

Building Resilience, Creating Sustainable Value

ICDM Report
Jan 2020 - Apr 2021



ICDM
Institute of Corporate
Directors Malaysia



Centre of Excellence.

Directors' institute continues to establish itself

"We have raised the score for the provision of director training in Malaysia. The ICDM has continued to make progress since its launch on 1 October 2018. It has established a full programme for directors with regular training across a broad range of topics. The ICDM also hosts Climate Governance Malaysia, an initiative of the World Economic Forum that targets non-executive directors and seeks to raise their knowledge and understanding of climate change. Climate Governance Malaysia was launched in May 2019 and has hosted a wide variety of events since then."

CG Watch 2020 - Future promise: Aligning governance and ESG in Asia, ACCA

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The reporting period for this ICDM Report is January 2020 to April 2021. Apart from the full year of 2020, we have included the progress made and activities carried out from January to April 2021 to reflect the most current updates.

AT A GLANCE

“A growth mindset and multi-dimensional thinking are extremely critical Covid-19-combat capabilities. A growth mindset is having the ability to unlearn old skills and learn new skills irrespective of your level, while multi-dimensional thinking encompasses the capability to look at the same problem with different lenses and act accordingly.”

**ICDM Webinar Series,
Leadership in Times of Distress**

WHO WE ARE

The National Institute of Directors for Malaysia

Our Focus

Our purpose of existence

- To be the one-stop centre for all board and director needs.
- To be the voice of directors in representing their views.
- To embed a sound corporate governance culture in Malaysian boards.

Through continuous elevation of the right skills, knowledge and mindset, the Institute of Corporate Directors Malaysia (ICDM) aims to enhance boards' professionalism and effectiveness, helping them in their capacity to maintain exemplary ethical standards, complementing the market and regulatory disciplines towards a robust corporate governance (CG) ecosystem in the country.

ICDM was established and officially launched by the Securities Commission Malaysia (SC) in October 2018, supported by Bank Negara Malaysia (BNM), Bursa Malaysia and the Capital Market Development Fund (CMDf).

CONTINUOUS INNOVATION

As one of the younger institutes of directors (IoDs) in the region, what we have learnt from all other more mature IoDs and CG institutions on what works best and what else needs to be done has spurred our efforts in embracing continuous innovation to increase the relevancy of our offerings.

FORWARD-LOOKING

Our suite of director development programmes and board advisory services are globally benchmarked and continually refined to help boards and directors meet the fast-evolving business and CG landscape. Catering to boards and directors of all levels of maturity, we work with an international network of governance experts to bring in fresh ideas and new growth opportunities.

COLLABORATION & PARTNERSHIP

We know we cannot always do things alone in this fast-moving world. We recognise and leverage on the power of partnerships, networks and collaborations to widen our outreach and build a strong resilience.

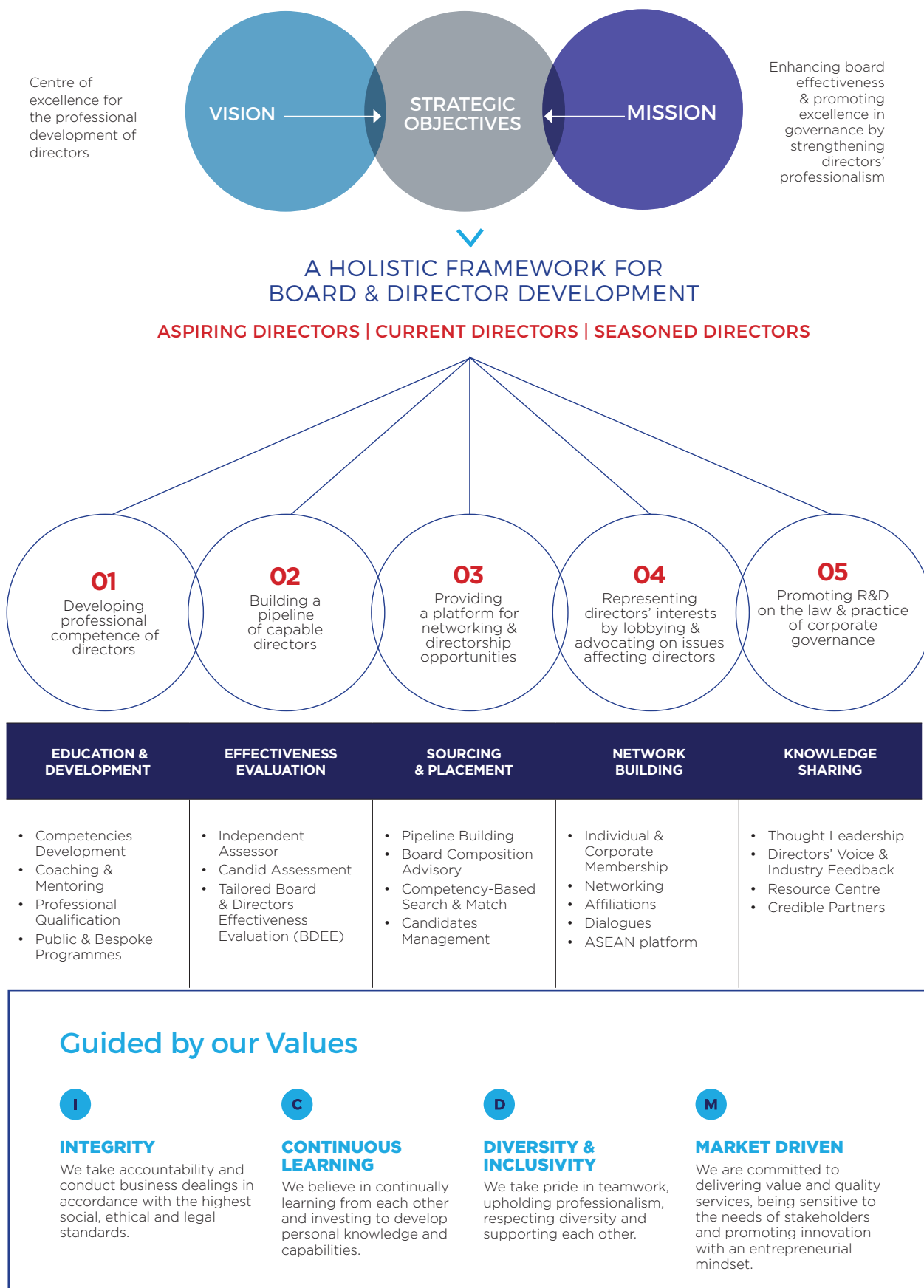
VOICE AND FACE OF DIRECTORS

We act as the bridge between directors and the wider stakeholder group, be it the regulators, investors, or markets, ensuring the interest and voice of all stakeholders are heard and appropriate actions taken towards the development of a solid CG ecosystem.

AGILITY

We operate with rapid decision cycles to ensure we are able to make strategic changes and respond to board and director needs more quickly and effectively, to support their responses to the business and help assess the readiness for future challenges.

How We Position Ourselves



A WORD FROM OUR CHAIRMAN

Boards Must Transition to a Proactive, Sustainability-Driven Governance Model

Covid-19 was an awakening. Navigating a pandemic of such intensity has been a sobering experience, but it is also simultaneously an empowering one. It has given us the opportunity to reconnect with the purpose of the board, renew our commitment to duty and allow us to reassess our priorities as we move forward as a director community.

Covid-19: Leading Through the Crisis

For the past year, ICDM's focus has been about supporting boards and directors through a hugely challenging journey, gathering expertise and resources from around the world to help our members and clients develop greater capacity to lead effectively in such trying times.

During the early days of the crisis, our top priority was to establish a series of online platforms for directors and governance professionals to seek clarity on key issues, such as crisis leadership, digitalisation, human capital management and stakeholder communications. Many had come together to explore new ideas and strategies, supporting each other as they guide their respective organisations through challenges of unprecedented scale and urgency to safeguard their businesses as well as the well-being of communities.

Before the pandemic, board leadership in Malaysia was

already in the midst of a paradigm shift. In response to the evolving business ecosystem, regulators have reinforced measures to help boards progress from the traditional conformance-oriented oversight to a more agile, responsive and future-focussed leadership model. During the Covid-19 crisis, the transformation gained a new level of momentum and importance as corporate boards were compelled to operate in a changed landscape.

Sustainable Leadership: From Reactive to Proactive

In the post-pandemic world, disruption will only accelerate. To ensure companies stay competitive and relevant, it is imperative for boards to speedily transition from a reactive approach to a proactive, sustainability-driven governance model.

The board's attitude towards environmental (E) and social (S) sustainability alongside its governance (G) standards are inextricably linked to the long-term success of an organisation.

On the environmental front, apart from the rise of eco-conscious consumers, governments around the world are also taking large-scale actions to tackle climate change. In September 2020, China, one of the world's

largest economies and Malaysia's second-largest trading partner, has joined more than 110 countries committed to carbon neutrality by this mid-century. Leaders must therefore ensure commitment to the ESG agenda and ensure its integration into every aspect of their business in order to maintain market access.

Worker welfare issues have been put under the spotlight over the course of the pandemic, both at home and abroad, putting the reputation of the companies affected and their business in jeopardy. In addition, governance issues, such as corruption and fraud continue to make headlines, with repercussions on reputation, profits and capital investments.

The new generation of investors is increasingly favouring businesses with strong ESG practices as they are regarded to be more enduring against time and market upheavals. Globally, assets under management for ESG funds rose 29% in 2020, according to Morningstar. Sustainable funds in Asia set a record high of US\$8.7 billion during the third quarter of 2020, which is 75% higher than the second quarter, bringing total ESG fund assets in the region to US\$25.1 billion. Closer to home, the Employees Provident Fund (EPF) views ESG to be the "vaccine for any crisis" and has announced that it will make all its investments based on ESG practices by 2030.

In the newly updated Malaysian Code of Corporate Governance (MCCG), the Securities Commission Malaysia (SC) has further strengthened the role of the board in addressing sustainability risks and opportunities along the three dimensions of ESG. That means, the board as a unit must be fluent in ESG issues, internalise the ESG principles and weave them into the core of their business plan. The board must set its sights further into the future and ask: what can we do now to position the organisation for success in the next 10, 20 and 30 years?

Shareholder Activism: Change or Be Changed

To ensure the effectiveness of such deliberations, there must be an appreciation for the continued refinement of the board, for a static board simply cannot keep up with the intensity of change.

Investors have shown, time and again, that they will not hesitate to take action against boards, including changing the board structure and composition for shortcomings in addressing ESG concerns. Activist shareholders' ability to influence change within and beyond the board can no longer be underestimated; it is only growing in intensity across the world.

Therefore, boards must take proactive steps to pre-empt problems before they arise through regular communication with shareholders as well as other stakeholder groups to understand any concerns they might have. Being proactive also means having regular board reviews to ensure the board is equipped with the right competencies and have

the best-in-class structure and processes to deliver excellent performance.

At the core of ICDM's mandate is the enhancement of the overall effectiveness of Malaysian boards, through our carefully curated director development initiatives and bespoke board advisory services that include competency-based director sourcing, training and board evaluation. In 2020, apart from our Covid-19 response, we have also been focussing on expanding our directors' registry by nurturing more board-ready candidates as well as attracting talents from outside Malaysia. Our goal is to continue to diversify our director pipeline to support market needs for the right competencies.

To that end, in the spirit of continual elevation of skills and expertise, the ICDM Board has recently added to our mix two new, younger talents: Wan Nadiah Wan Mohd Abdullah Yaakob and Joel Neoh. They both represent a different generation with distinct skills, experience and perspectives, crucial in complementing the existing members in strengthening our capacity to serve the board and director community better.

Better Boards for a Better Malaysia

At the time of writing, our country is in the midst of another round of lockdown. Despite the rollout of vaccines, Covid-19 numbers are stirring up anxiety in all aspects of life. In such a prolonged crisis, boards are expected to think outside the box to help their business find new pathways for growth. Boards must

continue to fine-tune their risk management practices and strategies and strengthen their collaboration with management to bring certainty to the business whilst safeguarding jobs and the well-being of communities.

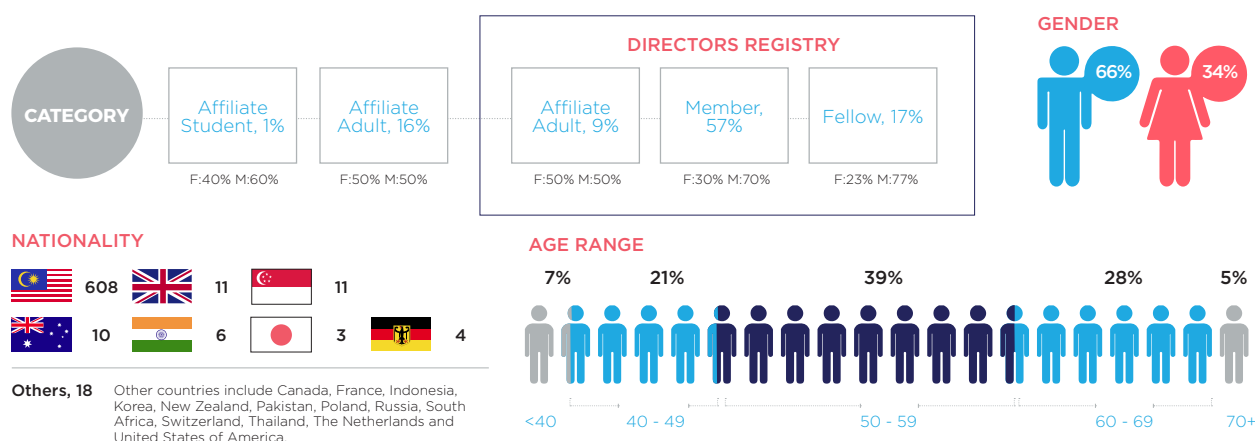
As the stewards of their business, the director community has an intrinsic and shared responsibility to grow and support the social and economic needs of Malaysia. A sustainability-driven board, which can align the business with the interests of the environment and society, will eventually bring about a better, more socially responsible company, thus contributing to a more secure, economically robust society. Therefore, directors as a community must continue to build resilience and agility, stay engaged in learning and keep moving forward with refreshed, long-term thinking.

On behalf of the ICDM Board, I would like to thank all members and clients for trusting us as a partner in their board leadership journey. I would also like to convey our gratitude to the regulators for their support and counsel, and to the partners and our international network of associates for their expertise, time and effort, which have enabled us to meet the needs of boards and directors seamlessly. Lastly, special thanks to my fellow board members, the management and staff of ICDM for their dedication to delivering results despite a challenging year.

Tan Sri Zarinah Anwar, ICDM(F)
Chairman, Institute of
Corporate Directors Malaysia
June 2021

QUICK SNAPSHOTS

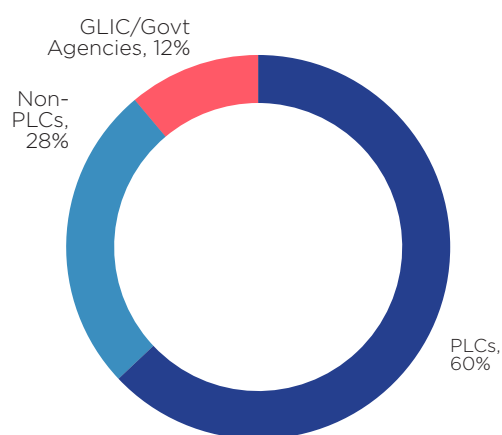
As of 30 April 2021



671 Individual Members

We enable current directors to raise professional competency, assist seasoned directors to lead better, help aspiring directors to build a solid foundation, and last but not least, provide a platform for industry seniors and veterans to give back to the directorship community.

[Aspiring Directors](#) | [Current Directors](#) | [Seasoned Directors](#)



Financial Services	42%
Property & Construction	12%
Industrial Products & Services	8%
Healthcare, Consumer Products	22%
Energy	6%
Transportation & Logistics	2%
GLIC/Government Agencies	6%
Plantation	2%

50 Corporate Members

Exclusive access and savings to director development programmes, board & director effectiveness evaluation, director sourcing and other relevant board services.

Completed

Public Programmes		Bespoke Programmes		PowerTalks		Webinars	
2018	N/A	2018	8	2018	2	2018	N/A
2019	15	2019	21	2019	6	2019	N/A
2020	20	2020	14	2020	9	2020	17
2021*	9	2021*	1	2021*	5	2021*	-

Advocacy Dialogues		Ask-an-Expert Programme		Director Sourcing		Director Placements	
2018	N/A	2018	N/A	2018	5	2018	2
2019	N/A	2019	N/A	2019	13	2019	4
2020	1	2020	2	2020	21	2020	2
2021*	1	2021*	-	2021*	21	2021*	2

Board Evaluation		Research Studies		Member's Day		International Directors Summit	
2018	3	2018	N/A	2018	N/A	2018	N/A
2019	1	2019	2	2019	N/A	2019	1
2020	4	2020	3	2020	2	2020	-
2021*	2	2021*	1	2021*	0	2021*	-

As of 30 April 2021*

NETWORK
 OF DIRECTORS
 OF ICDM
 TRAINING
 INSTITUTION

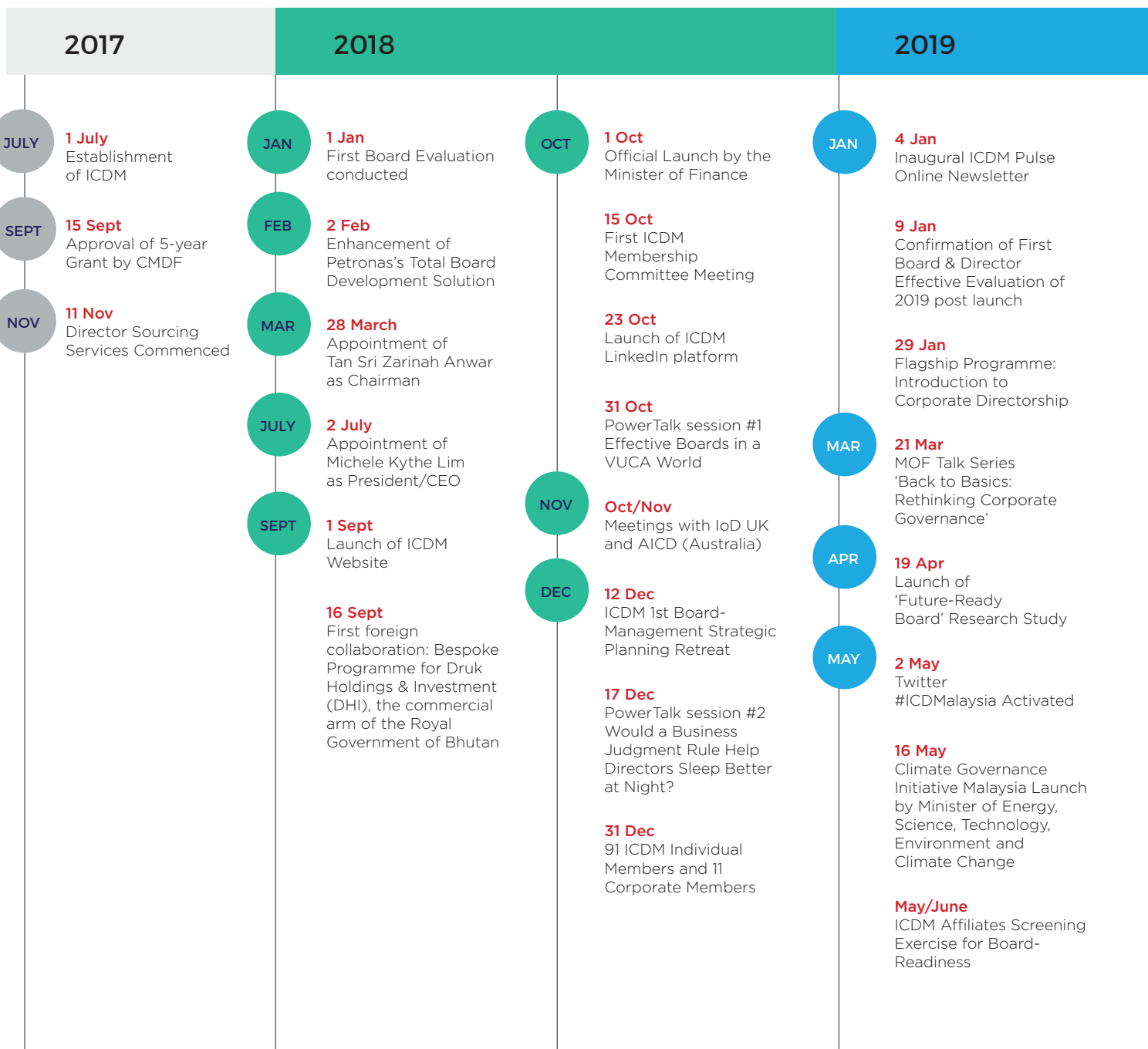
THOUGHT LEADER
 ADVOCATE

WORDS KNOWLEDGE HUB
THAT MEMBERS
ASSOCIATE
ICDM **WITH** CENTRE OF
 GOVERNANCE
 EXCELLENCE

SOURCE OF DIRECTOR
 COACHING & DEVELOPMENT
 PROFESSIONAL BODY

Source: ICDM's Members Engagement Survey

12 TIME CAPSULE



"The establishment of ICDM in 2017 was part of the SC's corporate governance strategic priority for 2017 to 2020 to forge the alliances between corporate directors in enhancing directors' professionalism and governance standards. Drawing from the success of and positive impacts made by institutes of directors in other markets such Thailand, Singapore, Australia and the United Kingdom, the SC's vision is for ICDM to be an institution managed by directors for directors."

