board in efforts to cultivate a proactive approach. Directors will explore key interpretation of financial statements, recognise accounting red flags and estimate the evaluation of corporate viability related to the company's liquidity, debt solvency and ascertain the ideal debt or equity capital structure for the business.



Vincent Loh
Malaysia

Vincent has over 40 years of knowledge, exposure and experience in auditing, financial & business management, consulting and training. His experiences cover numerous business segments, ranging from auditing and consultancy to the technology, manufacturing and retail sectors, working for international organisations, listed companies and local multinationals.

Vincent is qualified as a chartered accountant from the Institute of Chartered Accountants in England & Wales and was made a Fellow (FCA) in 1977. He joined the PA Consulting Group (UK-based international management consultants), initially located in Singapore for 6 years and later back in London. He was responsible for PA's financial, HR and administrative management of the Asian and later, the UK group whilst gaining experience as a management consultant. Vincent was subsequently promoted as commercial director of PA Technology (which provides technology consultancy) in Cambridge, England handling financial management, commercial negotiations and intellectual properties rights, in addition to managing the state-of-the-art laboratory. Vincent is a faculty of ICDM – regularly sharing his expertise in finance for ICDM's bespoke and public programmes through programmes such as “Financial Fundamentals for Boards”.

13

PROGRAMME · 0.5 DAY

How to Be an Effective NED in a Disruptive World

If you aspire to be a non-executive director (NED) or are currently holding the position, it is important to know what the role entails and ensure that you have the right mindset and competencies to contribute positively.

The Asian market has some of the most robust governance principles in the world. It also offers some unparalleled opportunities for the right candidates. Remuneration in the Finance and IT space for NEDs is also amongst some of the highest. However, with greatness comes risk and responsibility.

Therefore, it is essential to know how to assess the opportunities, and be clear that you have the appropriate skillset to deliver at a world class standard.



Jo Haigh
United Kingdom

Jo Haigh is the CEO and founder of fds Director Services, which has bases in London, Birmingham and Yorkshire within the UK. Over the years, she has been awarded and acknowledged for her outstanding business achievements and contributions to the organisations that she works with; namely the Winner of Non-Exec Director of the Year, IoD Yorkshire & North East Awards (2018), Winner of The Sunday Times NED of the Year Award in association with Peel Hunt, one of the Academy for Chief Executives Top 22 Speakers of 2016 as well as Winner of Most Innovative UK Deal Negotiator 2016 and the AI One to Watch in Corporate Finance, Acquisition International M&A Awards (2016).

Jo Haigh also published “How to become a World-Class Non-Executive Director: The Essential Guide” (2019) and is currently sitting on multiple boards of prestigious companies as Non-Executive Director and Chair.

As an ICDM Faculty, Jo has conducted 3 editions of ‘How to be an Effective NED in a Disruptive World’ under the Public Programmes Calendar in the past 3 months, which were all fully subscribed and generated positive testimonials.

14

PROGRAMME · 0.5 DAY

Board & Executive Remuneration in Times of Crisis

Compensation of executives has come under increasing scrutiny, with expectation that Non-Executive Directors (NEDs) to have an increasing role in the review and approval of executive compensation plan.

This module will focus on how effective compensation plans for top executives can be developed and NEDs serving on Remuneration Committees need to be able to defend pay decisions and outcomes to a wide range of stakeholders including shareholders, regulators, employees and the media.

This module will discuss CEO and Executive Remuneration in Malaysia and benchmarks against best practices within the region. It will also review critical elements of good remuneration design, including appropriate pay levels, linkage with performance, alignment with shareholders' interests and the ability to attract and retain key talent.



Mary Chua
Malaysia

Mary has extensive experience delivering large scale organisational and total reward transformation programmes for both GLCs and multinationals in the region.

