

Employment Law Conference 2026

*Future-Proofing Work:
Law, Culture and the Modern
Employee Experience*



 @barcouncilc2026

 Bar Council ELC 2026

**Early Bird
Rates
Extended!**

 **23 and 24 Apr 2026**
(Thursday and Friday)
9:00 am to 5:30 pm

 **M Resort and Hotel**
Jalan Damansara, Bukit Kiara
60000 Kuala Lumpur

Early Bird Fees (until 20 Apr 2026)

Members of the Malaysian Bar	Members of the Sabah Law Society / The Advocates Association of Sarawak	Pupils in Chambers	Law Students	Non-Members
RM1,000	RM1,250	RM650	RM650	RM1,500
Regular Fees				
RM1,250	RM1,500	RM800	RM650	RM1,750

[Register here](#)

The Bar Council Industrial and Employment Law Committee (“IELC”) is organising the Employment Law Conference 2026 (“ELC 2026”). The conference aims to examine key developments in Malaysian employment law and the shifts driven by generational changes in the workforce; provide practical guidance on modern workplace issues such as harassment, reprimands, digital conduct, mental health and inclusivity; and equip participants with tools to address these challenges effectively. It also seeks to promote dialogue and collaboration among legal practitioners, employers, policymakers and other stakeholders; and to encourage forward-looking approaches that support fair, safe and productive work environments.

Who Should Attend?

- (1) Industrial Relations and Human Resource Practitioners;
- (2) In-House Legal Counsel;
- (3) HR Consultants, and Employee and Employer Representatives;
- (4) Members of the Malaysian Bar, Sabah Law Society and The Advocates Association of Sarawak; and
- (5) Pupils in Chambers and Law Students.

Programme

Day 1 (23 Apr 2026 – Thursday)

Time	Agenda
8:00 am to 9:00 am	Registration
9:00 am to 10:15 am	Opening Ceremony Welcome Address Co-Chairperson, IELC Opening Address Anand Raj, <i>President, Malaysian Bar</i> Keynote Address The Honourable Datuk Azman b Mohd Yusof, <i>Secretary General, Ministry of Human Resources</i>
10:15 am to 10:45 am	Morning Coffee Break
10:45 am to 11:45 am	Session 1 Future-Proofing the Workplace: How Ready Are We for the Changing Generation of Work? The modern workplace is undergoing one of the most significant generational shifts in history. With Gen Z entering the workforce, millennials stepping into leadership roles and technology reshaping how, when and where we work, employers face new challenges in attracting, retaining and engaging talent. This session will explore the legal, cultural and organisational implications of a multigenerational workforce — from evolving employee expectations and hybrid work arrangements, to emerging issues such as the right to disconnect, mental well-being, diversity and inclusion. It will also examine how employment laws are adapting and where gaps remain, as well as the strategies organisations may adopt to foster an inclusive and agile workplace. The discussion will also include practical steps to ensure organisations are ready for the changing generation of work. Speakers: <ol style="list-style-type: none">(1) The Honourable Dato’ Anand Ponnudurai, <i>Judge, High Court of Malaya, Kuala Lumpur (Civil Division)</i>(2) Datuk (Dr) Nora Manaf, <i>Chairman, Manaf Gardner Associates (“MGA”); Board Member, MBSB Group Berhad</i> Moderator: Janice Anne Leo , <i>Chairperson, Employment Law Conference 2026 Organising Committee; Member, IELC; Partner, Steven Thiru</i>
11:45 am to 1:00 pm	Session 2 Retaining Talent in the New Horizon: Evolution of Workplace Allegiances The shifting dynamics of the modern workplace have profound legal implications for how employers attract, engage and retain talent. Traditional notions of loyalty and long-term employment are giving way to values-driven, flexible and purpose-oriented engagement. As a result, organisations must adapt their employment frameworks to address new expectations around flexibility, autonomy and fairness. This session examines how employment law intersects with modern retention strategies — from contractual arrangements to evolving obligations related to flexible work arrangements, mental health and

workplace culture. It will also explore how flexibility, fair treatment and compliance with anti-discrimination and harassment laws contribute to sustaining trust and reducing attrition risks.