Securities Commission Malaysia Chairman at ICDM's International Director's Summit 2019

		2020		2021			
AUG	<p>1 Aug Moved to ICDM new office in KL Eco City</p> <p>26 - 30 Aug Corporate Directors Programme Series #2 for DHI</p>	MAR	<p>3 Mar PowerTalk #9 Adequate Procedures: The Director's Response to Individual Liability</p> <p>19 - 23 Mar ICDM Poll Impact & Preparedness for Covid-19</p>	AUG	<p>26 Aug Members' Day #1/2020: Value Creation through Risk Management</p>	JAN	<p>12 Jan Virtual Talk in collaboration with MIA on How Integrated Thinking Can Support Boards in Creating Long-Term Value</p>
OCT	<p>14 & 15 Oct Inaugural ICDM International Directors Summit</p> <p>15 Oct Launch of 'The Importance of Culture Reporting: The Guide to Annual Report in Malaysia 2019'</p>	APR	<p>1 Apr ICDM Poll Result Launch Impact & Preparedness for Covid-19</p> <p>6 Apr The Start of ICDM Webinar Series</p>	SEPT	<p>7 Sept Inaugural ICDM Report: Raising the Bar for Corporate Governance at ICDM's 3rd Annual General Meeting</p>	FEB	<p>19 Jan First cohort of ICDM Aspiring Directors Immersion Programme (ADIP)</p> <p>24 Feb 2nd ICDM Board-Management Strategic Planning Meeting</p>
NOV	<p>6 Nov BOLD 3.0 Future-Fluent Board Leadership in Asia launch in Singapore</p>		<p>10 Apr The Start of ICDM Virtual Classroom</p> <p>21 Apr PowerTalk #10 The Path to the Next Normal: So What Now for Leadership?</p>	NOV	<p>19 Nov ICDM Members' Day #2/2020: Social Media and the Board</p> <p>25 Nov First Advocacy Dialogue Stakeholder Capitalism: A Vital Pandemic Agenda</p>	MAR	<p>17 Mar First internal audit review</p> <p>22-26 Mar PowerTalk Series Positive Agenda: Leadership in Covid-Exit</p>
DEC	<p>2 Dec PowerTalk session #8 Shaping the Boards of Tomorrow</p>	MAY	<p>13 May The Start of Webinar Series for SME</p>	DEC	<p>30 Nov Leading in A Crisis: From Survival to Strategic Pivot Whitepaper launch in Singapore</p> <p>7-11 Dec PowerTalk Global Series 2021: Refresh the Agenda</p>	APR	<p>29 Mar Launch the exclusive Weekly News Round Up for Members</p> <p>7 Apr Advocacy Dialogue and Launch of the Inaugural Malaysian Board Diversity Study & Index</p>
		JUNE	<p>8 June Launch of ICDM Reimagine & Rebuild, a central initiative to support the post-crisis recovery phase</p>		<p>15 Dec Streamlining of membership period to follow calendar year as part of accounting best practice for member-based organisations</p>	MAY	<p>9 Apr First board evaluation for ICDM board</p> <p>1 May First ICDM Employee Engagement Survey</p>
						JUNE	<p>6 May First Reciprocal Membership with the Singapore Institute of Directors (SID) under ICDM Global Affiliate Members Scheme</p> <p>6 May Members' Day #3/2021: Corporate Innovation for Exponential Growth</p> <p>12 May First Members' Engagement Survey</p> <p>10 June Members' Briefing #1/2021: Data Trust & Privacy Impacting Financial Institutions, Telecommunications Companies, Property, E-commerce & Transportation</p>

BUILDING RESILIENCE

“We need to stretch our imagination and develop a regenerative mindset. Our future depends on our ability to self-disrupt, learn from nature’s design, make decisions and work cooperatively as a global community to safeguard the planet, because we simply cannot build a sustainable company in an unsustainable world. We must learn to coexist with nature, **find that balance** and take on the role as stewards of that balance.”

**ICDM PowerTalk Global Series,
The Regenerative Business of the Future**

FROM THE CEO'S DESK

Supporting Boards & Directors with Speed, Depth & Breadth

Q1: How has Covid-19 impacted Malaysian boards and directors, and as the national institute of directors (IoD) for the country, what has ICDM done to support the community?

In early 2020, it was indeed an unprecedented time for businesses in Malaysia. Whilst most may have been through earlier crises, the unpredictability of this pandemic was forcing organisations to do things differently and to be agile. Many had to overhaul their business models, strategies as well as product and service offerings. Boards and directors, as stewards of their companies, are expected to be leading this effort. During these crucial moments, it was even more critical for ICDM to be an effective partner, and we knew we need to deliver — with speed.

We promptly put together a survey to better understand the preparedness of Malaysian boards and their needs during that time; and then, we searched far and wide for experts with the most fitting and relevant expertise to weigh in and offer pragmatic and tangible ways that directors can apply as they juggle multiple responsibilities to safeguard the sustainability of their businesses.

We have also introduced for our members (1) a risk assessment exercise that offers clarity on some of the business challenges and possible countermeasures and (2) a board and director capability assessment that provides insights into whether they or their boards possess the

competencies to be effective. Overall, we had also reshaped our board advisory services, especially the Board and Directors Effectiveness Evaluation (BDEE) to ensure it caters to the strategic needs of the moment.

Q2: What was the response received from the director community with regard to the new initiatives put together by ICDM during the crisis?

It was extremely encouraging. Many directors tuned in to our webinars and PowerTalks, partly because most of them were looking for information and we were there to help provide it. Since then, our online programmes have received a steady stream of signups, which are especially reassuring to us as our core mission is to ensure continual education and learning amongst directors at any level of maturity.

Our membership has grown — individual and corporate — albeit relatively slower than the previous year. We have also seen an increased uptake of our competency-based Director Sourcing and Placement services, as well as BDEE. All these are positive progress for ICDM as the IoD for Malaysia as more boards and directors are paying attention and taking steps to seek improvement from their board composition to how they can perform more effectively.

2020 has been a bumpy ride for businesses, even for ICDM as we continue to evolve and adapt to the changing CG landscape.

Nonetheless, there have been many lessons learned, amongst which is a stark reminder that we as a director community need to keep refining our leadership model to keep up with the shifting goalposts.

Q3: ICDM is a market-driven organisation. What measures have you taken to ensure the sustainability of ICDM?

Boards and directors are our raison d'être. We are committed to delivering value and quality support; that means, we need to work collaboratively with the community and all players in the CG ecosystem to understand their needs and offer solutions.

In 2021, we undertook a serious review of the global events, looking internally and externally for risks affecting us as well as opportunities that we can leverage on as an organisation. We have also strived to strengthen our stakeholder engagement and feedback mechanisms, evaluating our strategy and deliverables to ensure they are aligned with market needs.

ICDM, similar to all organisations, needs to self-disrupt and operate with an entrepreneurial mindset.

Q4: Around the globe, there has been much conversation about board diversity. How is ICDM supporting that agenda?

Diversity is an integral part of achieving board effectiveness. Since the establishment of ICDM, we have continued to drive and

encourage the adoption of the principles of diversity on boards. In 2021, in partnership with Willis Towers Watson (WTW), we launched the inaugural Malaysia Board Diversity Study and Index. Our aim is to institutionalise the diversity agenda through an in-depth local study and a transparent barometer. This is an important milestone for corporate Malaysia as the Index provides a benchmark for Malaysian boards to identify areas for improvement in eight key diversity dimensions: gender, age, tenure, independence, culture, international expertise, domain expertise, and industry expertise.

Apart from that, board composition is one of the key focus areas when we conduct board evaluations. We help boards identify gaps and provide recommendations. This can be then reinforced by our competency and behavioural-based director sourcing, where we help search for the most suitable and qualified candidates drawing from a wide base of expertise and diverse mindsets.

Q5: How does ICDM ensure there is a sustainable supply of quality board candidates?

We maintain a directors' registry and continually reinforce the pool with more director talents from diverse backgrounds. Apart from the Ordinary Members and Fellows, our registry also includes Affiliate Members who are board-ready. We also proactively seek out and nurture more qualified aspiring directors, guiding them towards board readiness. One of such initiatives rolled out was the Aspiring Directors Immersion Programme (ADIP), which provides a systemic path for those who wish to serve as directors and fast-track them into board positions with greater confidence and prospects. The first cohort is currently underway.

Apart from technical and soft skill trainings, board simulation, coaching and mentoring, and networking, this 12-month holistic programme features an actual board immersion experience, where participants of the programme are to be placed in select company/NGO boards for an appointed time to accumulate real board experience.

We are also working with our IoD colleagues in the ASEAN region to set up an ASEAN pool of directors to widen the network of board candidates to serve the growing needs of the markets and to offer ASEAN board candidates to the rest of the world.

We have established our very first international reciprocal membership benefit and affiliation with our counterpart in Singapore – Singapore Institute of Directors (SID). This gives us the opportunity to access the talent pool in Singapore, as well as to help our members expand their network seamlessly. We are looking to set up a similar arrangement with more IoDs in the region.

There is also an opportunity for ICDM to lead the creation of a new paradigm of corporate governance for ASEAN — one that harnesses the region's diversity to complement its economic growth and ensures our markets are distinguished by competence, integrity, and quality of governance.

Q6: What will be the focus of ICDM moving forward?

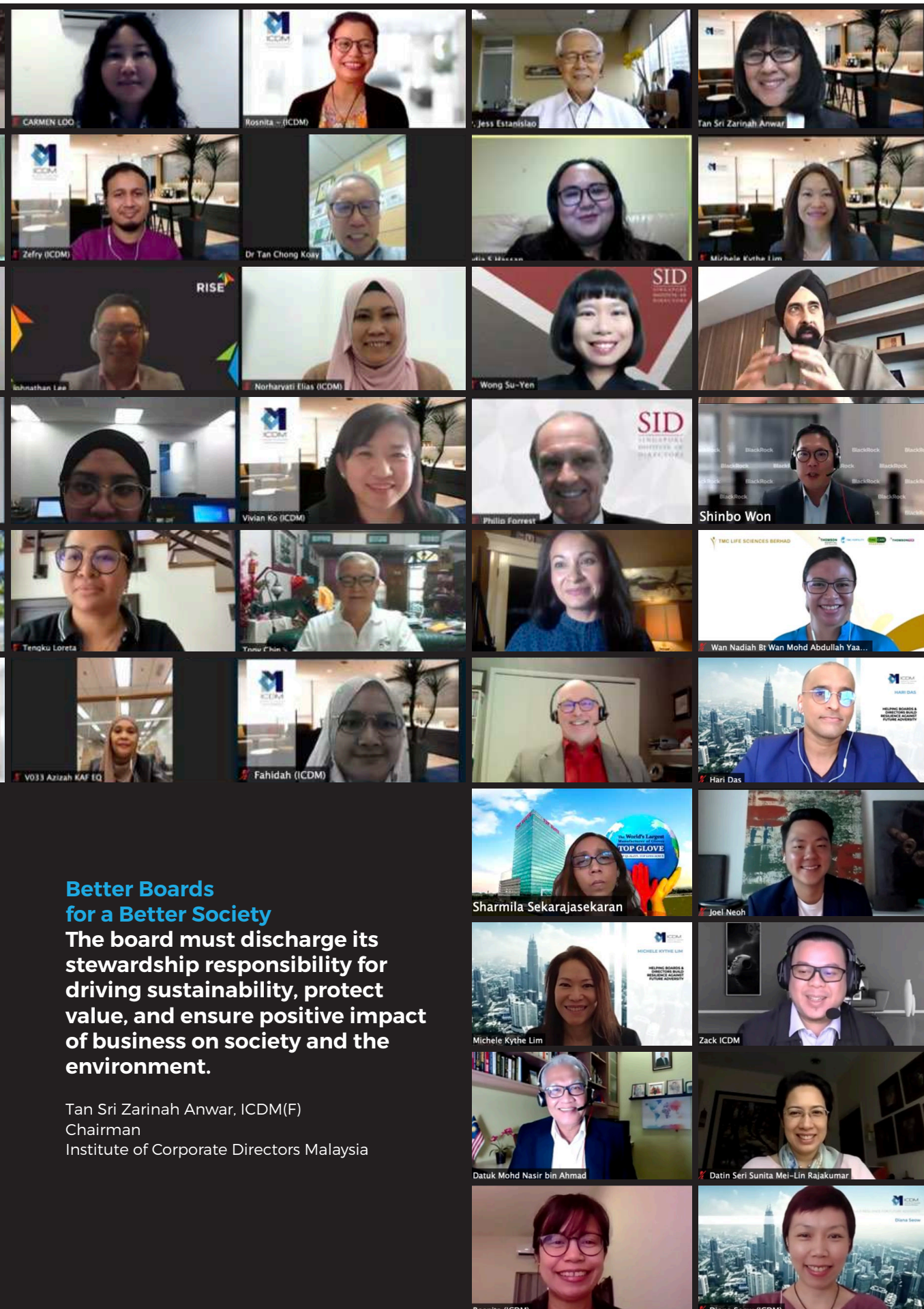
We will continue to observe market developments, anticipate challenges and proactively offer bespoke solutions to our members and clients. Over the last one year, the director community has taken a big step forward in terms of learning and making leadership improvements.

Our immediate focus moving forward is to make the gain more enduring by strengthening our advocacy, development programmes and services across the board. In the second half of the 2021, we are aiming to launch the Malaysian Board Practices Review, which is produced in collaboration with Bursa Malaysia and Russell Reynolds Associates (RRA) to provide insights into the board selection, nomination, appointment, and evaluation practices in Malaysia. We have also been working closely with the regulators to establish a formal certification for directors as a benchmark of standards. This will be a key milestone for CG in Malaysia and it is in line with our mission to raise the bar on corporate governance. Towards the end of 2021, we will embark on creating a yearly outlook for board trends to help directors better prepare for the coming year. We look forward to expand our network of directors, increase engagement with the director community, as well as to engage with more key players in the CG ecosystem at home and abroad in creating deeper regional and global linkages for the director community.

We have been fortunate to have a network of associates and partners who have been an integral part of our work. I would like to take this opportunity to record our sincere appreciation to them and we look forward to our continued partnerships. To our members and clients, thank you for staying with us and we look forward to supporting your board leadership journey for many years to come.

Michele Kythe Lim
President & CEO, ICDM
June 2021





Better Boards for a Better Society

The board must discharge its
stewardship responsibility for
driving sustainability, protect
value, and ensure positive impact
of business on society and the
environment.

Tan Sri Zarinah Anwar, ICDM(F)
Chairman
Institute of Corporate Directors Malaysia

OUR VALUE CREATION JOURNEY

OUR GUIDING COMPASS	OUR STRATEGIC OBJECTIVES	OUR CORE VALUE CREATION	OUR IMPACT AND VALUE
Our purpose, values, vision and mission keep us focussed on our track	Our strategic objectives help us deliver our corporate strategy	Our products & services for a holistic board & director development framework	The impact and value we bring to our members & the CG ecosystem
<p>PURPOSE</p> <ul style="list-style-type: none"> To position and brand ICDM as the one-stop centre for all board & director needs To embed a sound CG culture in Malaysian boards To be the voice of directors in representing their views <p>VALUES</p> <ul style="list-style-type: none"> Integrity Continuous learning Diversity and inclusivity Market-driven <p>VISION</p> <p>Centre of excellence for the professional development of directors</p> <p>MISSION</p> <p>Enhancing board effectiveness & promoting excellence in governance by strengthening director's professionalism</p>	<p>STRATEGIC OBJECTIVES</p> <ol style="list-style-type: none"> Developing professional competence of directors Providing a platform for networking & directorship opportunities Building a pipeline of capable directors Representing directors' interests by lobbying & advocating on issues affecting directors Promoting R&D on the law & practice of corporate governance 	<p>EDUCATION & DEVELOPMENT</p> <ul style="list-style-type: none"> Public & Bespoke Programmes Competencies Development Coaching & Mentoring Professional Qualification <p>More information on Programmes at page 38</p> <p>EFFECTIVENESS EVALUATION</p> <ul style="list-style-type: none"> Tailored Board & Director Effectiveness Evaluation (BDEE) Remuneration Benchmarking Independent Assessor Candid Assessment <p>More information on BDEE at page 44</p> <p>SOURCING & PLACEMENT</p> <ul style="list-style-type: none"> Pipeline Building Board Composition Advisory Competency-Based Search & Match Candidates Management <p>More information on Director Sourcing at page 48</p> <p>NETWORK BUILDING</p> <ul style="list-style-type: none"> Membership Support Networking Opportunity Strategic Affiliations ASEAN Platform <p>More information on Membership at page 34</p> <p>KNOWLEDGE SHARING</p> <ul style="list-style-type: none"> Thought Leadership Dialogues & Industry Feedback Resource Centre Credible Partners <p>More information on Research & Advocacy at page 51</p>	<ul style="list-style-type: none"> Various platforms available: virtual, hybrid & physical Wider audience reach through virtual platforms Access to international facilitators & speakers previously not feasible due to high travel cost <hr/> <ul style="list-style-type: none"> Comprehensive framework Full & basic packages available to suit all budgets Facilitators with relevant industry & board experience Access to international facilitators previously not feasible Self-assessment tool for internal evaluation <hr/> <ul style="list-style-type: none"> Offer new, fresh & unconventional talent option at lower cost Ensuring quality pipeline of director through our Aspiring Directors Immersion Programme (ADIP) Opportunity to be in the Directors Registry <hr/> <ul style="list-style-type: none"> International affiliations through reciprocal memberships Peer group knowledge & experience sharing opportunity Exposure to ASEAN & international platforms <hr/> <ul style="list-style-type: none"> Introduced the first Malaysia Board Diversity Index, highlighting seven other board diversity dimensions other than gender Highlight key issues & trends impacting directors Comprehensive knowledge repository

