



**INSTITUTE OF APPROVED
COMPANY SECRETARIES**
[199601015175 (387525-X)]

PROGRAMME DETAILS:

Date : 12th November 2026, Thursday

Venue : Zoom Webinar

Time : 9.00 am - 1.00 pm



zoom

**4 CPE
POINTS**

ABOUT THE ORGANISER

INSTITUTE OF APPROVED COMPANY SECRETARIES (IACS), is a Professional Company Secretaries' body which was incorporated in Malaysia on 16th May 1996 as a company limited by guarantee and not having a share capital under the Companies Act. The Institute's objectives are to promote, encourage and advance the status and interest of the Company Secretaries profession in Malaysia. For more information about our training programmes, please visit www.iacs.org.my.

SPEAKER: Professor Dr Zubaidah Zainal Abidin (FCIS) (CS) (CGP)

Step into the world of Professor Dr Zubaidah a trailblazer who wears many hats. As a certified HRD Trainer, Council Member of Chartered Governance Institute of Malaysia Berhad, and Chartered Secretaries Malaysia, her credentials radiate excellence. With a fellowship in MAICSA and a role as an Associate Speaker for the MAICSA Training Programme, her expertise is sought after. Professor Zubaidah's mastery covers a spectrum of topics, from company secretarial practice to corporate governance audit, and boardroom dynamics to ESG reporting. Her illustrious career spans various educational institutions and esteemed positions, including Deputy Vice-Chancellor and Dean roles. With a Doctorate from Curtin University of Technology, she authored books, articles, and papers that define thought leadership. As a multi-faceted leader, Professor Zubaidah has cemented her legacy through affiliations with reputable committees and editorial boards, all while championing research grants and contributing to real-world policy improvement.

IACS WEBINAR 2026: FROM COMPLIANCE OFFICER TO GOVERNANCE PROFESSIONAL: AN EVOLVING PRACTICE PERSPECTIVE

Programme Overview

The company secretary's professional contribution is no longer defined solely by statutory filings, procedural administration and compliance assurance. Increasingly, boards require informed governance advice, sound professional judgement and effective support for decision-making, accountability and stakeholder confidence. Compliance remains the essential foundation; governance influence is the evolving contribution.

This programme examines the transition from compliance-focused practice to the wider responsibilities of a governance professional. Drawing on boardroom situations and practical governance tools, participants will explore how to strengthen board processes, communicate advice with confidence, uphold ethical standards and respond to emerging governance risks without overstepping the board's decision-making authority.

Learning Objectives

1. Explain how the company secretary's role has evolved from statutory compliance to broader governance advisory responsibilities.
2. Apply governance principles and regulatory awareness to support informed, accountable board decisions.
3. Strengthen advisory credibility through professional judgement, effective communication and constructive engagement with directors and management.
4. Recognise emerging governance challenges involving ESG, technology, cyber and data risks, stakeholder expectations and organisational resilience.
5. Support board effectiveness through better information flows, meeting processes, evaluation and stakeholder engagement.
6. Demonstrate ethical independence, integrity and sound handling of

sensitive governance issues.

7. Identify practical tools and actions for moving from reactive compliance to proactive governance support.

Programme Outline and Indicative Timing

Module 1: The Evolution of the Company Secretary: From Compliance to Governance

- Corporate governance foundations: accountability, transparency, fairness and responsibility
- The changing professional mandate: administrator, compliance specialist, governance adviser and trusted partner
- Distinguishing statutory responsibilities from wider governance contributions.
- Balancing compliance assurance with board decision quality and long-term value

Takeaway: Compliance is the foundation of professional credibility, not the limit of the role.

Module 2: The Company Secretary as a Trusted Governance Adviser

- Advising the board while respecting the respective roles of directors and management
- Building trust through independence, discretion, evidence-based advice and professional judgement
- Helping directors identify governance implications, options, risks and consequences
- Managing sensitive advice, challenging constructively and escalating concerns appropriately
- Illustrative scenario: advising a board when a technically lawful decision raises governance concerns.