Speakers:

- (1) **Chen Fong Tuan**, *Chief People Officer, Valiram Group*
- (2) **Donovan Cheah Swee Kin**, *Co-Deputy Chairperson, IELC; Partner, Donovan & Ho*
- (3) **Zamir Hamdy Hamdan**, *Senior Manager, Human Resources Business Partner and Industrial Relations, Etika Sdn Bhd*

Moderator: **Wong Keat Ching**, *Co-Chairperson, IELC; Partner, Zul Rafique & Partners*

1:00 pm to 2:00 pm

Lunch Break

2:00 pm to 3:15 pm

Session 3

Bullying, Harassment and Reasonable Reprimands

What separates firm leadership from workplace bullying and harassment? In today's evolving workplace, delivering feedback is no longer just about correcting mistakes — it is about balancing accountability with sensitivity. This session explores what constitutes bullying, harassment and reasonable reprimands in the context of modern employment, particularly when managing different generations' expectations and communication styles. It will also examine how to maintain fairness, avoid claims of harassment and ensure that performance management remains both compliant and effective in fostering growth.

Speakers:

- (1) **The Honourable Tuan Paramalingam s/o J Doraisamy**, *Chairman, Industrial Court of Malaysia (Kuala Lumpur)*
- (2) **Santhi Latha**, *Dean, Rajah & Tann Asia Academy*
- (3) **Anishaa Sundramoorthy**, *Advocate and Solicitor, Sreenevasan*

Moderator: **Tham Li Vyien**, *Partner, Raja Darryl & Loh*

3:15 pm to 4:15 pm

Session 4

Artificial Intelligence and Environmental, Social and Governance Principles: Effective New Methods of Entrenched Practices

The modern workplace is undergoing rapid transformation as Artificial Intelligence ("AI") and Environmental, Social and Governance ("ESG") principles redefine how organisations manage people, compliance and accountability. This session explores how these forces are replacing outdated employment practices with smarter, fairer and more transparent approaches.

Speakers will discuss how AI is enhancing recruitment integrity and monitoring workplace conduct, and the legal and ethical challenges of algorithmic decision-making. The session will also explore how ESG frameworks are pushing employers to embed ethics and sustainability into everyday operations.

Speakers:

- (1) **Deepak Pillai**, *Partner, Christopher & Lee Ong*
- (2) **Dr Yeoh Ken Kyid**, *Director, Group Sustainability, Bursa Malaysia*

Moderator: **Donovan Cheah Swee Kin**, *Co-Deputy Chairperson, IELC; Partner, Donovan & Ho*

4:15 pm to 5:30 pm

Session 5

Transfers, Closures and Mergers: Handling Human Resources Effectively

Business restructurings — whether through transfers, closures or mergers — present complex human resources and legal challenges. This session examines how employers can manage these transitions lawfully and effectively while maintaining fairness and transparency.

The session will discuss statutory obligations under the Employment Act 1955, including the handling of continuity of service, accrued benefits and consultation requirements. It will also explore best practices for employee communication, managing redundancies or redeployments and mitigating the risk of unfair dismissal or trade dispute claims.

Speakers:

- (1) **R Jayabalan**, *Secretary, Malaysian Bar*
- (2) **Muhendaran Suppiah**, *Member, IELC; Partner, Muhendaran Sri*

Moderator: **Vijayan Venugopal**, *Member, IELC; Partner, Shearn Delamore & Co.*

5:30 pm

Evening Tea Break and Close of Day 1

Day 2 (24 Apr 2026 – Friday)

Time

Agenda

9:00 am to 9:30 am

Session 6

Role Play and Mock Disciplinary Action: From Complaint to Closure

This interactive session brings workplace discipline to life through role play and mock scenarios. Participants will witness the whole journey from complaint to closure, exploring proper procedures, common pitfalls and legal missteps along the way. The session will examine, through realistic skits, how conversations in the workplace can cross legal or ethical lines — particularly in relation to inclusivity — covering topics such as neurodiversity, gender and identity. The discussion will also unpack how age and gender perspectives influence perceptions of conduct and disciplinary action.