OUR VALUE CREATION ACTIVITIES

We track our KPIs, continually improving and innovating in everything that we do

	2021* Up to 30 Apr	2020	2019	2018
Public Programmes completed	9	20	15	-
No of participants/Average ratings	116; 4.4/5	245; 4.3/5	249; 4.4/5	-
Bespoke Programmes completed	1	14	21	8
No of participants/Average ratings	20; 4.7/5	780; 4.1/5	888; 4.4/5	240; 4.4/5
PowerTalks completed	5	9	6	2
No of participants/Average ratings	673; 4.3/5	1,072; 4.4/5	416; 4.4/5	168; 4.4/5
Webinars completed	-	17	-	-
No of participants/Average ratings	-	2,595; 4.4/5	-	-
BDEE Awarded/Completed/WIP	1; 2; 2	6; 4; 3	2; 1; 1	3; 3; -
Director Sourcing				
Confirmed requests/Successful placement	21; 2	21; 2	13; 4	5; 2
Ask-an-Expert				
No of participants/Average ratings	-	2 24; 4.3/5	-	-
Corporate Members*	50	44	34	11
Individual Members*				
No of members; Female:Male	671 34%;66%	584 36%;64%	382 38%;62%	91 38%;62%
Directors Registry*				
No of candidates; Female:Male	555 31%;69%	465 33%;67%	283 33%;67%	71 34%;66%
ADIP				
First cohort; Female:Male	7; 3:4	-	-	-
International Directors Summit				
No of participants/Speakers/Average ratings	-	-	1 469; 47; 4.3/5	-
Advocacy Dialogues completed	1	1	-	-
No of participants/Average ratings	116; 4.8/5	89; 4.6/5	-	-
Research Studies				
Completed/ongoing/supported	1; 2; 1	3; 2; 1	2	-
Advocacy areas Director's remuneration, board evaluation, board diversity, board culture & trust, climate governance, crisis management, stakeholder engagement, sustainability, integrated reporting				
Directors Network Establishing an ICDM Members-only LinkedIn Group, a Nomination & Remuneration Committee (NRC) Network, ASEAN Directors Network and supporting efforts under Climate Governance Malaysia, 30% Club				
ICDM newsletter , ePulse/eBeat*	3	12; 6	9	-
Linkedin followers* , engagement rate	1,620;16.9%	1,459;7.8%	649;10%	-
Earned media stories on print & broadcast	14	40	106	50
External speaking engagements	-	2	8	-
Other engagement touchpoints ICDM website & ICDM Pulse, a site hosting a wide collection of insightful resources - articles, industry reports, guides & development programmes; Members Lounge & Facilities				

Notes

* Cumulative numbers

** The weekly newsletter, eBeat specifically for the first MCO period only

OUR ENABLERS

We appreciate and draw upon these six capitals to deliver our promises

FINANCIAL CAPITAL

Supported by the CMDP, membership & programme fees, BDEE works and director placement fees

HUMAN CAPITAL

Highly experienced board members & diverse employees skillset

INTELLECTUAL CAPITAL

Research findings, brand equity, trust, culture, partnerships, programme design and know-how

SOCIAL CAPITAL

Supported by regulators, credible partners, ICDM faculty members & ICDM members

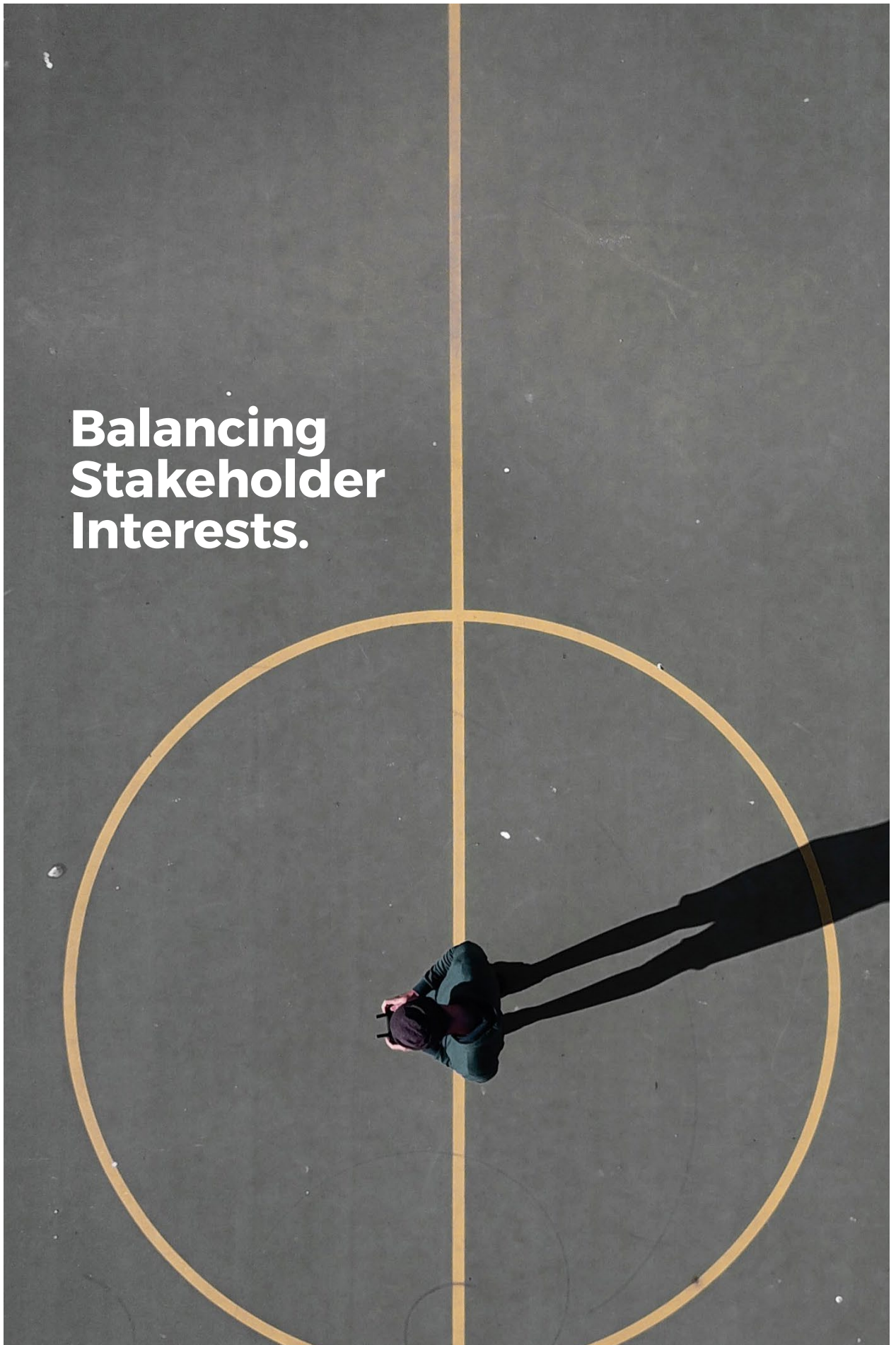
MANUFACTURED CAPITAL

Office with complete training & meeting facilities, and Member's Lounge

NATURAL CAPITAL

Responsible energy, water & single-use plastics consumption

Balancing Stakeholder Interests.



23 KNOWING WHAT MATTERS TO OUR STAKEHOLDERS

Fostering a Sustainable Co-Creation Journey



"We all want to 'get back to normal'. However, the future normal is just not going to be as it was before. All of us are going to have to learn new things – new ways of doing our work, engaging with customers and staff, and even changing our core processes. Whoever learns fastest is going to win."

Dato' Seri Johan Raslan,
ICDM(F), ICDM Board Member

Board of Directors



Why is this stakeholder important to ICDM?

- Make overall decisions and policies, and provide stewardship and oversight of ICDM operations at a strategic level
- The face of ICDM in the director community

Touchpoints of engagement

- Board meetings, Committee meetings & Annual General Meeting (AGM)
- Strategic planning meeting with senior management
- Informal communications between CEO and rest of ICDM team

Benefit to the stakeholder

- Better oversight, advice and assurance on ICDM's financial and operational performance
- Build better dynamics, ensure team's productivity, efficiency and safety
- Meet stakeholders' expectations and continue to create value

Key matters raised

- ICDM's financial, operational performance and strategies
- Interest of both internal and external stakeholders
- Health, safety and the environment
- CG and regulatory compliance
- Key trends and issues impacting board directors and CG

Actions taken/to be taken

- Active discussions through formal and informal communications, sharing ideas and timely feedback
- Maintain positive board-management relationship and dynamics
- Leverage on the board members' experience and network, more profiling of ICDM boards



Members

Why is this stakeholder important to ICDM?

- ICDM is first and foremost a membership organisation
- The professional development of our members is at the heart of our work
- Provide revenue streams to ICDM

Touchpoints of engagement

- Emails, phone calls, video calls, WhatsApp, virtual & physical meetings
- Member's Day, new members onboarding, ADIP, Affiliate screenings, debriefings
- ICDM programmes, dialogues, research studies
- Member's Engagement Survey

Benefit to the stakeholder

- Awareness of & utilise all member's benefits and ICDM's products & services
- End deliverables enhancement & innovation
- Voice being heard, profiling opportunities, giving back to community

Key matters raised

- Member's privileges, benefits & support
- More interactions, networking & board placement opportunities
- Where we have done well & where we can further innovate

Actions taken/to be taken

- Leverage on their feedback to co-create & enhance our products & services
- More networking opportunities virtually & physically
- Continuous engagement with members and having them involved in our value creation

"I had also been a member of other similar organisations in the past. However, the difference is this – ICDM is more committed and dedicated to enhancing the professionalism and effectiveness of corporate directors in Malaysia. In so doing, you have also put in place emphasis on 'member care' and 'director activism' which are important ingredients in addressing the needs of directors."

Azizan Mohd Noor, ICDM(F),
Senior Independent Director,
Kumpulan FIMA Berhad

"We engaged ICDM for a customised learning and engagement session for the board and employees. Our directors found the facilitated conversations enlightening and the discussion provided greater insights to the other participants, whilst the diverse speakers shared their distinct perspectives on corporate governance and sustainability, which we found really enriching and relevant.."

Li Na Lim, Group Company Secretary,
Sarawak Energy Berhad (ICDM
Corporate Member)

Clients



Why is this stakeholder important to ICDM?

- End user within the value chain
- Fulfills end to end service offering for corporates
- Provide revenue streams to ICDM

Touchpoints of engagement

- Rendering of ICDM products & services
- Client needs assessment & pre-engagement planning meetings
- Client feedback post-proposals/engagements

Benefit to the stakeholder

- Competitive pricing within the industry
- New product innovation & client experience

Key matters raised

- Content, pricing & quality of products & services
- Client service & experience
- Data management, confidentiality & security

Actions taken/to be taken

- Maintain good relationship & continual engagement
- Leverage on their feedback to co-create & enhance our products & services
- To offer various attractive packages to sustain competitive advantage



Faculty Members/ Facilitators/Speakers

Why is this stakeholder important to ICDM?

- Content provider for ICDM programmes & advisory services
- The quality of their content and deliveries impact ICDM's brand & reputation

Touchpoints of engagement

- Pre-engagement communications, content planning & design, dry-runs, actual-day delivery, post-mortem

Benefit to the stakeholder

- Clear on roles & expectations, content & delivery format
- Fresh perspective & new innovative content & design format
- Minimal disruption & seamless deliveries

Key matters raised

- Content design & framework, content delivery format & quality and process involved
- Terms of engagement, policies & procedures
- Lessons learnt from client/participant experience feedback & management

Actions taken/to be taken

- Improve quality of content and content delivery based on feedback & post-mortem
- More pre-engagements to understand client's need & coordination with facilitator for co-creation of content
- Ensure programme blueprint is properly reviewed & updated

"Thank you everyone for making yesterday's event a success. I am glad the participants found the session useful. I learnt a great deal myself and thoroughly enjoyed being on the panel."

"Thank you to all panellists for your inspiring thoughts. Lots to think about...and DO! Thank you Michele & team ICDM - very relevant topic; well organised!"

Speakers for our Programmes

“Always passionate about driving new ideas, good participation and contribution from the team.”

“We are resourceful, young, innovative, open to change and agile.”

Anonymous from Employee Engagement Survey

Employees



Why is this stakeholder important to ICDM?

- Key enabler to our day-to-day tasks & delivering our products & services
- Central point of communication & experience with our members, clients and other stakeholders
- Bring value to ICDM through their personal network and unique expertise
- Representing the face & brand of ICDM

Touchpoints of engagement

- Monthly management meeting, employee townhalls, touch point sessions
- Response Team & Engagement Team meetings, Friday get-together calls during MCO
- Internal WhatsApp groups, Teams chat & group collaboration through Microsoft Teams
- Internal training programmes, games, events & gatherings, team building
- KPI setting and appraisal discussions, Employee Engagement Survey

Benefit to the stakeholder

- Job satisfaction, inclusive & flexible working environment, mental/emotional health & wellbeing
- Enhancement of technical & interpersonal skills, career advancement
- Cultivate teamwork, accountability, empowerment & trust

Key matters raised

- Business strategy & KPIs
- Operational productivity & efficiency, policies & procedures
- Business development & opportunities
- Manager supervision, teamwork, training & development
- Health & safety
- Employee appraisal, growth opportunities, work-life balance

Actions taken/to be taken

- More regular communication on how & why certain decisions were made, more townhalls with all employees & sharing of information
- More frequent employee pulse check & teambuilding exercise
- Respect personal time of team members, as working from home tends to blur the official working hours



Regulators

Why is this stakeholder important to ICDM?

- Plays a vital role in the success & growth of ICDM, supporting ICDM's role as the national IoD and CG enabler, act as a bridge with the PLCs' community
- Provide initial capital for ICDM through CMDP grant
- Continuous development and elevation of directors skills, networking, advocacy of issues impacting the director community

Touchpoints of engagement

- CG Council meeting
- Quarterly ICDM progress report & meetings
- Periodic engagements on ICDM strategy, initiatives & achievements

Benefit to the stakeholder

- Kept updated on current board practices landscape and how ICDM can work with them & directors to inculcate good CG practices
- ICDM being the voice representing directors to the regulators and vice-versa

Key matters raised

- ICDM's progress & initiatives, financial & non-financial performance, ICDM funding
- Current board practices landscape & best practices based on ICDM's observation

Actions taken/to be taken

- More frequent engagement & collaborative initiatives
- Create opportunity for members to have a dialogue with regulators on CG issues & practices

“I am happy to note the progress made by ICDM thus far, including the development of highly relevant and content-rich programmes for experienced and aspiring directors alike. As the institute of corporate directors recognised by both the SC and Bank Negara Malaysia, ICDM is well-placed to meet the professional development needs of directors overall.”

Securities Commission Malaysia Chairman at ICDM's International Director's Summit 2019

"Thank you ICDM for partnering with the Center for Creative Leadership (CCL) and for your commitment to jointly pursue the thought leadership agenda and make a tangible difference in the Asian Board Director space through the 'BOLD 3.0: Future Fluent Board Leadership in Asia' study and the 'Leading in A Crisis: From Survival to Strategic Pivot' white paper. We at the center really value the association, and look forward to doing more joint initiatives in the future."

Sunil Puri, Senior Director and Head of Asia Research, Center for Creative Leadership (CCL)

Partners



Why is this stakeholder important to ICDM?

- Collaborative partnerships with subject matter experts & reputable organisations
- Enhances and/or complements ICDM products, services and members' benefits

Touchpoints of engagement

- Pre-collaborative meeting
- Partnership agreement, Memorandum of Understanding
- Periodic update meetings, launch of product & services, rendering of services

Benefit to the stakeholder

- Sharing of expertise & knowledge
- Engaging & insightful communication platforms with director community, wider outreach

Key matters raised

- Opportunities & development of products & services/research projects
- Terms of collaborations, policies & procedures
- Data management, confidentiality & security
- Content design & framework, delivery format & costing

Actions taken/to be taken

- Improve on the engagement process
- Improve quality of product & services based on feedback



Other IoDs & CG Institutions

Why is this stakeholder important to ICDM?

- Collaborative partnerships for the benefit of the wider CG community
- Membership reciprocity

Touchpoints of engagement

- Joint-programmes & events, speaking slots, research & advocacy

Benefit to the stakeholder

- Collective & more impactful effort towards building a better CG culture & environment
- Wider outreach to the director community
- Win-Win collaborations, sharing of resources & experience

Key matters raised

- Potential collaboration areas
- Knowledge sharing of organisation's strategies & initiatives

Actions taken/to be taken

- More joint-collaborations & experience sharing
- Reciprocal membership potentials
- Network of directors

"The ICDM and SID partnership underscores the importance in strengthening corporate governance at the ASEAN level. Leveraging on each other's capabilities, this collaborative initiative of reciprocal membership will see the respective members from both Institutes enjoying access to each other's membership benefits and privileges. The reciprocal engagement will draw on opportunities for members to share experiences, learn from their regional peers, and stay current on business and governance trends impacting boardrooms in Malaysia, Singapore and globally."

Philip Forrest, ICDM(M), Member of the Governing Council and Chair of the International Relations Committee, Singapore Institute of Directors (SID)

TAKING STOCK INSIDE OUT

Working Towards An Integrated Risk Assessment & Internal Audit Review

ICDM recognises the importance of a strong risk culture, and that our systems and values will shape behaviours related to risk awareness and risk management. Our growth ambition in this rapidly changing environment recognises that risk plays a central part in the organisations strategy formulation and decision-making process.

The business landscape has been impacted by the prolonged pandemic, with multifaceted challenges surfacing across social, environmental and economic considerations. To ensure ICDM's resilience and robustness in facing current and emerging risks, we have taken steps to reassess our governance structure and risk management strategies.

Last year, we embarked on the first phase of the risk assessment exercise by looking into our operating environment, identifying risks and opportunities that could impact our ability to create value in the short, medium and long term, especially on the management of major risks. As a result, we will be developing a risk management framework that is intended to foster continual monitoring, drive effective mitigating actions and proactiveness in identifying new or changing factors that are significant to the organisation, as well as annual improvement and refinement to ensure that it remains aligned with our strategy and operations.

The year 2020 witnessed ICDM's continuous and effective management of responses to COVID-19, developing agile actions and identifying practical solutions through a sound business continuity plan. In December 2020, the Audit Committee was renamed as the Audit & Risk Management Committee.