Takeaway: Effective influence comes from credible advice, sound judgement and well-managed relationships.

Module 3: Governance and Compliance Excellence

- Regulatory and governance expectations relevant to company secretarial practice
- Connecting legal compliance, internal policies, board charters and governance processes
- Identifying gaps between formal compliance and effective governance outcomes
- Governance monitoring, reporting, follow-up and escalation
- Illustrative scenario: a compliant board process that produces weak decision oversight

Takeaway: Governance excellence requires more than checking whether procedures were followed.

Module 4: Navigating Emerging Governance Challenges

- ESG and sustainability oversight: board responsibilities and credible reporting
- Digital governance: AI use, cybersecurity, data privacy and information integrity
- Enterprise risk, crisis readiness and reputational consequences
- Changing stakeholder expectations and cross-border governance considerations
- Illustrative scenario: a technology incident with board-level governance implications

Takeaway: The governance professional helps the board anticipate emerging risks and ask better questions.

Module 5: Strengthening Board Effectiveness and Stakeholder Relationships

- Board agenda planning, decision-focused papers and reliable meeting records
- Supporting constructive discussion, challenge, dissent and effective boardroom dynamics
- Board evaluation, capability gaps and succession-planning support
- Communication among the chair, directors, management, shareholders and key stakeholders
- Illustrative scenario: managing incomplete board papers and unresolved follow-up actions

Takeaway: Strong governance support improves the conditions in which boards make decisions.

Module 6: Ethical Leadership, Professional Judgement and Governance Culture

- Integrity, confidentiality, objectivity and independence in company secretarial practice
- Recognising conflicts of interest, undue influence and ethical dilemmas.
- Promoting accountability, speak-up practices and

consistent governance behaviour

- Responding professionally when formal compliance and ethical expectations diverge
- Illustrative scenario: pressure to soften minutes or omit a material concern

Takeaway: Governance culture is shaped by how professionals act when the right course is difficult.

Module 7: Practical Tools for Governance Professionals

- Practical templates and frameworks for governance activities. Governance health-check indicators and a simple compliance-to-governance maturity lens
- Board agenda and board-paper quality checklist
- Decision and action tracking, escalation and governance reporting
- Personal capability development: advisory confidence, judgement and continuous learning
- A practical 30-day action plan to strengthen governance contribution

Takeaway: Professional evolution becomes meaningful when translated into measurable improvements.

Delivery Methodology

- Facilitator-led presentation with practical governance frameworks and concise explanatory examples.
- Illustrative Malaysian and international boardroom situations, used to prompt applied professional judgement.
- Practical checklists and a short personal action-planning exercise integrated into the session.

Who Should Attend

Company secretaries and assistant company secretaries; governance and compliance professionals; in-house corporate secretarial teams; governance consultants; aspiring company secretaries; and directors or board-support professionals seeking a stronger understanding of the governance advisory function.

Expected Learning Outcomes / Key Takeaways

- Practical checklists and a short personal action-planning exercise integrated into the session. A clearer understanding of the difference between meeting compliance requirements and enabling effective governance.
- Greater confidence in providing balanced, evidence-based advice to boards and senior management.
- Practical approaches to board effectiveness, ethical decision-making and emerging governance risks.
- A short, actionable improvement plan to elevate the participant's governance contribution.

ADMINISTRATIVE DETAILS :

Seminar Fees (per participant):

IACS members	RM 180.00
Retired / Student members	RM 150.00
Non-members	RM 210.00

***All registrations must be accompanied by full payment to secure your seat.**

The Continuing Professional Education (CPE) points awarded are recognized by the Suruhanjaya Syarikat Malaysia (SSM) under the 60% CPE points category. E-Certificate of Attendance will be issued to participants upon attending the entire duration of the webinar and receipt of full payment, by email.

Cancellation : No refund is entertained if participant decides to cancel their registration but a substitute is welcomed. Written notification of substitute's name must be received by IACS at least three (3) working days prior to the programme. Any difference in fee will be charged accordingly.