Presented by **Young Lawyers practising in Industrial Relations**

9:30 am to 10:30 am

Session 7

Sexual Harassment and Inappropriate Behaviour: Complaints to Consequences

Addressing sexual harassment in the workplace requires more than just policy — it demands a comprehensive, sensitive and legally sound approach. This session will examine the key provisions of the Anti-Sexual Harassment Act 2022 and recent case law, employer and vicarious liability risks, and the importance of clear internal procedures. Participants will gain insight into the requisite standards of protection today, investigation techniques that protect the rights of all parties, as well as strategies for restoring confidence and rebuilding trust after an incident.

Speakers:

- (1) **The Honourable Puan Roz Mawar Rozain**, *Judge, High Court of Malaya (Seremban)*
- (2) **Puan Nurshuhaida bt Zainal Azahar**, *Head, Claims and Legal Section, Tribunal for Anti-Sexual Harassment*
- (3) **Lee Sze Ching (Ashley)**, *Partner, Gan Partnership*

Moderator: **Brenda Rangithan**, *Co-Chairperson, Gender Equality and Diversity Committee, Kuala Lumpur Bar Committee; Partner, Mohanadass Partnership*

10:30 am to 11:00 am

Morning Coffee Break

11:00 am to 12:30 pm

Session 8

Obligations vs Expectations: Advocating Work-Life Balance and Well-Being

The modern workplace increasingly values flexibility, mental health and holistic well-being. As a result, the balance between legal obligations and employee expectations continues to evolve. This session examines how Malaysian employment law intersects with the growing demand for work-life balance, the right to disconnect and employer initiatives to promote well-being.

Speakers will explore how employers can fulfil their statutory and common law duties while fostering mutual trust and confidence in employment relationships. The session will also address the legal and practical boundaries of flexible work, mental health policies and wellness initiatives — ensuring that support for employee well-being aligns with operational needs and legal compliance.

Speakers:

- (1) **Cynthia Junavence**, *Legal Director, Labour and Employment, APAC, Baker Hughes*
- (2) **Larissa Ann Louis**, *Member, Bar Council; Partner, Azri, Lee Swee Seng & Co*
- (3) **Natasha Sim**, *Partner, TurksLegal (Australia)*

Moderator: **Yong Hon Cheong**, *Partner, Zaid Ibrahim & Co*

12:30 pm to 2:30 pm

Lunch Break

2:30 pm to 3:30 pm

Session 9

Social Media, Cancel Culture and Employee Discipline

In the age of social media and limitless connectivity, an employee's off-duty conduct can quickly become an employer's reputational crisis. This session examines where the boundaries lie when addressing online behaviour, from controversial posts to participation in "cancel culture" debates. The session will explore the limits of privacy and free speech in the employment context, legal risks of disciplinary action, and the role of clear policies in guiding both employers and employees. The session will also discuss strategies for managing public backlash while ensuring fair, consistent and legally defensible decision-making.

Speakers:

- (1) **The Honourable Puan Pravin Kaur Jessy**, *Chairman, Industrial Court of Malaysia (Kuala Lumpur)*
- (2) **Adrienne Sena**, *Advocate and Solicitor, Steven Thiru*
- (3) **Christina Lau Zhi Yan**, *Partner, Mah-Kamariyah & Philip Koh*

Moderator: **Teng Wei Hun**, *Advocate and Solicitor, Skrine*

3:30 pm to 5:00 pm

Session 10

Beyond Compliance: Building Trust, Fairness and Resilience in the Modern Workforce

Compliance is only the starting point for creating a resilient and future-ready workforce. This session examines the most pressing regulatory updates that came into force in 2025 and offers recommendations for strengthening Malaysian employment laws to meet emerging challenges. The session will explore the evolving work models, such as the gig economy, and how employers can balance flexibility with fair treatment and workers' rights. Moving beyond minimum legal standards, participants will learn how to develop company policies that embed trust, fairness, dignity and diversity into everyday practice, ensuring both legal compliance and long-term organisational strength.