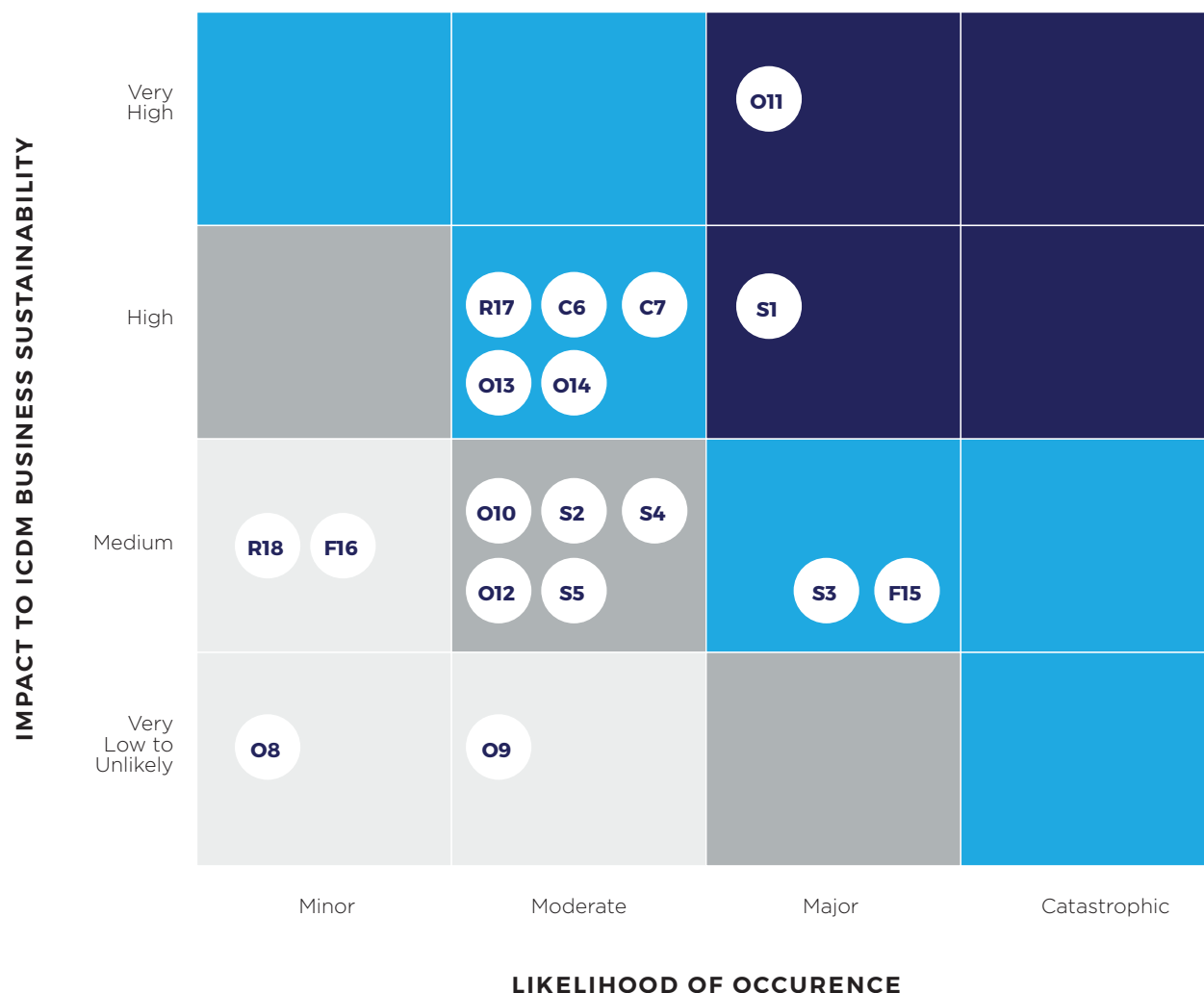
For the coming year, we will continue to evolve, with a stronger focus on strengthening integration to the strategy and operational processes to reflect the shifting needs of the corporate environment from new technologies, complex regulatory requirements to ESG and stakeholder considerations.

ICDM Key Risks Identified

	CATEGORY	RISK AREAS	CODE	POTENTIAL IMPACT TO ICDM
STRATEGIC LEVEL RISKS	Strategic & Business Risks	Revenue Stability	S1	• Maintain a sustainable business model for consistent revenue stream
		Technological Disruption	S2	• Response to macro trends, changing clients' preference & digitalisation needs
		Awareness/ Brand/ Reputation	S3	• Brand visibility & corporate reputation
		Alliance & Partnerships	S4	• Mutual benefit & strengthen ICDM's position as the national IoD
		ESG Risk	S5	• Loss of trust from internal and external stakeholders and shifting expectations
	Competitive Risks	Competitive Edge	C6	• Maintaining differentiation and value-add for product & service offerings
		Network Affiliations	C7	• Affiliation to formal IoD networks
OPERATIONAL LEVEL RISKS	Operational Risks	Talent Management	O8	• Succession planning & talent turnover
		Expert Resources	O9	• Availability & access to subject matter experts & relevant content
		Cybersecurity	O10	• Data breach, malware attack, loss of data & hacking
		Natural Disasters & Epidemics	O11	• Resource limitations • Cancellation of physical programmes • Health & safety of employees & guests at business premise
	Operational Risks	Internal Controls	O12	• Breach in internal control system, poorly designed business processes, fraud & theft • Prevention of reputational risk
		Third Party Risks	O13	• Any misconduct and poor performance by facilitators/faculties may adversely impact ICDMs reputation
		Leakage of Confidential Information	O14	• May constitute a breach of the Personal Data Protection Act 2010
	Financial Risks	Key Funding	F15	• CMDP Grant disbursement
		Tax	F16	• Tax exposure, accounting for direct & indirect taxes
	Regulatory & Governance Risks	Political/ Regulatory	R17	• Loss of network & partnerships established • Disruption to previously negotiated projects & activities due to changes in political policies or corporate regulatory provisions
		Bribery & Corruption	R18	• Vulnerabilities to corruption across the value chain & anti-corruption measures

With the key risks identified, ICDM is putting in place the relevant mitigation strategies and action plans to reduce or eliminate the respective risks.

ICDM Risk Map for 2021*



*Being the residual risk after controls in place.

Management will continue to evaluate the risks faced by ICDM and new risks will be promptly reported to the CEO, the Audit & Risk Management Committee (ARMC) and Board, supported by the appropriate mitigating action plans. As we expand our service offerings and regional footprint, emerging risks will reflect the changing nature of our extended outreach and responsibilities to our stakeholders.

CRITICAL

State of alert requiring immediate management action plans and reported to CEO and Board

HIGH

Cause of concern requiring management action plans and reported to HOD

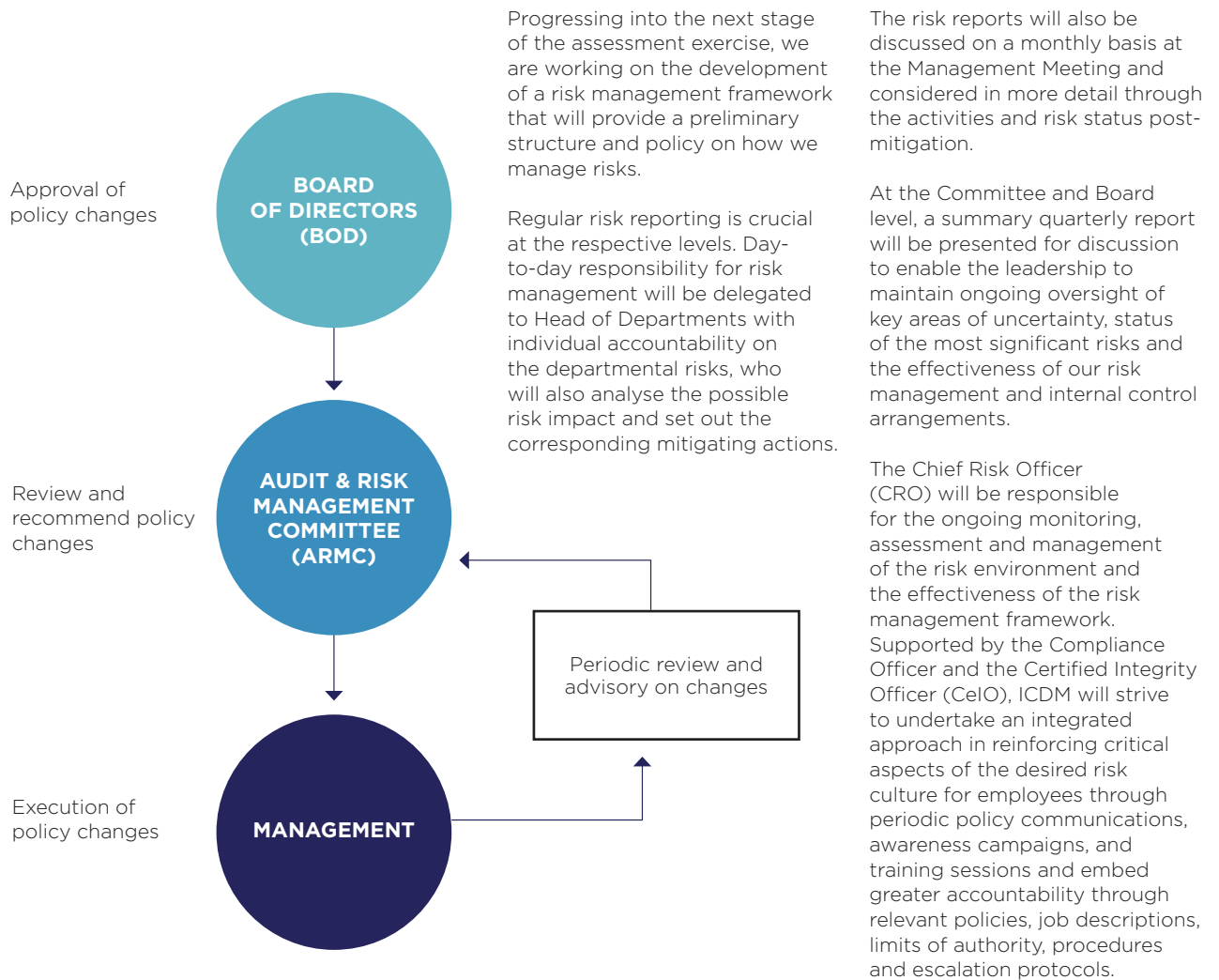
MEDIUM

On watch list requiring specific management and designated responsibilities

LOW

No major concern, but routinely managed by existing controls

ICDM Risk Management Policy



Strengthening Internal Controls: Starting Out Our Internal Audit Review

"ICDM has appointed BDO Governance Advisory Sdn Bhd to provide independent assurance that our risk management approach, internal controls and processes are designed and operating effectively. Based on a two-year cycle, the audit plan focuses on delivering value to the organisation with an emphasis on the following key risk areas including strategic, operational, governance, financial, compliance, communication and Information Technology through bi-annual audits and reviews of the internal control processes.

Internal audit plays an important role as an advisor and assurer to the business, and in adding value to the business. The reprioritising and refocusing of new focus areas and activity within the audit plan will be undertaken to accommodate changing strategic and risk priorities over the course of the pandemic recovery phase.

BDO as the internal auditor, has direct access to the ARMC Chair at all times, and meets with the Committee without Management being present on a formal basis at least bi-annually in order to provide the opportunity for open dialogue and feedback.

One of the ARMCs key priorities for 2021 is to work with Management to strengthen our risk controls based on key themes that have emerged from the first internal audit review in March 2021 - developing formal documentation of standard operating procedures for certain processes, enhancing user access controls and system activity reviews and improving the contract management process. We will continue to place a strong focus in ensuring that the recommendations are implemented and improvements initiated, in line with our commitment to maintain a robust control environment."

CREATING SUSTAINABLE VALUE

“Directorship is not supposed to be a rigid role and it should not change who we are. Whilst it does come with liabilities and compliance, there ought to be room for authenticity, fun and imagination. Many of us fall into the trap of thinking that so long as we have ticked all the boxes, we are exercising governance. But truly, only by **thinking outside the box** can we move governance forward to keep up with the times.”

**ICDM PowerTalk Global Series,
On Board: The Insider's Guide to Surviving Life
in the Boardroom**

MEMBERSHIP SUPPORT

Your Partner Throughout These Challenging Times

ICDM is first and foremost a membership organisation, and the professional development of our members is at the heart of our work. We offer many ways to help elevate our members to the next level of their directorship journey through our ICDM

Director Competency Framework and ICDM **Director Development Pathway** in pursuit of greater excellence in governance.

Boards today are in the midst of a mega shift that requires a whole

new set of skills and resiliency at all levels, and even more importantly – a shift in mindset. This means being able to abandon old certainties and have the will to go through the pain of change and be the forward-looking director your companies deserve.

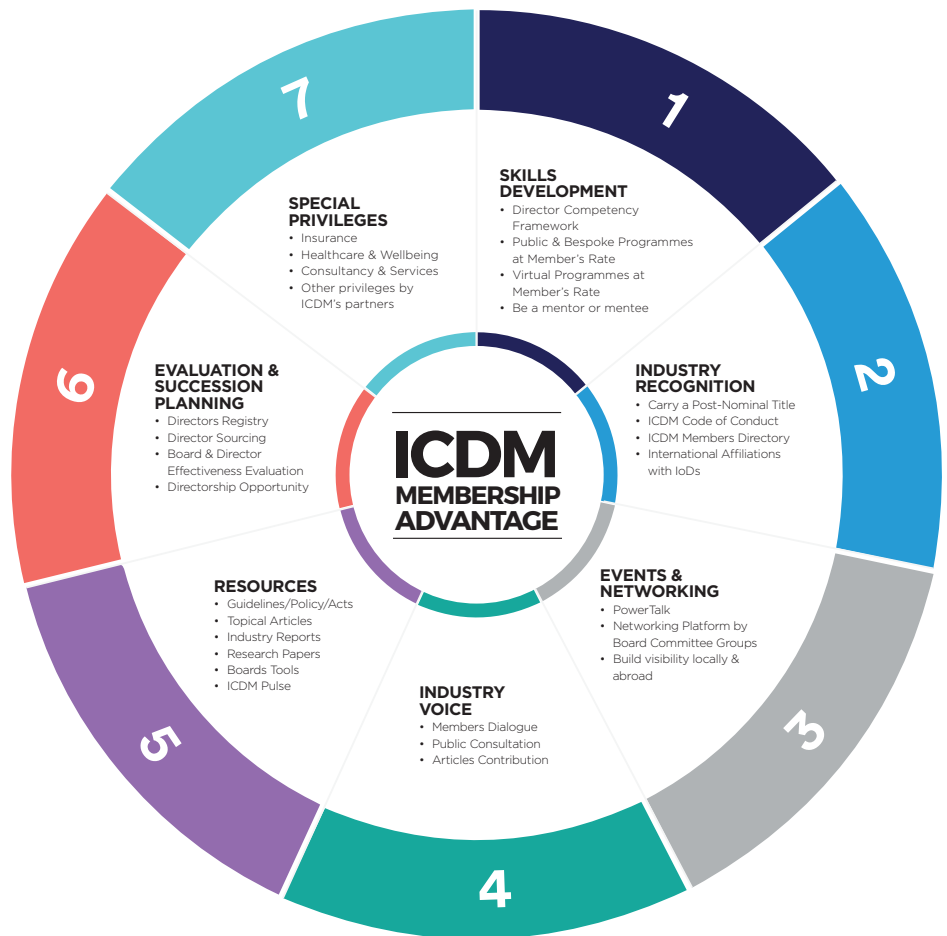
At ICDM, we continually support our members throughout these challenging times. We help aspiring directors build a solid foundation, enable current directors to raise professional

competency, assist seasoned directors to lead better, and provide a platform for industry seniors and veterans to give back to the directorship community.

ICDM membership is a hallmark of every director who upkeeps professional competence, knowledge, attitude and capabilities to fully contribute to the boardroom, guided by ICDM's professional standards and conduct through **ICDM By-Laws** and **ICDM Code of Conduct**.

“Being qualified is no longer a destination, but more so a continuous journey.”

Mark A. Pfister at ICDM PowerTalk Global Series, The Modern Board Architecture



"In a highly regulated and competitive financial services industry, upholding good corporate governance and entrepreneurial spirit are essential pillars of the sustainability of our business. Being a member of the national institute of directors has helped strengthen our image to our stakeholders. The directors and senior management are well supported through programmes and services offered by ICDM."

Apex Equity Holdings Berhad,
a listed investment holding company
involved in the trading of marketable
securities

"The complimentary individual membership for all our board directors and the credit hours redeemable against ICDM public programmes are amongst the many membership benefits that we valued as a corporate member. It makes director development needs more structured with a clear pathway. In addition, the facilitators are experienced practitioners and have been able to draw learnings from directors of diverse background to keep directors open-minded."

Top Glove Corporation Berhad,
the world's largest rubber glove maker

TOP 5 REASONS OF JOINING/RENEWING ICDM MEMBERSHIP

INDIVIDUAL

CORPORATE

A platform for networking and directorship opportunities

The prestige and positive image of being a member of the national institute of directors

The structured development pathway and knowledge acquisition support my directorship journey

The type of programmes, talks, events and services offered are different from that in the market

The prestige and positive image of being a member of the national IoD

Talent development for the board and management

The type of programmes, talks, events and services offered are different from that in the market

The structured directorship development pathway and knowledge acquisition supports our board leadership

Being a part of the directors' voice and community

Our board directors get complimentary admission as individual members

Source: ICDM Member's Engagement Survey

More detailed information on ICDM Membership benefits and fee structure are available in the ICDM website. We have special discounted fee rates for government entities, SMEs, public universities and corporate group membership.

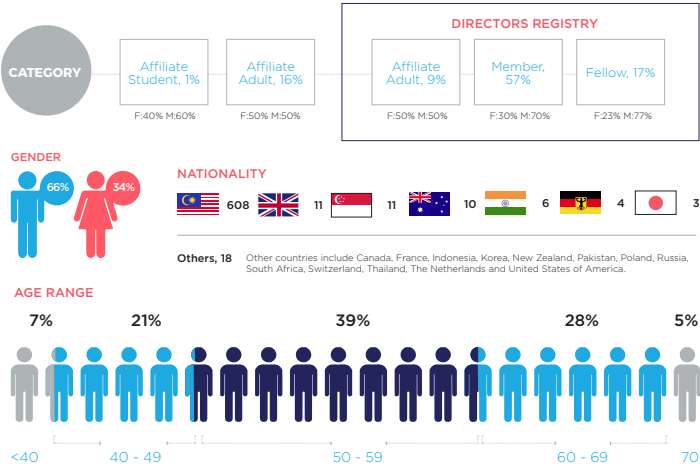
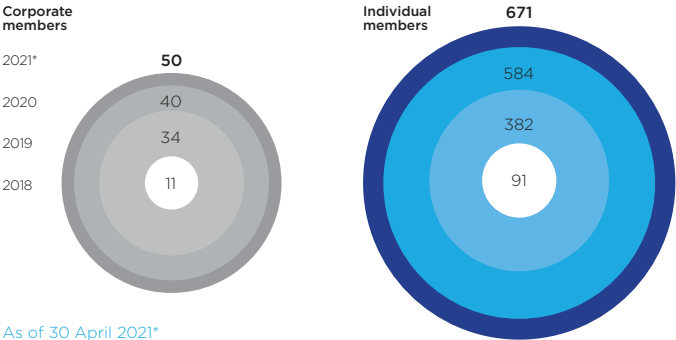
Individual Member | Corporate Member | Special Privileges

36

The Number of Individuals and Corporates Already Capitalising on the Value from ICDM Membership

A Growing Membership Base

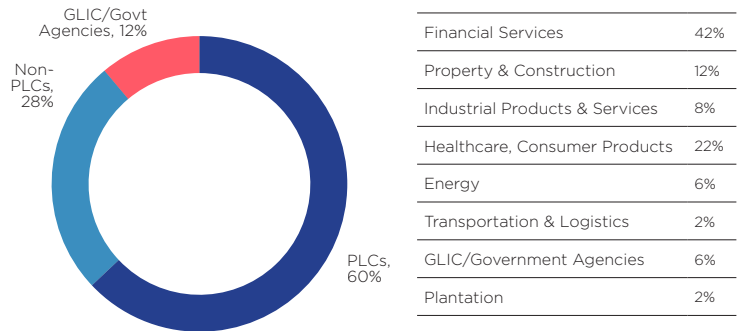
As we build our presence in the market, ICDM's membership base has been growing steadily since we were launched in October 2018.



671 Individual Members

We enable current directors to raise professional competency, assist seasoned directors to lead better, help aspiring directors to build a solid foundation, and last but not least, provide a platform for industry seniors and veterans to give back to the directorship community.

[Aspiring Directors](#) | [Current Directors](#) | [Seasoned Directors](#)



50 Corporate Members

Exclusive access and savings to director development programmes, board & director effectiveness evaluation, director sourcing and other relevant board services.

"The Harrison Assessment Paradox Graph Report which was offered as a complimentary membership benefit is a wonderful tool for me and my fellow board members. It helped me understand the workings of each trait within myself and has given me valuable insight, increasing my emotional intelligence."