HRD Corp : No refund is entertained if participant has made payment and apply HRD Corp grant at the same time.

***Kindly take note of the revised application conditions (HRD-Corp) :**
Starting on 15th June 2026

- 1) Grant must be approved 14 days before the training starts.
- 2) Only 1 query allowed per application.
- 3) No modification of approved grant, a new application must be submitted, and the previous grant must be cancelled.
- 4) Appeals will no longer be allowed, make sure all documents are complete and accurate before submission.

***For further details, please visit HRD-Corp website or please contact HRD-Corp support centre.**

Disclaimer : The organiser reserves the right to change the speaker, date or to cancel the programme should unavoidable circumstances arise.

REGISTRATION & ENQUIRIES:

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Contact person: Ms. Nazrifa / Ms. Saffa

Participants who wish to apply for the HRD Corp grant do not need to make payment to us. Participants just need to apply for the training grant from HRD Corp and submit the Grant ID to us. We will claim directly with HRD Corp after the training. Participants are advised not to request for upfront payment during the grant application process.

REGISTRATION FORM

FROM COMPLIANCE OFFICER TO GOVERNANCE PROFESSIONAL : AN EVOLVING PRACTICE PERSPECTIVE

Please register before **6th November 2026 (Friday)** by email for the webinar
(Limited seats available, registration will be on first come, first served basis)

Name in block letters (as per NRIC):

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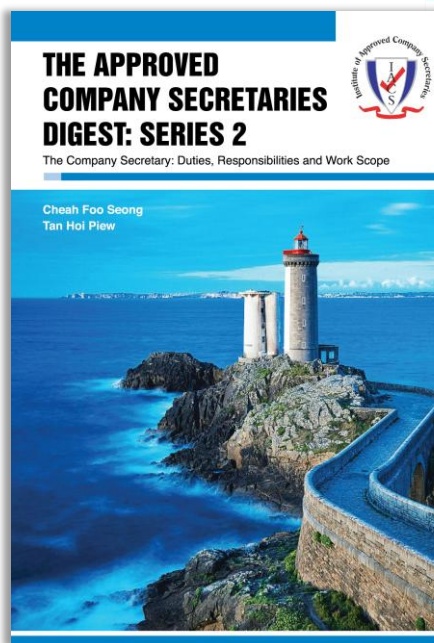
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THE APPROVED COMPANY SECRETARIES DIGEST: SERIES 2

The Company Secretary: Duties, Responsibilities and Work Scope



Institute of Approved Company Secretaries (IACS) was incorporated in Malaysia on 16 May 1996 as a company limited by guarantee and not having a share capital under the Companies Act.

Through the dedicated efforts of the IACS Publication Board, the Institute has published this second series of the IACS Digest Series entitled 'The Company Secretary: Duties, Responsibilities and Work Scope'. The objective of the IACS Digest Series is to provide IACS members with information on company law and practice and corporate governance and related areas through materials and publications designed in handy and readers digest format for easy reference and guidance in their secretarial work.

Authored by two IACS members, this book depicts and discusses the duties, responsibilities and work scope of the company secretary as required under the Companies Act, 2016, the various regulations and codes, beneficial ownership framework and other compliance requirements. In the book, the authors have included the latest amendments to the Companies Act, 2016, AML/CFT/CPF and TFS for DNFBPs and NBFIs Policy Document (effective 6th February 2024) where the company secretary is to be involved in assisting the board of directors to meet the compliance requirements in anti-money laundering.

Written in clear and simple language, it is hoped this book will provide the readers with an insightful knowledge of what the company secretaries are required to perform in the 21st century.



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**Published by: Institute of Approved
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		Self-collect (KL Office)	With Shipping – RM 10 (West Malaysia)	With Shipping – RM 15 (East Malaysia)		
The Approved Company Secretaries Digest: Series 2 The Company Secretary: Duties, Responsibilities and Work Scope	15.00	15.00	25.00	30.00		

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