Speakers:

- (1) **The Honourable Dato' Dr Punitha Silivarajoo**, Deputy Director General (Policy and Development), Legal Affairs Division, Prime Minister's Department
- (2) **Rajeswari Karupiah**, Partner, Rosli Dahlan Saravana Partnership
- (3) **Lia Alizia**, Principal, Alizia & Partners (Indonesia)

Moderator: R Ravindra Kumar, Member, IELC; Consultant, Skanthan Kumar Chambers

5:00 pm to 5:15 pm

Closing Ceremony

Closing Address:

- (1) Co-Chairperson, IELC
- (2) **Janice Anne Leo**, Chairperson, Employment Law Conference 2026 Organising Committee; Partner, Steven Thiru

5:15 pm to 6:00 pm

Evening Tea Break

6:00 pm to 9:00 pm

Cocktail Reception

Terms and Conditions

Event Policy

Places are limited and registration is on a first-come, first-served basis. The registration for this session will close on **20 Apr 2026 (Monday)**, at **12:00 pm**.

For events with registration fees, all payments must be made in advance, including bank charges. Registration will be confirmed once proof of payment is provided by email or fax, and full payment is received.

The organiser reserves the right to modify, cancel or postpone the event, should circumstances arise that make such action necessary, whereupon all registration fees paid will be refunded.

Cancellation

Cancellations must be made in writing.

Please note that there will be **no refunds** for cancellations, but substitutions are allowed. Kindly inform us in writing with the relevant details at least **three** days in advance.

If you have failed to inform the organiser on your cancellation for three consecutive times, you may be blacklisted for future events.

Transferral

You are allowed to transfer your place to another participant, but you must notify the organiser with the necessary details at least three days in advance.

Attendance

CPD points for the CPD Scheme will not be awarded to lawyers and pupils in chambers from Peninsular Malaysia who arrive more than 15 minutes late, are not present throughout the event, or leave before its scheduled end.

Privacy

The personal information that you provide to the Malaysian Bar, whether now or in the future, may be used, recorded, stored, disclosed or otherwise processed by or on behalf of the Malaysian Bar for the purposes of facilitation and organisation of this event, research and audit, maintenance of a participant database for the promotion of this event, and such ancillary services as may be relevant.

Disclaimer

- ◆ Materials (if any) will be emailed only. No printed notes will be provided.
- ◆ No recording of the event is permitted via any means at any time.
- ◆ No part of the event content may be used / reproduced in any form without the written and explicit consent of the Malaysian Bar and speaker(s).



Organised by:
Bar Council Industrial and Employment Law Committee ("IELC")

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Issued by:
Karthigesan Shanmugam and Wong Keat Ching
Co-Chairpersons, Bar Council Industrial and Employment Law Committee

Employment Law Conference 2026

23 and 24 Apr 2026 | M Resort and Hotel

Speakers and Moderators Reveal

Session 1

Future-Proofing the Workplace: How Ready Are We for the Changing Generation of Work?



The Honourable
Dato' Anand Ponnudurai



Datuk (Dr) Nora Manaf



Moderator:
Janice Anne Leo

Session 2

**Retaining Talent in the New Horizon:
Evolution of Workplace Allegiances**



Chen Fong Tuan



Donovan Cheah Swee Kin



The Honourable
Tuan Paramalingam s/o J Doraisamy



Santhi Latha



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Moderator:
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Anishaa Sundramoorthy



Moderator:
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Session 3

**Bullying, Harassment and
Reasonable Reprimands**

Session 4

**Artificial Intelligence and Environmental, Social and Governance Principles:
Effective New Methods of Entrenched Practices**



Deepak Pillai



Dr Yeoh Ken Kyid



Moderator:
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Session 5

**Transfers, Closure and Mergers:
Handling Human Resources Effectively**



R Jayabalan



Muhendaran Suppiah



Moderator:
Vijayan Venugopal

Session 7

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Christina Lau Zhi Yan



Moderator:
Teng Wei Hun



Lia Alizia



Moderator:
R Ravindra Kumar