Tunku Alina Alias, ICDM(M), Board Director of several listed and private companies

"To be board-ready is a journey. It is easy to get carried away with a management mindset, but to balance it through an ESG approach, take years to master. Joining ICDM enables me to learn, understand and share the issues, concerns and insights with the right mindset. It also makes me more open-minded to consider the types of people I want to be on my board. With ICDM, I am better informed about the way forward and the importance of diversity."

Mawarni Adam, Affiliate of ICDM, Founder of MARQETR

"Upkeeping my directorship knowledge, skills and network is important to me. ICDM is my first-port-of-call for my directorship CPD needs and provides me with an excellent platform to exchange different perspectives with my peers. I have benefited from the many ICDM activities, whether organised by themselves or in collaboration with their business partners."

Darren Kong Kam Seong, ICDM(M), Board Director of several listed and private companies

Profiling Opportunities for ICDM Members

Read their stories
and others in ICDM Pulse



16 Mins Read

The New Possible: How HR Can Help Build the Organisation of the Future

04 May 2021

The pandemic underscores the urgency for a more dynamic talent and work model. Human-resources leaders can help by focusing on identity, agility, and...

[READ MORE](#) [Share](#)

9 Mins Read

A Push in the Right Direction

04 December 2020

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12 Mins Read

A New Chapter

31 October 2020

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Building Better Companies Through Meaningful Reporting

29 September 2020

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10 Mins Read

A Mediator's Approach in the Boardroom

01 September 2020

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13 Mins Read

Engineering a Better Future for All

28 July 2020

An interview with Muhseen Firdaus, the youngest member of ICDM thus far. He talks about joining ICDM as a fresh university graduate, why...

[READ MORE](#) [Share](#)

Listen to our first podcast.
More to come.



ICDM PULSE
FOSTERING DIRECTORS KNOWLEDGE



Home / Sounding Board Podcast #1: Datuk Mohd Radzif Yunus on Shaping a Forward-Looking Board

Sounding Board Podcast #1: Datuk Mohd Radzif Yunus on Shaping a Forward-Looking Board



★ 4.0

1 Min Read

LEADERSHIP

DIRECTOR EDUCATION

A Commitment to Continual Upskilling & Professionalism

Responsibilities of boards are rapidly expanding. Today, corporate directors are increasingly expected to address evolving risks which they have little or no experience on. Crisis and reputation management, cybersecurity risks, climate risks, digital acceleration, innovation, and stakeholder management – these are areas directors are expected to become experts in.

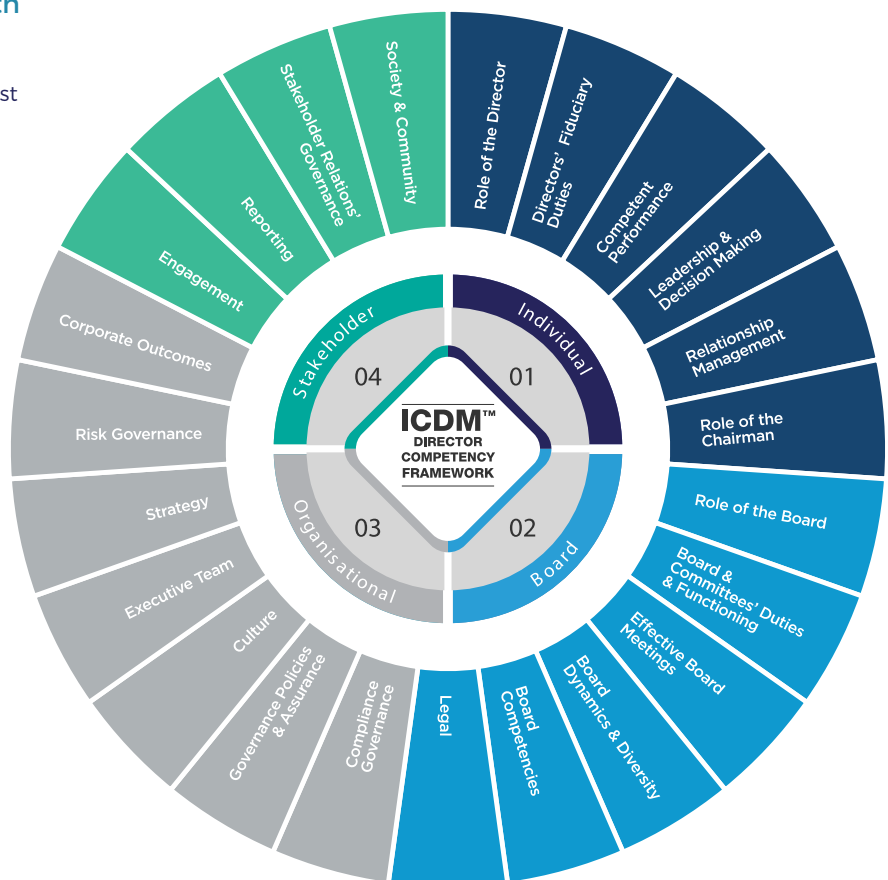
Commitment to continual upskilling is therefore a key imperative. ICDM's carefully curated director development programmes are globally benchmarked and have been designed to help board members of all levels including aspiring directors, as well as executives and company secretaries navigate this fast-evolving new reality confidently.

Our Programmes are designed based on the ICDM **Director Competency Framework** which addresses these four important quadrants: Individual, Board, Organisational and Stakeholder. The programmes enable our participants to stretch their imagination, adapt quickly and juggle plural needs to keep up with new business requirements and demands, and help them deal with specific and technical issues that require specialised areas of expertise and experience, giving them the right level of oversight.

"It would be beneficial if the CEO is encouraged to attend such training together with the Chairman."

Masterclass: The Board Chair - First Among Equals

ICDM's Director Competency Framework



Our programme impact from inception to 30 April 2021

132

Sessions

2021: 16
2020: 63
2019: 43
2018: 10

8,160

Participants

2021: 925
2020: 4,805
2019: 2,022
2018: 408

4.4/5.0

Average Ratings

2021: 4.6
2020: 4.4
2019: 4.4
2018: 4.4

	Sessions	Participants	Average Ratings
Public Programmes	44	610	4.4/5.0
Bespoke Programmes	44	1,928	4.4/5.0
PowerTalks	22	2,329	4.4/5.0
Webinars	17	2,595	4.5/5.0
Ask-an-Expert	2	24	4.3/5.0
Advocacy Dialogues	2	205	4.7/5.0
International Directors Summit	1	469	4.3/5.0



"The facilitator did a fantastic job to cover this topic in a virtual set up. She was inclusive in her interaction with the group and there was good participation. The role play on the last day of the program was invaluable. All the 'actors' were in top form and the session really helped us to effectively 'practice' what we discussed the previous couple of days."

Board Dynamics Bootcamp

"Trainer was highly energetic and managed a rather dry (but very important) topic well."

Essential Directorship Programme (Bespoke Programme)

"Very good presentation, most timely and relevant packed with insights. Thanks very much."

Webinar Series 2020, Stakeholder Primacy: Increased Emphasis on ESG

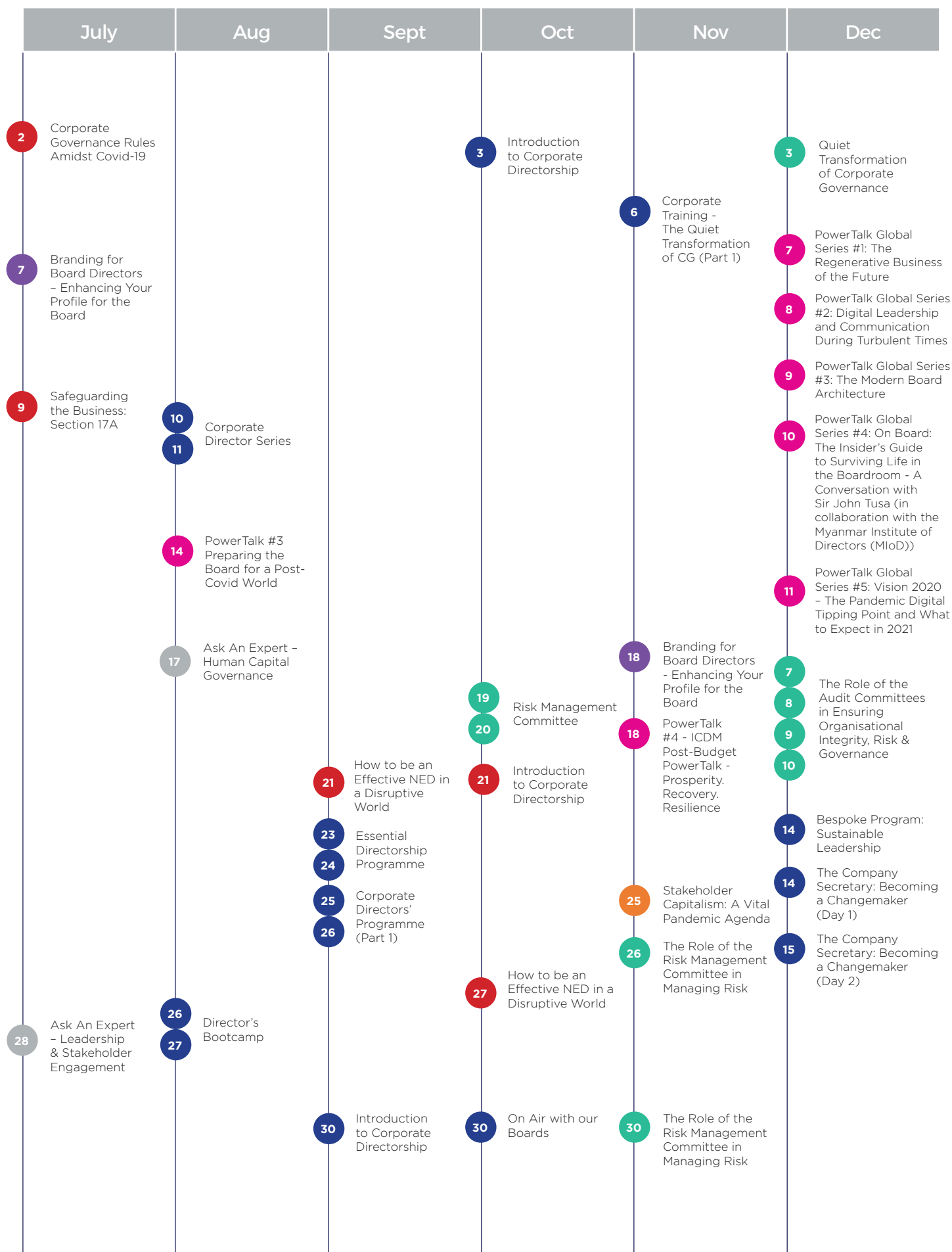
"Well done ICDM and Bursa Malaysia - always interactive and thought provoking. Taking away arsenal of ideas and tools to explore in our day-to-day work."

Participant @ Bursa Malaysia's Programme - The Company Secretary: Becoming a Changemaker, organised by ICDM

40

ICDM's 2020 PROGRAMME CALENDAR

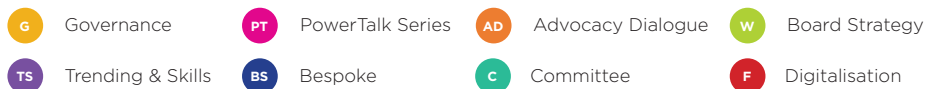
Jan	Feb	March	April	May	Jun
<p>14 Cyber Risk in the Boardroom</p> <p>15 Getting Your Board Ready for the Future: The Evolving Role of a Company Secretary</p>	<p>7 Advanced Risk Management</p> <p>20 Introduction to Corporate Directorship</p> <p>24 Financial Language in the Boardroom</p>	<p>3 Sustainability in Business</p> <p>4 The Board Chair: First Among Equals</p> <p>9 PowerTalk #1 Adequate Procedures: The Director's Response to Individual Liability</p> <p>13 Innovation / Sustainability in Integrated Township Development</p>	<p>6 Stakeholder Primacy: Increased Emphasis on ESG</p> <p>7 Review Competitive Strategies Using AI: A Board's Perspective</p> <p>8 Readiness, Response & Recovery</p> <p>9 Leadership Today: Authentic, Open & Transparent</p> <p>13 Cybersecurity Considerations Amid a Global Pandemic</p> <p>14 Leadership in Times of Distress</p> <p>15 Managing HR for the Long Haul: Road to Recovery</p> <p>16 In Times of Crisis: Stakeholders Take Centre Stage</p> <p>20 Leading Through Crisis and Uncertainty: Harnessing Mental Health and Resilience to Navigate the Storm of Change</p> <p>21 PowerTalk #2 The Path to the Next Normal: So, What Now for Leadership?</p> <p>22 Rising Corporate Risks of Weaponised Fake News</p> <p>27 Navigating the Covid-19 Crisis: The New Normal of the Workforce - Part 1</p>	<p>4 Navigating the Covid-19 Crisis: The New Normal of the Workforce - Part 2</p> <p>13 New Normal: Post Covid Cash Flow Management for SMEs</p> <p>14 Risk Management During the Crisis - Part 1 Overview</p>	<p>10 What It Really Means To Be a Director</p> <p>11 SMEs: The Mindset to Adopt During a Crisis</p> <p>16 Cyber Kill Chain & Cybersecurity Capabilities</p> <p>18 Digital Transformation for SMEs in a Time of Crisis</p> <p>23 A Corporate Resilience Framework Against Fake News</p> <p>25 Reputation Management: More Than Just Crisis Control</p> <p>25 Adopt Or Abort? Top 5 Strategies for Board Directors to Implement AI</p> <p>26 Virtual Board Meetings: In an Era of Social Distancing Boards</p> <p>30 Financial Oversight & Assurance Post Covid-19</p>



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ICDM's 2021 PROGRAMME CALENDAR

Jan	Feb	March	April	May	Jun
	<p>2 Enhancing Your Image on Social Media</p> <p>3 Corporate Restructuring & Turnaround for Company Directors</p> <p>4</p>	<p>2 Cultural Diversity in the Boardroom</p> <p>8 Introduction to Corporate Directorship</p> <p>9</p> <p>10</p> <p>22 PowerTalk Series #1 - Collaboration in the Boardroom: Behavioural and Relationships</p> <p>23 PowerTalk Series #2 - PowerX: Building the Mindsets of Tomorrow</p> <p>24 PowerTalk Series #3 - In Conversation with Jesus Estanislao, Ph.D: Realising the Value of Corporate Governance in ASEAN</p> <p>25 PowerTalk Series #4 - Accelerated Digital Transformation of Legacy Companies</p> <p>26 PowerTalk Series #5 - A Boardroom Simulation — Live! Corporate Strategy Beyond the Crisis</p> <p>29 Bespoke: Introduction to Corporate Directorship</p> <p>30</p>	<p>1 M&A Due Diligence: From Legal and Risk Perspectives</p> <p>6 FCD Module E – Digital Disruption: Predator or Prey?</p> <p>7 Launch of the Malaysia Board Diversity Study & Index</p> <p>20 Board Dynamics Bootcamp</p> <p>21</p> <p>22</p>	<p>7 One Year On: Taking Your MACC Act Section 17A Programme to the Next Level</p> <p>24 Board Committees Overview</p>	<p>9 FCD Module B: Stakeholder Primacy in a Post-Covid Era</p> <p>10</p> <p>15 Masterclass: Board Behavioural Dynamics</p> <p>21 Bespoke: Financial Language in a Boardroom</p> <p>22 Bespoke: The Role of Board in Strategy & Risk Management Oversight</p> <p>28 Bespoke: Corporate Governance Rules Post Covid-19</p> <p>29</p> <p>30</p>
<p>18 How to be an Effective NED in a Disruptive World</p> <p>20 FCD Module D: Financial Essentials for Directors</p> <p>21</p>					



July	Aug	Sept	Oct	Nov	Dec
<p>1 MCGG Revision 2021 – Changing the Game in Corporate Governance</p> <p>6 How to be an Effective NED in a Disruptive World</p> <p>7 MCGG Revision 2021 – Changing the Game in Corporate Governance</p> <p>8 Launch of the 2020 Malaysian Board Practices Review Report</p> <p>13 Board and Executive Remuneration in Times of Crisis</p> <p>20</p> <p>21 Bespoke: Financial Language in a Boardroom</p> <p>22</p> <p>23</p> <p>28 Branding for Board Directors – Enhancing Your Profile for the Board</p> <p>TBA PowerTalk Series #2</p>	<p>2 Bespoke: Financial Language in a Boardroom</p> <p>12 Masterclass: Digital Disruptions – Winning Strategies for Legacy Companies</p> <p>12 Making Sustainability Works Through Stakeholder Communications</p> <p>18 Masterclass – The Effective Board: 3 Integral Components Required for Board Effectiveness & Communication</p> <p>24 Bespoke: Advanced Strategy & Risk Management Oversight</p> <p>25</p>	<p>7 FCD Module A: Strategy & Risk Management Oversight</p> <p>8</p> <p>21 Sustainable Reset: The Role of NRC in a Post-Pandemic World</p> <p>22</p> <p>30 Introduction to Corporate Directorship</p> <p>TBA PowerTalk Series #3</p>	<p>5 Introduction to Corporate Directorship</p> <p>6</p> <p>7</p> <p>13 Family Business Essentials</p> <p>26 Board Dynamics Bootcamp</p> <p>27</p> <p>28</p> <p>26 Bespoke: Reputation and Crisis Management</p> <p>27</p> <p>28</p> <p>TBA PowerTalk Series #4</p>	<p>2 The Role of the Risk Management Committee in Managing Risk</p> <p>3</p> <p>9 FCD Module C – Creating a Resilient Organisation: Crisis & Incident Readiness</p> <p>16 Masterclass: Climate Governance from a Risk Viewpoint</p>	<p>2 How to be an Effective NED in a Disruptive World</p> <p>7 The Role of the Audit Committees in Ensuring Organisational Integrity, Risk & Governance</p> <p>8</p> <p>9</p> <p>TBA PowerTalk Global Series</p> <p>Note: The date from June to December programmes are subject to changes</p>

BOARD & DIRECTORS EFFECTIVENESS EVALUATION

Supporting Boards in Forward-Looking Development & Growth

The expectations placed on directors has grown exponentially with ever greater scrutiny from stakeholders and regulatory authorities demanding boards to communicate and explain their board performance and composition through their board evaluation process.¹

Hence, it is crucial to get the board evaluation process right. An objective and well-managed board evaluation process can lead to substantial improvement in board effectiveness, bringing significant benefits to the company and its stakeholders. Board leadership models need to progress in tandem too to adapt to this new reality by adopting a broader mindset and building a greater capacity for innovation, creativity and sustainability.

The ICDM Board & Directors Effectiveness Evaluation (BDEE)

provides an effective and holistic 360° assessment framework and methodology needed for a balanced view of the board's performance, identifying positive aspects and areas for improvements, supporting the board in forward-looking development and growth. We understand that while it is important for directors to possess the necessary skills and qualifications, strong dynamics and relationships between board members also play a pivotal role in board effectiveness.

There is no one size fits all. As such, ICDM is constantly looking at evolving our evaluation approaches and methodologies to meet the needs of corporate boards from a fully online approach to physical one-on-one interviews or a hybrid format, supported by governance audits, surveys, tools and minutes review. We also understand that it is

important to expand the evaluation parameters and coverage in line with governance code updates like the recent Malaysian Code on Corporate Governance (MCCG) 2021, as well as a review into the oversight of anti-bribery and anti-corruption practices. As a holistic approach, ICDM will also offer guidance on disclosure practices and assist companies with the progress reviews of the recommended action plans.

"ICDM has a very comprehensive board and individual director evaluation programme. Clients take these evaluations very seriously and make the effort to improve overall corporate governance and individual director effectiveness for the benefit of all stakeholders."