In Malaysia, Mary has led several due diligence and post-merger integration projects, involving leadership assessments, cultural diagnostics and alignment, total reward program design, workforce transition planning and employee communications and change management. She also has led multiple total rewards and performance management projects for more than 10 of the nation's largest GLCs and GLICs. Mary is an international HR practitioner with more than 20 years of consulting and corporate experience in Asia Pacific and Europe. She has experience in multiple industries including Banking, Insurance, Telecommunications, and Diversified Conglomerates. Within Malaysia, Mary has provided advisory to the nation's top Bursa-listed GLCs.

Digital Upskilling for Boards

The ‘disruption’ caused by digital technology is one of the biggest threats facing companies today. The reason for this is often straightforward. Many companies simply are not prepared for the new demands of the digital transformation. And even if a company understands the technologies, they are often surprised by its new and disruptive applications. Or, they do not foresee the changing demands of the market/consumers or take the new market entrants seriously. For some, they simply do not see the new opportunities of the digital age.

Most boards feel outmatched by the ferocity of changing technology, emerging risks and up and coming competitors. Boards must move beyond an arms-length relationship with digital issues. Digitalisation is not to be treated as another mega trend in the ritual annual strategy but as an integral component of the overall corporate strategy. With better knowledge of the technology landscape, directors can understand its potential impact on different parts of the business and its value chain and how digitalisation can undermine existing strategies and stimulate the need for new ones.



Erik P.M Vermeulen
The Netherlands

Erik P.M. Vermeulen is a Senior Legal Counsel at Signify (f.k.a Philips Lighting), an Innovation Advisor at a law firm in the Hague and a board/advisory member of several organisations, including a healthcare provider in The Netherlands and several startups. He is also a Professor of Business and Financial Law at Tilburg University and teaches international business law regularly at universities in Europe, the United States, Colombia and Japan. He has appeared at numerous conferences as a featured or keynote speaker. Erik is also a co-owner of a Michelin star restaurant.

As an ICDM Faculty Member, Erik has conducted leadership talks at Bursa Malaysia Thought Leadership Series organised by ICDM, as well as at ICDM’s signature PowerTalk series in 2019. In addition to that, he also conducted the “Digital Upskilling for Boards”, “Why Governance Matters for Startups”, “Stakeholder Voice in the Boardroom”, “The Quiet Transformation of Corporate Governance” plus a few bespoke talks for our government and corporate clients. Erik was also one of the keynote speakers at ICDM’s inaugural International Directors Summit (IDS) in 2019 and in 2020, his series of webinars on the subject matter of Leadership and Stakeholder Engagement were very well received.

WHAT OUR CLIENTS SAY

”

The session was wonderful and can help maintain the cohesiveness and involvement of the Board of Directors

DIRECTOR IN OIL & GAS

”

Interesting topic and interesting speaker

DIRECTOR
IN FINANCE & BANKING

”

Clear articulation of how a board manages risks from someone who has been on a board and had actually resigned from a board due to concerns over risks

DIRECTOR IN INVESTMENT
& ASSET MANAGEMENT

”

Very good speaker, able to capture the audience's attention and made the session very interesting and easy to follow

DIRECTOR IN HEALTHCARE

Customise an In-House Programme for Your Board

Group learning is one of the best ways to build board dynamics and camaraderie. You can choose from the menu or arrange for a complimentary consultation to further discuss your board leadership development needs.

ICDM In-house Bespoke Programmes are specifically designed to help address your organisation's unique requirements. Your board or executive can partake in the programmes at a venue and time of your preference. It can be conducted in-person, online or using a hybrid format.

Request for a meeting [here](#)
or email us at development@icdm.com.my



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Institute of Corporate Directors Malaysia (ICDM) is the one-stop centre for all board and director needs, dedicated to empowering boards and directors with the right skills, knowledge and mindset to enhance their professionalism and effectiveness. Spearheaded by the Securities Commission Malaysia and supported by Bank Negara Malaysia, Bursa Malaysia and the Capital Market Development Fund, ICDM serves as the national institute of directors and aims to be the leading influence of excellence in governance.

www.icdm.com.my

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