Vincent Loh, ICDM BDEE Facilitator

Growing our BDEE Services

	2018	2019	2020	As at 30 Apr 2021	Total from inception to 30 Apr 2021
b/f from previous year	-	-	1	3	
Awarded	3	2	6	1	12 awarded
Completed	3	1	4	2	10 completed
c/f to following year/ongoing	-	1	3	2	2 ongoing

Our clients include companies and conglomerates in the financial, engineering, industrial, property, healthcare and diversified sector.

1. The Malaysian Code on Corporate Governance (MCCG) 2021 has recommended that the board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director, and the board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition. For Large Companies, the board should engage independent experts at least every three years, to facilitate objective and candid board evaluations.
2. The DDA is a complimentary service for corporate members.

"ICDM Directors Development Analysis (DDA²) was deployed in 2019 to enable us to gain an overview of the individual learning needs of our Directors as well as to identify common areas for development. The DDA was facilitated by ICDM based on its Director Competency Framework. Our Directors also attended several ICDM organised programmes thereafter which helped in addressing the areas for development as highlighted from the DDA."

Sime Darby Property Berhad, a strategic company of Permodalan Nasional Berhad

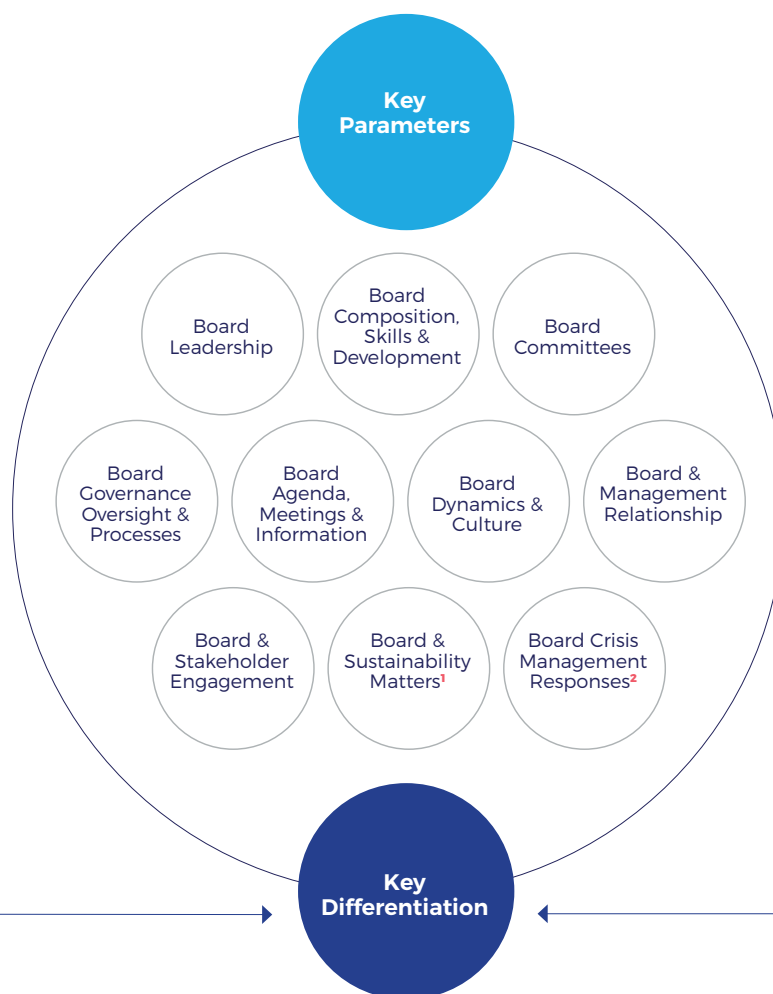
Key Parameters of ICDM BDEE Framework

“Many thanks to ICDM for giving me an opportunity to lead on a number of BDEE projects. It was challenging and refreshing as we were able to provide practical and perceptive opportunities for our clients to improve their board practices. I am optimistic that it will be a good catalyst for change in bringing public listed companies into better Governance Oversight. The most fulfilling part of this piece of work is to get recognition and respect from the boards, especially the Chair despite our thought-provoking report.”

Wee Hock Kee, ICDM BDEE Facilitator

Notes:

1. Newly incorporated based on MCCG 2021
2. Added in 2020 in light of Covid-19 crisis



What Differentiates ICDM's BDEE Framework?

1. Holistic & Greater Value

A **360° assessment** methodology and tools that offers **candid feedback** from directors and key management personnel, **verified** insights and **objective** assessment on the board's performance which also include board skills matrix, succession planning, KPI setting, and behavioural assessments within the BDEE exercise.

2. Experienced Facilitators

We match and recommend the most appropriate facilitators and experts who are practitioners themselves with **relevant experience and backgrounds** per our client's profile and industry, to optimise the breadth and depth of the board evaluation. We also offer customised approaches to our BDEE e.g., assurance-based approach as well as sustainability approach, etc.

3. In Line with Regulatory Requirements

In compliance with the **MCCG 2021**, **BNM's CG Guidelines** and the latest corporate liability provisions under the **Malaysian Anti-Corruption Commission (MACC) Act**, as well as any other relevant requirements specific to our client.

4. Results-Driven

Takeaways and **action plans** will be recommended in the final report to the board, as well as individual director evaluations, all **benchmarked** against corporate governance best practices.

5. Complete Solution

As the national IoD supported by regulators and the **one-stop centre** for directors, ICDM is able to provide **follow through services** from the board evaluation which includes development programmes, competency-based board sourcing, coaching or mentoring services and on demand Ask-an-Expert sessions.

Corporate Governance Monitor 2020 by the SC featured ICDM's recommendations for best practices in communicating board evaluation outcomes and what boards can do to ensure that their board evaluation is meaningful and able to support board leadership improvements.

FEATURE ARTICLE

COMMUNICATING BOARD EVALUATION OUTCOMES - BEST PRACTICES

by the Institute of Corporate Directors Malaysia

1

Provide sufficient details with specific examples

Avoid sparse or vague disclosures on the evaluation methodology and outcomes. Elaborate on the most recent evaluation with specific examples of outcomes and what the process entails, not just by stating the facts. The intended purpose of the evaluation must always be clear. Highlight the evaluation parameter that are specific to the organisation, as they may differ from the standard parameters as prescribed in the local and regulatory guidelines.

2

Describe the evaluation method- How it works? What's new?

Whether it was an internal evaluation or conducted externally, the format, methodology, findings and responses should be explained – including the purposes of each format e.g. self and peer evaluation, one-to-one interviews or discussions, questionnaires: why they were used and the intended outcomes. Any enhancements to the process should also be highlighted.

3

Share how evaluation outcomes are addressed

It is important to describe the process on how the evaluation results are discussed and by whom to demonstrate that the outcomes, and takeaways formulated will lead to appropriate follow-up actions by all relevant parties – the board, committees and the individual directors.

4

Communicate the evaluation outcome and takeaways

Disclosure on evaluation outcomes should highlight strengths and any areas requiring further upskilling or development in order for the board to meet current and anticipated needs of the business. Explanation on how individual evaluation results affect upcoming decision on the re-election of directors is also useful and supports shareholders in making an informed assessment of individual director and board performance. It is also important for boards to demonstrate their commitment and disclosure efforts in relation to succession planning and board refreshment.

5

What are the next steps?

Board evaluation should not focus entirely on historical assessment of directors' performance but should include forward looking considerations including mapping current board competencies against those required to drive the company's future strategies.

The disclosure should also describe the board's response plan to the evaluation outcomes, including steps that the board will take to ensure gaps are addressed and board composition remains optimal.

To avoid falling into a perfunctory and box-ticking exercise, boards should actively work towards improving their evaluation approach and methodology. Involving shareholders or other stakeholders to enhance the effectiveness of board evaluations should also be considered to ensure the board evaluation is a meaningful exercise and able to support board leadership.



DIRECTOR SOURCING & PLACEMENT

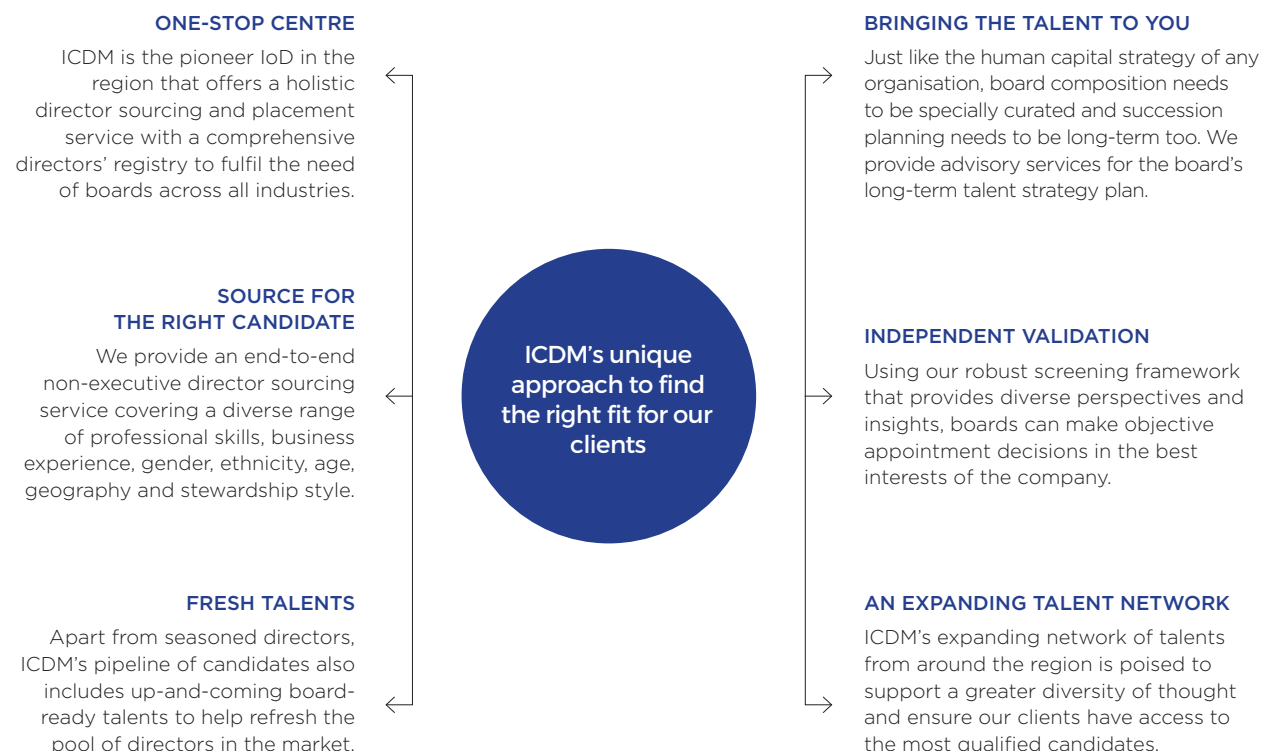
New Talents, Fresh Ideas

Board composition influences the ability of the board to fulfil its oversight responsibilities. The essence of succession planning is always to be ahead of the curve, and its importance at board level cannot be overemphasised. As markets continue to evolve in speed and complexity, the criteria for new board leadership will also need continual refinement to ensure there is a robust pipeline of fresh thinking capability and the ability to envision a different future within the organisation.

At ICDM, we work with our corporate clients to source for the right director candidates and get the succession planning process done right from the onset. We echo the MCCG which highlights that an effective board should include the right group of people, with an appropriate mix of skills, knowledge, experience and independent elements that fit the company's objectives and strategic goals. The right board composition will ensure sufficient diversity and independence to avert 'groupthink' or 'blind spots' in the decision-making process and enables the board to be

better equipped to respond to challenges that may arise and deliver value.

ICDM's study on **Board Diversity in Malaysia** in collaboration with Willis Towers Watson (WTW) also observed that a well-constituted board is better placed to achieve sustainable financial performance. In the Study, we looked at board diversity across eight key dimensions: gender, age, tenure, culture, independence, international expertise, domain/functional expertise and industry expertise.



We open up board opportunities & provide broader options for board sourcing

Report Card: Director Sourcing & Placement

From inception up to 30 April 2021

60
SOURCING REQUESTS

10
SUCCESSFUL PLACEMENTS

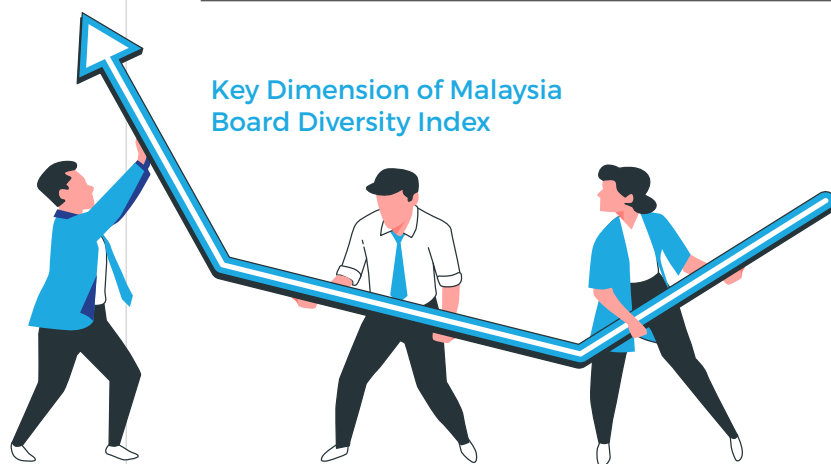
19
WORK-IN-PROGRESS

ICDM Directors Registry		Total	Female	Male
Fellow	20%	111	23%	77%
Ordinary Member	69%	382	30%	70%
Board-Ready Affiliate	11%	62	50%	50%
2021 (up to 30 April)	100%	555	31%	69%
2020	100%	465	33%	67%
2019	100%	378	33%	67%
2018	100%	283	34%	66%

We will search for potential candidates for the board sourcing request from our ICDM Directors Registry and through our network of partners and sources to provide a wider pool of candidates from Malaysia as well as abroad depending on client's needs. Priority will be given to those in the ICDM Directors Registry.

Board-Ready Affiliates are Affiliate Members who have gone through the Affiliate Screening process and are found to be 'Board Ready' by volunteer screeners consisting of ICDM Fellow members.

Key Dimension of Malaysia Board Diversity Index



Source: Malaysia Board Diversity Study & Index by ICDM and WTW

"Our search for a multi-dimensional board candidate came to fruition with ICDM. ICDM board sourcing service supported our competency-based nomination process effectively. They carried out all the searches and matching based on our specific criteria whilst we focused on complimentary personality and the right fit"

Katina Nurani Abd Rahim, Head of Legal & Company Secretary, Dutch Lady Milk Industries Berhad, on ICDM director sourcing service

"In meeting our board diversity needs, we have set a high expectation that is akin to looking for a needle in a haystack. ICDM has helped us prioritise what matters to the business, and appointed a female board director after more than 6 months of search. This is the second successful board appointment through ICDM director sourcing service. Our corporate membership with ICDM allows us to assess a wider pool of board talents at no additional search cost."

Company Secretary of a Bursa listed company under Consumer Products and Services category

Spotlight on the Aspiring Directors Immersion Programme (ADIP)

As we moved into our third year in operations, we renewed our mandate in developing new board talents who will be able to present significant opportunities to contribute in today's boardrooms, with the newly curated Aspiring Directors Immersion Programme (ADIP).

Supported by Bursa Malaysia, ADIP is an accelerated 12-month programme tailored for the next generation of board directors who meets the criteria. The programme takes a holistic approach, blending technical and soft skill trainings, board simulation, coaching and mentoring, and networking to actual board immersion experience, where participants will be placed on selected company boards (NGOs or private companies) for an appointed time to get their first board experience.

Upon completion of ADIP, participants will be recognised as an ICDM Graduate Director.

We kicked off the first cohort on 19 January 2021 with 7 talented board-ready Affiliates. They come from diverse backgrounds and expertise ranging from technology, banking, FMCG, human capital, property development and investment.

JOIN ADIP

If you aspire to be a director, ADIP provides a systematic pathway so that you can progress into a board position with greater confidence and prospects.

SPONSOR SOMEONE

If you know a colleague who is board-ready, nominate him or her for a company sponsorship. Your company may also consider sponsoring an ICDM Affiliate who qualifies.

PROVIDE THE FIRST BOARD SEAT

If you are a board director we urge you to suggest to your board to take in an ADIP participant as a board director, in support of the nurturing of new board talents. Corporations will also gain access to the ICDM Graduate Directors' pool that can contribute different skillsets and perspectives on emerging trends to the boardroom.

PROMOTE ADIP

If you know someone who may benefit from this programme, just share the information.

"The transition from an executive role in an MNC to the role of Independent Director of a PLC is one where professional support and guidance is a critical success factor. ICDM played an important role in helping me establish the value and contribution that I may bring to a board, leveraging on my more than 3 decades of experience in the IT industry. I applaud ICDM's dedication and meticulousness in executing a thorough assessment process to find the right fit for the boards."

Chong Chye Neo, ICDM(M),
on her successful appointment to KLCC
Property Holdings Berhad

"I thought the ADIP programme outline is excellent and I look forward to participating as well as contribute and add value as appropriate."

Jenifer Thien,
Grit and Pace

"The ADIP programme demonstrates a systematic pathway towards my aspiration."

Ahila Ganesan,
Think City, Khazanah
Nasional Bhd

"Building a strong network and foundation in corporate governance have been one of the pillars of my directorship journey. Through my initial membership as an Affiliate, ICDM assessed my director competency and recommended specific development programmes to close the gaps. Its Introduction of Corporate Directorship (ICD) programme has helped me in building the right structure, mindset and approach in the art of governance and decision making at the board level."

Ilham Fadilah Sunhaji, ICDM(M),
on her journey from an aspiring
director to an Independent Non-
Executive Director for Ocean Vantage
Holdings Berhad

51 KNOWLEDGE SHARING

Advocating Key Issues Impacting Board Directors

At ICDM, we believe in continually learning from each other and investing to develop personal and professional knowledge and capabilities. We create our own and work with credible partners in their fields of expertise to offer our members exclusive access to world-class professional insights through research, interviews, surveys, talks, dialogues, articles and board tools.

RESOURCE CENTRE



Scan the QR code or go to <https://pulse.icdm.com.my/> to access ICDM Pulse

ICDM **Pulse**, our online knowledge hub which went live in February 2020 currently hosts over **300 insightful resources, such as articles, industry reports, guides, board tools, development programmes and ICDM research publications, executive summaries of ICDM talks and newsletters**. We have ICDM members contributing to the articles too. Some of them were also interviewed and featured in our articles.

We keep the director community informed of all updates regarding ICDM and the industry through our monthly newsletter, **ePulse**. Our weekly newsletter, **eBeat** was issued only during the first MCO period in 2020 to keep everyone updated more frequently on pertinent news and development during the lockdown.

Latest initiatives include the weekly news roundup to members only starting from March 2021.

RELEVANT & IMPACTFUL RESEARCH

Research studies
and advocacy areas in
2020 & 2021



Scan the QR code to access
ICDM's publications

ICDM **Covid-19 Survey** at the onset of MCO highlights the urgent need for **crisis preparedness, leadership skills, stakeholder communications, digital transformation, innovative thinking** and the need to relook at **human resource management and policies**.

Leading in A Crisis: From Survival to Strategic Pivot white paper in collaboration with the Center for Creative Leadership (CCL) based on in-depth interviews with 73 C-Suite Leaders (CXOs) and board directors across Asia articulates the journey leaders need to continue to navigate as they **reflect, reset, recalibrate, and pivot to survive** and hopefully **succeed in the "next normal"**.

Stakeholder Engagement Reporting Guide with Black Sun aims to stimulate discussion in the boardroom around what constitutes effective and **authentic stakeholder engagement and communications** beyond corporate reporting obligations.

RELEVANT & IMPACTFUL RESEARCH

Research studies
and advocacy areas in
2020 & 2021

Scan the QR code to access
ICDM's publications

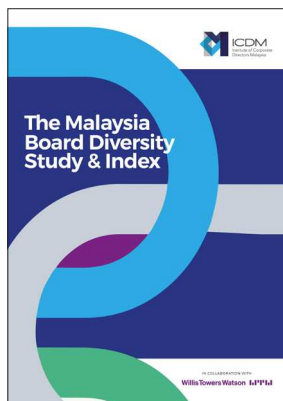
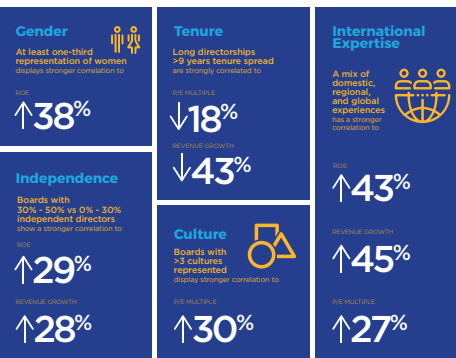
Malaysia Board Diversity Study & Index in collaboration with WTW offers some clarity on **how certain diversity dimensions correlate with company performance** and highlights the **need to expand the dimensions of board diversity beyond gender** to include age, tenure, culture, independence, international expertise, domain/functional expertise and industry expertise. **The Index serves as a benchmark** for Malaysian boards in their journeys to improve diversity and is the first to be done in Malaysia.

Malaysian Board Practices Study in collaboration with Bursa Malaysia and Russell Reynolds Associate (RRA) aims to drive the development of appropriate measures to best support and **strengthen board practices** in relation to **director selection, nomination, appointment and evaluation processes** as well as **board training and development** moving forward. This Report will be launched in early July 2021.

Other research and advocacy initiatives undertaken in 2020 include the **Post-Covid Action Plan Guide for Companies** and the **Government Assistance Checklist** to help reduce the burden of businesses during Covid times.

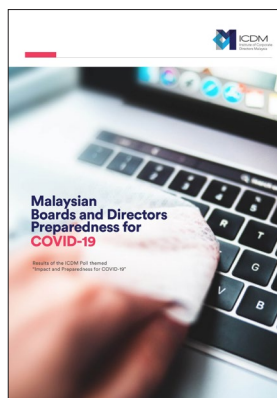
ICDM also **supports research studies** such as the '**Alignment of ESG with Executive Incentives and Human Capital Governance Survey**' by WTW and the '**Board Director Sentiment Barometer in Identifying Key Challenges, Priorities and Opportunities for 2021**' by Tricor and FT Board Director Programme.

ICDM's research team is also **currently working with Black Sun on** case studies to showcase best practices in **making sustainability work through stakeholder communications**.

A well-constituted board is better placed to achieve
sustainable financial performance

Four key actionable steps for Malaysian boards

Relook at your board architecture	Board refreshment may be necessary, especially with overly long tenure directors and consideration for additional independent non-executive directors. A board skills matrix analysis may also help determine the skill gaps needed to be filled.
Look beyond your inner circle for new board candidates	Start utilising independent and unconventional sources to identify suitably qualified candidates. You may get a wider and more diverse pool of candidates to choose from.
Evaluate your board effectiveness	The Nomination & Remuneration Committee to assess whether the current board mix is aligned to your organisation's future growth strategy.
Constantly acquire new skills and knowledge	Refresh your knowledge, keep up with the latest trends, issues and developments that may impact you and your organisation so you can better contribute at your board(s).



VOICE OF DIRECTORS

One of ICDM's mandates is to be the voice of directors and pursue advocacy on important issues that affect the interests of directors through related agencies, regulators and the government. Our initiatives and advocacy focus include:

Advocacy Dialogues on **value creation from stakeholder engagement and capitalism, and board diversity agenda** which include panels representing institutional investors, watchdog groups and corporates.

Panel dialogue sessions during our PowerTalks on **adequate procedures** and director's response to **individual liability on S17A MACC Act**; **path to the next normal for leaders**; preparing for a **post-Covid world**; the insider's guide to **surviving life in the boardroom**; **post-budget 2021**; and **realising the value of CG in ASEAN**.

ICDM Members' Day also incorporated dialogue sessions on **value creation in disruptive times**; **social media** and the **board in their rebuilding stories**; and **innovate for exponential growth** in the disruptive era.

Virtual board simulation on **corporate strategies beyond crisis** at our PowerTalk Series, with role players from all over the globe for an international perspective.

Virtual talk and panel discussions on **how integrated thinking can support boards in creating long term value** in collaboration with the Malaysian Institute of Accountants (MIA).

Review and write up on the recommendations in SC's CG Monitor 2020 for **best practices in communicating board evaluation outcomes** and what boards can do to ensure that their board evaluation is meaningful and able to support board leadership improvement.

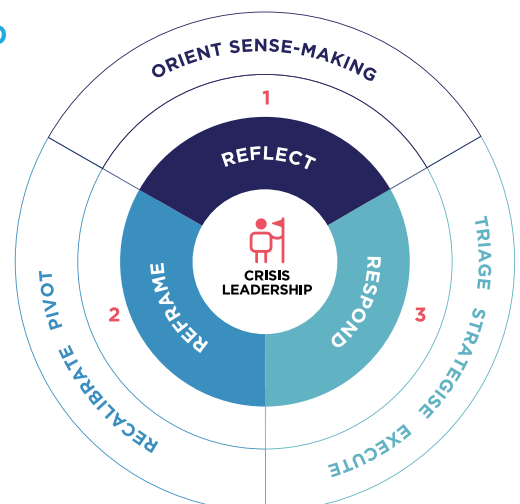
Provided **input and recommendations for inclusion in MCG 2021** through CG Council chaired by SC.

House and support initiatives undertaken by **Climate Governance Malaysia and 30% Club Malaysia**.



Crisis Leadership Model

- 1 • Reflect on Your Experiences
• Understand Your Values
- 2 • Shift Your Mindset
• Refurbish Your Skills
- 3 • Connect Authentically
• Encash Your Trust Capital
• Recharge Your Energy Pool



Source: Leading in a Crisis: From Survival to Strategic Pivot

Stakeholder Capitalism: A Vital Pandemic Agenda

Insights sharing & discussion by:

Professor Uantchern Loh
CEO, Black Sun Group (Asia Pacific)

Sharmila Sekarajasekaran
Independent Non-Executive Director, Top Glove

Devanesan Evanson
Chief Executive Officer, ...

Wong Su-Yen
Board Director, Professional Speaker & Entrepreneur

Shinbo Won
Director, Head of Asia ex-Japan, Australia, ...




A Comparison between KLCI30 & STI30 Annual Reports

Malaysia	Singapore
43%	13%
3%	33%

of reports made it clear that stakeholder expectations have been considered when setting strategy

of reports provided examples of how the board considered stakeholders in major decisions

Source: Black Sun

Consult, Commit, Communicate

The key findings and recommendations from the Black Sun's report from their recent research entitled 'Stakeholder Engagement in Turbulent Times' on the 3Cs of Stakeholder Engagement.

What constitutes a holistic engagement and communication strategy

and how it should be measured, evaluated and further improved.

The strategic nature of stakeholder capitalism

The board's role in embedding stakeholder engagement in a company's governance model and adopting an outward-looking approach of bringing opinions and information from outside in.

The required role of a Senior Independent Director

as the intermediary between the company and shareholders and other stakeholders.

"The saying that - If you want 1 year of prosperity, grow grain. If you want 10 years of prosperity, grow trees. If you want 100 years of prosperity, grow people - rings true at the ICDM. It is an exhilarating growth journey that Black Sun has embarked with ICDM to share knowledge with stakeholders. We look forward to the next 100 years."

Professor Uantchern Loh,
CEO of Black Sun Group
(Asia Pacific)

"Event was conducted in clear & enlightening manner, generated food for thoughts."

Advocacy Dialogue,
Stakeholder Capitalism:
A Vital Pandemic Agenda

"Enriching. Having a panel of board directors sharing their experiences in this advocacy dialogue was most useful. Good perspectives were shared with practical examples."

Advocacy Dialogue, Diversity Is More Than Just A Numbers Game at the Launch of the Malaysia Board Diversity Study & Index

Launch of
The Malaysia Board Diversity
Study & Index



SCAN FOR
COMPLIMENTARY
REGISTRATION
WEDNESDAY, 7 APRIL 2021
10.00am - 12.00pm



ADVOCACY DIALOGUE

Launch of the Malaysia Board Diversity Study & Index

- Dato' Sri Idris Jala ICDM (F) | Chairman of Heineken Malaysia Berhad
- Dato' Dr. Nik Ramlah Nik Mahmood ICDM (F) | Senior INED of Axiata Group Berhad
- Low Ngai Yuen ICDM (M) | INED of GDEX Berhad
- Shinbo Won | Director, Head of Asia ex-Japan, Australia of BlackRock Investment Stewardship
- Shai Ganuj ICDM (M) | Managing Director, Global Practice Leader - Executive Compensation & Governance at Willis Towers Watson (WTW)
- Krissandi Lee | Associate Director, Executive Compensation Practice, WTW
- Michele Kythe Lim | President & CEO of ICDM



"The ICDM Board Diversity Study & Index findings were interesting. It used a highly methodological approach and had high standards. TMC Life Sciences Berhad is proud to be recognised as a top 10 company in the mid-cap category and we will continue to improve our board diversity with the aim of leading this category. Diversity is important to us because we believe that it will strengthen our ability to attract top talents and to further develop succession planning within the organisation, particularly the 2nd echelon of C-suite officers. We also believe that by monitoring our progress on the board diversity index, TMC Life Sciences is demonstrating its commitment to transparency, continuous improvement and good governance to our shareholders and other key stakeholders."

YBhg. Dato' Sri Mohd Mokhtar bin Mohd Shariff,
Chairman, TMC Life Sciences Berhad

2021: Refresh the Agenda The Regenerative Business of the Future

Ed Gillespie
London, UK
Inspirational Keynote Speaker,
Writer, Poet and Futurist



2021: Refresh the Agenda Digital Leadership and Communication During Turbulent Times

Bant Breen
New York, US
Founder & Chairman at Onary,
Global Marketer, Speaker and
Board Member



2021: Refresh the Agenda

REGISTER NOW

Zoom Webinar | 7 - 11 December 2020

POST-BUDGET **POWERTALK** Prosperity. Recovery. Resilience

Insights sharing & discussion by:

Bernard Yap
Malaysia Private Client Services Leader,
Partner, Ernst & Young Tax Consultants Sdn. Bhd

Dr. Veerinderjeet Singh
ICDM Member (M)
Non-Executive Chairman of Tricor Services (Malaysia) Sdn Bhd
President of the Malaysian Institute of Accountants (MIA)



"I appreciate that ICDM is organising this kind of Power talks. Has been insightful and helpful to keep abreast of developments in the business world."

PowerTalk #12:
ICDM Post-Budget PowerTalk -
Prosperity. Recovery. Resilience

POWER TALK SERIES



POSITIVE AGENDA

LEADERSHIP IN COVID-EXIT

COMPLIMENTARY

22 - 26 MARCH 2021

The arrival of Covid-19 vaccines has brought new hopes and prospects. For a company, what is an ideal Covid-19 exit strategy? What can the board do to put its organisation on track for a sustained recovery? What are the wildcards to look out for?

Join us to explore the steps boards can take — from internal coordination to external collaboration — to facilitate the return of stability and positivity.

A BOARDROOM SIMULATION - LIVE! CORPORATE STRATEGY BEYOND THE CRISIS

FRIDAY, 26 MARCH 2021 | 3.00PM - 4.30PM (GMT +08)



The business today is a continual change that faces constant threats — more so in current pandemic times where companies are seeking to turn massive complexities into meaningful change through effective strategies. Still, there are not enough debates in the corporate world about what strategy really means and the development and execution of a corporate strategy is now seen to be a board's most important function — a key source of differentiation between companies.

So why is this exercise often challenging to practice?

Over the last decade, many corporate boards have sought a more substantial role for directors in the strategy setting process. Furthermore, directors are being increased only from other managers, including management and financial, to be engaged, prepared and being strategic. Some report that strategy setting, as a CEO's role, has not been the best only. There is a great deal of confusion among boards as to what they should and should not do when it comes to participating in strategy setting, and a result, many boards often find themselves acting as rubber stamps of the CEO, while others find themselves in conflict with the management when they take on a more active role. Often in the course of such conversations, board directors discover that many difficulties in strategy deliberations stem from the lack of a common vocabulary. The fact is, some boards may be lacking the appropriate expertise to deal with strategy in the modern environment. They may also lack the capacity to monitor the variety of strategic approaches that are required today.

"Definitely met my expectation 100%. Thank you for making the PowerTalk complimentary to us members of ICDM. It is really worth every penny that we have invested in the membership fees."

PowerTalk Global Series #3: The Modern Board Architecture

"I find this beneficial especially during this crisis time when we leaders need some insights on taking the helm of the organisation."

Webinar Series 2020, Leadership Today: Authentic, Open & Transparent

Virtual Talk: Risk, Strategy and Governance How Integrated Thinking Can Support Boards in Creating Long-Term Value

Enhancing Corporate Governance through Integrated Thinking

- Dr Nurmazilah Dato' Mahzan | CEO of Malaysian Institute of Accountants (MIA)
- Charles Tilley | CEO of International Integrated Reporting Council (IIRC)
- Datuk Zaiton Mohd Hassan | Chairman of Bank Pembangunan Malaysia Berhad
- Amar Gill | Managing Director and Head of Investment Stewardship, BlackRock

Implementing Integrated Thinking and Reporting

- Simon Tay Pit Eu | Executive Director, Professional Practices and Technical of MIA
- Jonathan Labrey | Chief Strategy Officer of International Integrated Reporting Council (IIRC)
- Ong Chee Wai | Chairman of MIA Integrated Reporting Steering Committee (IRSC)
- Christina Foo | Chairman of Audit Committee of KPJ Healthcare Berhad
- Mustamir Mohamad | Group Chief Financial Officer of Sime Darby Berhad

POWER TALK



NON-EXECUTIVE
DIRECTOR
CIP/ICMA

Preparing the Board for a Post-COVID World

SPECIAL ONLINE POWER TALK

Free Registration



Wendy Seah
Pastoral Times Board
Director Programme Faculty
Member & Author of Pastoral
Proof: Reimagining Work in
the Age of Acceleration

Panel
Dialogue
with



Dr. Tan Chong Kiat
Founder and Executive Director
Palm Asset Management Sdn Bhd



Leonard Yong
Group Chief Executive Officer
Tepec Group

FRIDAY, 14 AUGUST 2020 | 10.00am - 11.30am, Malaysia time

THE BACKBONE

“Future fluent leaders not only think, feel, act and learn differently, they have their head on the swivel, constantly looking around to identify the data set that are available at this point, to **take the organisation forward.**”

**ICDM Webinar Series,
Leadership in Times of Distress**

OUR BOARD

Providing Guidance & Oversight Translating Vision into Reality

The Board's primary focus is to set the strategy, vision and mission of ICDM and determine the organisation structure that can support its goals and governance framework. The President & CEO reports to the Board on all strategic, financial and headline operational matters.

ICDM Directors ¹	Age	Appointment Date	Board Meeting Attendance		Board Committees						
					ARMC		NRC		MC ²		MDC ²
			2020 ⁵	2021 ⁴	2020	2021 ⁴	2020	2021 ⁴	2020	2021 ⁴	2021 ⁴
Tan Sri Zarinah Anwar (Chairman)	68	28 March 2018	7/7	3/3	-		-		-		-
Dato' Abdul Aziz Abdul Bakar (NRC & MDC Chair)	68	19 July 2017	7/7	3/3	-		3/3	1/1	-		0/0
Salleh Hassan	56	19 July 2017	7/7	3/3	-		3/3	1/1	13/13	4/4	-
Dato' Azmi Mohd Ali (MC Chair)	61	5 September 2017	7/7	3/3	-		-		13/13	4/4	-
Sarena Cheah ⁵	47	5 September 2017	4/7	3/3	5/6	2/2	-		-		0/0
Dato' Seri Johan Raslan (ARMC Chair)	62	8 January 2018	7/7	2/3	6/6	2/2	3/3	1/1	-		-
Maheswari Kanniah ⁶	61	15 May 2020	5/5	3/3	3/3	2/2	-		-		-
Joel Neoh Eu-Jin	38	29 March 2021	-	1/1 ⁷	-		-		-		-
Wan Nadiah Wan Mohd Abdullah Yaakob	37	29 March 2021	-	1/1 ⁷	-		-		-		-

Notes:

1. All board members are independent non-executive directors.
2. Michele Kythe Lim, President & CEO of ICDM is also on the MC and MDC as stipulated in the respective committees' Terms of Reference.
3. Number of meetings here are inclusive of the AGM held on 7 September 2020. All board members attended except for the two directors appointed in 2021.
4. Number of meetings reflect those held up to 30 April 2021. There were two Board Meetings and one Strategic Meeting held as of 30 April 2021. No meeting has been held for MDC in 2020 and as of 30 April 2021.
5. Sarena Cheah retires as ICDM board member at the 4th AGM on 18 June 2021.
6. Maheswari Kanniah will join and chair the MDC from 10 May 2021 onwards.
7. Joel Neoh and Wan Nadiah were invitees to the Strategic Meeting held on 24 February 2021.

Board Committees

Audit & Risk Management Committee (ARMC)

Renamed from Audit Committee in December 2020

Oversight over internal control & risk management framework, review of financial statements & reporting, as well as management of financial and operational risks, review of external/internal auditor functions, overseeing the implementation of the Speak Up Policy & Procedures and oversight over the overall ethical health and integrity culture of ICDM.

Nomination & Remuneration Committee (NRC)

Oversight on overall human resource strategy & policy of ICDM, overseeing succession planning & talent management for the board & senior management, the selection, appointment and re-election of non-executive directors & senior management, assessing the effectiveness of the board, proposing continuous training for individual directors, as well as establishing formal & transparent remuneration policies & procedures to ensure directors & senior management are fairly rewarded and aligned with their responsibilities and contributions.

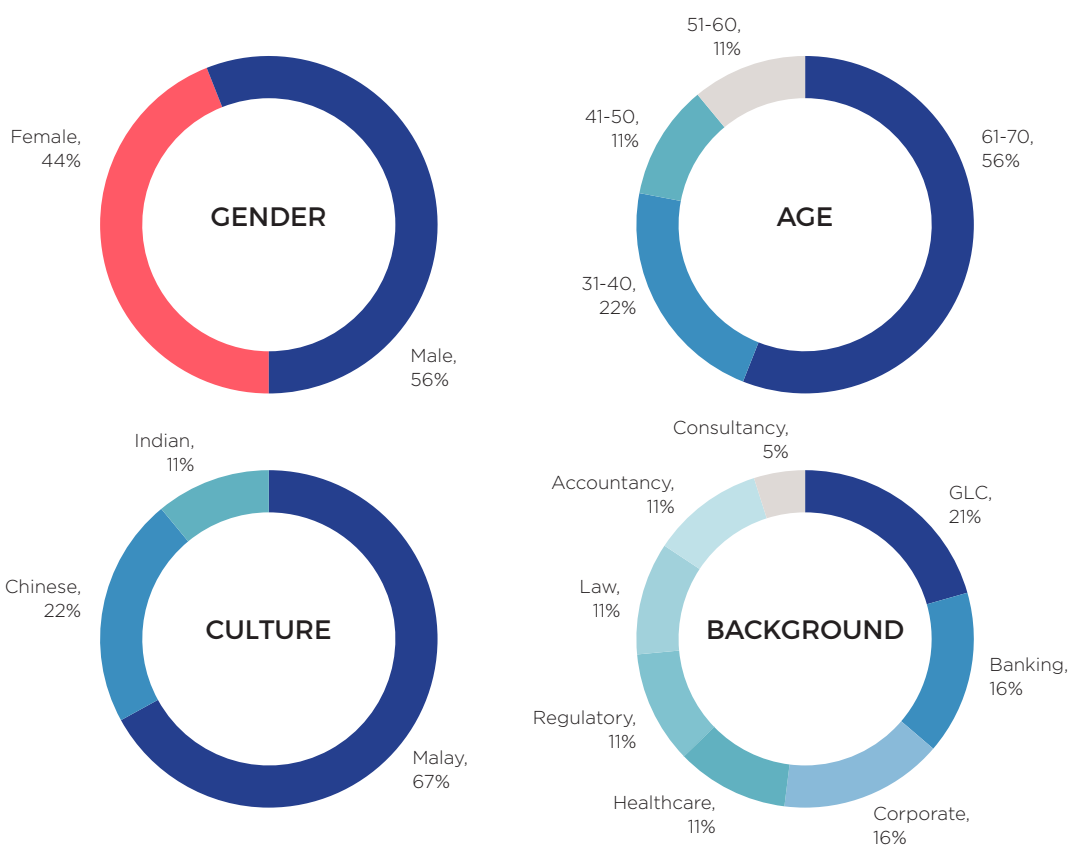
Membership Committee (MC)

Oversight over membership and director sourcing strategy, policy, affairs and review & approval of individual and corporate membership applicants.

Membership Disciplinary Committee (MDC)

Investigates any complaints on members and imposes sanctions as prescribed under the ICDM By-Laws.

Our Board Profile





Tan Sri Zarinah Anwar
ICDM(F)

Tan Sri Zarinah brings with her legal, corporate and regulatory experience from the many years spent in the corporate sector and public service. She is the former Chairman of the Securities Commission Malaysia, a position she held for six years until her retirement in March 2012. An advocate of gender diversity, Tan Sri Zarinah is a Founding Chairman of the 30% Club, Malaysia, a business campaign to help drive higher women representation in leadership positions and on corporate boards. Tan Sri Zarinah is currently a member of the Boards of Trustee of the Razak School of Government, Yayasan Hasanah, Amanah Warisan Negara and the Jeffrey Cheah Foundation. She is also a Pro-Chancellor of Universiti Teknologi Mara (UiTM), a member of the Board of Directors of University of Malaya, member of the Board of Trustees of the Oxford Centre for Islamic Studies, United Kingdom.



Dato' Abdul Aziz Abdul Bakar
ICDM(F)

Dato' Aziz brings with him decades of experience in business, corporate and human capital development. He currently sits on the boards and chairs the Nomination & Remuneration Committee of Affin Bank Berhad, ALKHAIR International Islamic Sdn Bhd and Merchant Trade Asia Bhd. He is also a member of the Resources Committee of Razak School of Government (RSOG). An advocate of gender diversity, Dato' Aziz is a co-founder of the 30% Club, Malaysia. He was a regular international speaker invited by the World Bank Group and OECD to deliver talks on director and board effectiveness.



Salleh Hassan
ICDM(F)

Salleh brings with him years of experience in corporate governance and professional education. He is currently the Director of Professional Standards & Qualifications with the Securities Industry Development Corporation (SIDC). He oversees initiatives and activities that lead towards strengthening the competency and capacity of professionals in the Malaysian capital market via the industry-wide competency framework (ICF), certification and qualification schemes. He also advises corporations in their efforts to cultivate corporate governance culture and to develop effective sustainability reporting. He speaks regularly at local and international platforms to directors and senior management on corporate governance.



Dato' Azmi Mohd Ali
ICDM(F)

Dato' Azmi brings with him over 36 years of experience in corporate and commercial law with expertise in the areas of mergers and acquisitions, joint ventures, cross-border transactions, project finance, privatisation, energy, oil and gas and foreign investments. He is the Founder and Senior Partner of Azmi & Associates (now with over 85 lawyers) since year 2000 and currently sits on the board of various organisations including S P Setia Berhad, Maybank Islamic Berhad, Sapura Energy Berhad, Institute of Corporate Directors Malaysia, Worldwide Holdings Berhad, Terralex (the world's second largest law Independent Network) and is a member of Bursa Malaysia Appeals Committee.



Sarena Cheah
ICDM(F)

Sarena's professional milestones span across internal audit, corporate finance, sales & marketing, and strategy & business development since 1995 in one of Malaysias largest public listed conglomerates - the Sunway Group. She is currently the Managing Director of the Property Development Division of Sunway Group and has been since 2015. Sarena is also a member of the REIT manager for Sunway Real Estate Investment Trust. Sarena currently sits on the board at Sunway Berhad and Sunway REIT. Her directorships in other public companies include SunREIT Capital Berhad, SunREIT Unrated Bond Berhad and Sunway Lagoon Club Berhad. She is also a trustee on Yayasan Raja Muda Selangor.



Dato' Seri Johan Raslan
ICDM(F)

Dato' Seri Johan has over 35 years experience in auditing, accounting, business advisory and corporate governance. Retired as the Executive Chairman of PwC Malaysia in 2012, he is currently a director of Sime Darby Properties Berhad and a board member of the Audit Oversight Board. An advocate of gender diversity in the boardroom, Dato' Seri Johan also works with the CEO Action Network and Climate Governance Malaysians on the issue of Climate Change. He has been involved in Corporate Governance issues since 2000, when he assisted the Securities Commission with the roll-out of the first Malaysian Code on Corporate Governance.



Maheswari Kanniah
ICDM(F)

Mahes brings with her more than 19 years of experience in compliance, regulatory, governance, ethics, fraud investigation and risk management functions from the commercial banking, investment banking, futures, securities, asset management and private equity industries, and over 23 years of experience in company secretarial functions for a listed company. Mahes is currently the Executive Director and Group Chief Regulatory and Compliance Officer of Kenanga Investment Bank Berhad and serves as a member of the EXCO and Talent Management Committees of the Kenanga Group. She is also a Fellow Chartered Secretary, a Chartered Governance Professional, a Certified Fraud Examiner, and a Chartered Banker.



Joel Neoh Eu-Jin
ICDM(M)

Joel has over 15 years of experience in management and investments of start-ups, disruptive technology and digital platforms across Asia; including e-commerce, digital media and financial technology. He is the co-founder and CEO of Fave, one of Southeast Asia's fastest growing fintech platforms and co-founded Says.com, a digital media platform that disrupted traditional media & advertising. As a strong advocate for entrepreneurship, Joel is a board member of a few technology companies, actively mentors founders and has invested in over 20 technology start-ups across Asia. Joel has received the Ernst & Young Emerging Entrepreneur of the Year Award, and was named Young Global Leader by the World Economic Forum.



**Wan Nadiyah Wan
Mohd Abdullah Yaakob**
ICDM(M)

Nadiyah has more than a decade of experience in consulting, corporate development, strategy, and communications. She is presently the Group Chief Executive Officer of TMC Life Sciences (TMCLS) and was appointed Executive Director of TMCLS since February 2019. She is also the Chief Executive Officer of Thomson Hospital Kota Damansara and Group Chief Corporate Officer of TMCLS since June 2017. A Harvard College alumni, she actively serves as Vice-President of the Harvard Club of Malaysia and was nominated into the Forum of Young Global Leaders Class of 2020.

Board Leadership & Effectiveness

The ICDM Board has recently undertaken an externally facilitated board evaluation in April 2021 to assess its performance and that of its committees and individual directors.

The evaluation was based on key parameters including board leadership & composition, board-management relationship, culture, strategy, risk management, board dynamics, information/process and stakeholder management. Having to navigate the multitude of Covid-19 issues last year, it was also critical to look into the board's ability to govern effectively during crisis on emerging areas such as stakeholder relations, disruption/innovation, crisis preparedness, cybersecurity, virtual board meetings and ESG initiatives.

Based on the findings, the ICDM Board will deliberate further on the outcomes and create an action plan with appropriate milestones, with periodic review of the progress achieved.

Recognising the value of external insights and perspectives on how the board is functioning as a group, ICDM will be embarking on a fully independent board evaluation in 2022, in support of our continuous commitment towards the development of a high-performing and forward-looking board.

62 OUR GOVERNANCE FRAMEWORK

A Guiding Compass for What is Right

The Governance of ICDM is founded on its Constitution and By-Laws.

As we review our internal processes, we have added new policies to ensure better governance in what we do in ICDM. All ICDM governance documents as stated below. Details can be viewed on our website:

ICDM Constitution (PDF)

ICDM By-Laws (PDF)

ICDM Code of Conduct (PDF)

ICDM Privacy Policy (PDF)

ICDM Website / Portal Terms of Use (PDF)

ICDM Anti-Bribery and Anti-Corruption Statement **new!**

ICDM Speak Up Policy (PDF) **new!**

ICDM Conflict Management Policy (PDF) **new!**

ICDM No Gift & Donation Policy (PDF) **new!**

ICDM Related Party Transaction Policy (PDF) **new!**

ICDM Procurement Policy (PDF)

ICDM Audit & Risk Management Committee Terms of Reference **updated!**

ICDM Nomination & Remuneration Committee Terms of Reference

ICDM Membership Committee Terms of Reference

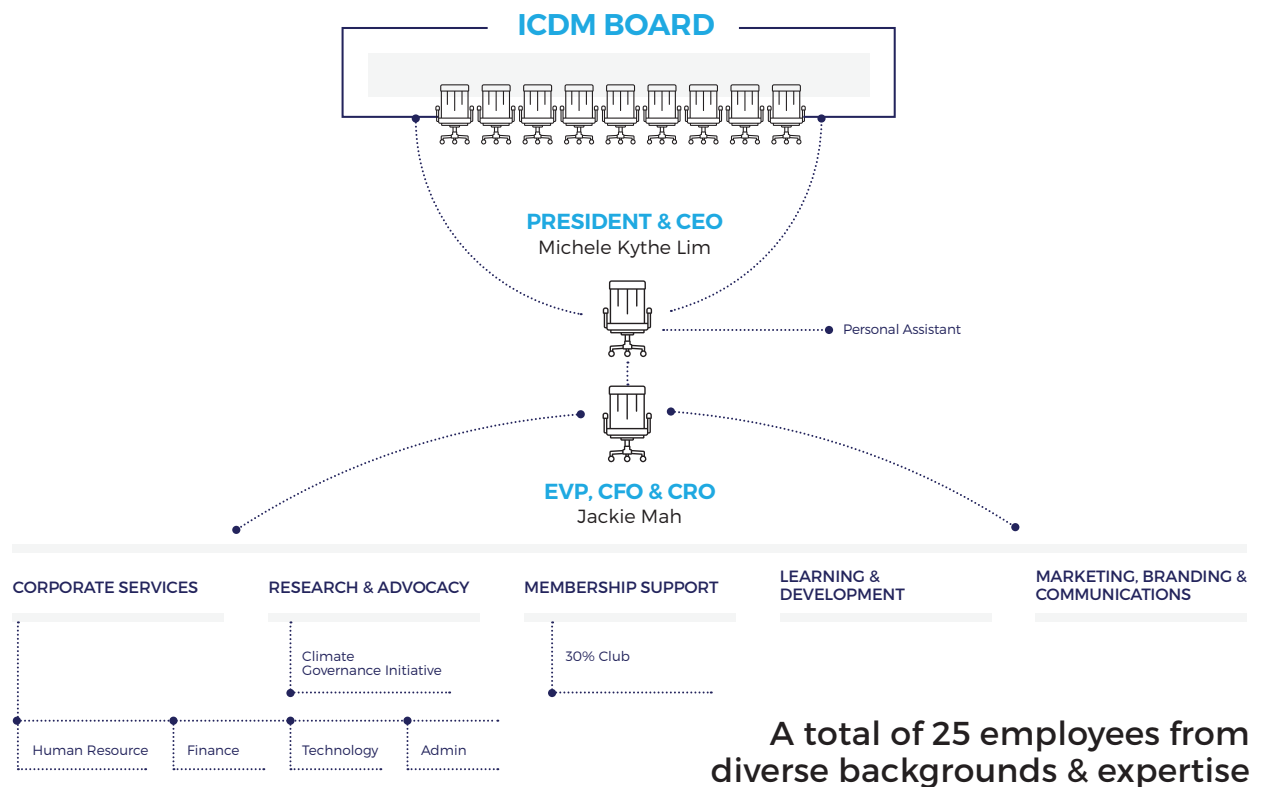
ICDM Members Disciplinary Committee Terms of Reference **updated!**



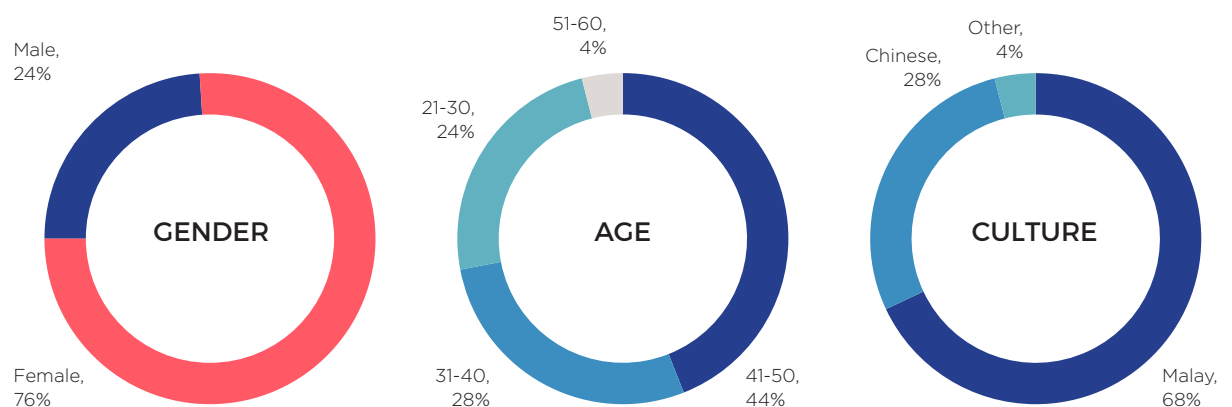
Scan the QR Code to view
ICDM Governance Documents

OUR TEAM

Tough Times Don't Last,
Tough Teams Do



Employees Profile



How We Managed During the Pandemic

A lean and flat organisation, we value and appreciate the teamwork shown by each of our employees, especially during the lockdown in 2020 and current surge of the Covid-19 pandemic.

WHAT WE DO

HEALTH & SAFETY

- Utmost priority to our staff & guests
- SOP in place including physical distancing, sanitisation of premise, individually packed refreshments
- Constant communication updates on SOP
- Either full work from home or partial work from home arrangement based on situation

CROSS COLLABORATIONS

- Break the teams into two - Response Team & Engagement Team
- Mix of team members from different departments in each team to promote cross collaboration & keep everyone updated on what each department was working on, or in the pipeline
- Townhalls

WELLBEING

- Weekly 30-minutes Touch Point Sessions as a get-together for all staff
- Other activities include steamboat in the office, potluck, breaking of fast, birthday celebrations, traditional game session
- Virtual birthday & Chinese New Year Celebration
- Employee Engagement Survey (on 1 May 2021)

TRAINING

- Introduction to Anti Bribery and Corruption (ABAC) Policies Training
- Introduction to Power BI, a Microsoft business analytics tool that provides interactive visualisation and business intelligence capabilities through a user-friendly interface
- Procurement Policies & Procedures

Covid-19 - Prevention is Better Than Cure campaign.







Virtual Chinese New Year Yee Sang tossing with the team



ICDM's e-greeting cards

Management Profile

Michele Kythe Lim President & CEO

Michele is a forward-looking leader, and her leadership priority has been about nurturing a pipeline of high-performing talent for the corporate world and beyond. She brings with her a wide spectrum of leadership and advisory experience, most recently on corporate governance-related matters, which includes board and director effectiveness, competency development needs, remuneration and succession planning, legal and compliance, and corporate performance. Prior to ICDM, Michele was Group Head, Corporate Secretarial and General Counsel with IHH Healthcare Berhad. She was also a member of a subsidiary board, as well as the Chief Sustainability Officer leading the sustainability reporting and practices for the Group.

Jackie Mah Soo Tean Executive Vice President, CFO & CRO

Jackie supports the strategic and operational efforts of ICDM. Her breadth of experience includes financial management, strategic planning, information technology, HR, business development, marketing and communication, where she has led key projects at the World Islamic Economic Forum (WIEF) Foundation through collaboration with global partners from UK, Sweden, Dubai, Kazakhstan, Indonesia and the Republic of Korea. In her current role, she is committed to achieving higher operational efficiency, as well as fostering greater outreach and sustainable business growth both locally and regionally – through strategic partnerships, sound digital & communication strategies and brand differentiation for ICDM's training and advisory framework. Jackie is a member of the Association of Chartered Certified Accountants (ACCA).

Diana Seow Head of Membership

Diana has years of experience in marketing, brand building, client engagement and corporate strategy in sectors related to IT certification, premium publishing, customer loyalty consulting and directors & boards development. Her involvement in various types of member-based programmes enables her to connect ICDM membership value proposition to the needs of current, seasoned and aspiring directors. Diana has a great passion for people development and fueled many ICDM board talents nurturing work such as the Aspiring Directors Immersion Programme (ADIP) and the upcoming mentoring programme. Diana also leads the Director Sourcing business and manages the Directors Registry. Prior to ICDM, Diana was the Head of Members Relations of the Malaysian Directors Academy (MINDA).

Azilatul Haniza Ahmad Head of Learning & Development

Haniza is a qualified educator and learning specialist. She has spent over 20 years in the fields of varsity lecturing and corporate training, working in multiple sectors across major MNCs in Malaysia and the United Arab Emirates, such as Ernst & Young, Emirates Airlines, Petronas Leadership Centre, Malaysia Airlines and LimKokWing University. As the Head of Learning & Development for ICDM, Haniza's mission is to deliver globally-benchmarked director development programmes as part of the institute's core objective to enhance board effectiveness and the professionalism of directors.

Vivian Ko Shiau Ping Head of Research & Advocacy

Vivian brings with her diverse skills and experience ranging from research, knowledge management, process re-engineering, programme design to stakeholder relations and communications. Having worked with various professional organisations in Malaysia including PwC, ACCA and FIDE Forum, she has developed several key publications, built knowledge databases, managed awards and conferences, oversaw membership strategies & finances, board and assurance services. Spearheading research at ICDM, Vivian plays a central role in driving key studies on governance practices, trends and emerging issues as well as leads the advocacy efforts in elevating the voices of directors. She is a member of the Association of Chartered Certified Accountants (ACCA) and the Malaysian Institute of Accountants (MIA).



Michele Kythe Lim
President & CEO

Jackie Mah Soo Tean
Executive Vice President,
CFO & CRO

Diana Seow
Head of Membership

Azilatul Haniza Ahmad
Head of Learning &
Development

Vivian Ko Shiau Ping
Head of Research &
Advocacy



Abu Zafril Zakaria
Membership Manager

Khabirudeen Pulaver
Marketing & Business
Development Lead

Lina Liew
Branding &
Communications Lead

Norharyati Mohamad Elias
HR Lead & Certified Integrity
Officer (CeIO)

Nur Aziemah Mohamad
IT Lead

Bespoke Director Development Programmes jackie@icdm.com.my

Board & Directors Effectiveness Evaluation haniza@icdm.com.my

Looking for a New Board Member? dianaseow@icdm.com.my

Join ICDM Membership or Membership Support zafril@icdm.com.my

Voice your burning issues and key challenges faced by boards vivian@icdm.com.my

#TalktoUs

#YourFeedbackMatters

If there are questions you need answered, please send them to us too.

Your feedback, thoughts and questions will be used as part of our research and form the basis for our future programmes and initiatives. You are also most welcome to contribute your expertise and time to the director community. We look forward to embarking on this new journey of 'rebuilding' with you.

Institute of Corporate Directors Malaysia (1239276-V)

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