

BOARD
EDUCATION

The mission of the Education Committee is to support ecoDa members by developing and organising high quality director training programmes with a cross-border perspective. The aim of these programmes is to encourage the Europeanisation of the boardroom and promote wider understanding of international corporate governance. ecoDa programmes seek to complement but not compete with director training programmes offered by national institutes of directors. The Education Committee also facilitates the development of a network of European directors with a specific interest in cross-border directorship and boardroom effectiveness.



The purpose of this document is to offer a unique overview of the different flagship programmes run by ecoDa's member institutes and tailored to board members across Europe. It accordingly provides a snapshot of our existing board education / certification programmes within our 22 member institutes.

Our objective is to share and foster the best in class education practices, clearly distinguish ourselves from competitors and thus be fully effective in our respective marketplaces.

This booklet is a useful tool for the member institutes to consistently improve the competitiveness of their offering and to stimulate for sharing good practices more extensively and systematically.

The design of training courses for board members requires constant adjustments in order to respond to market needs and the growing expectations of the civil society at large.



Therefore, this booklet will be regularly updated through timely reviews and updates.

Jean Coroller, Chair of ecoDa's Education Committee

Jan Wesseldijk, ecoDa's chair

CONTENTS

OVERVIEW	6
COUNTRY PRESENTATION.....	8
1. Baltic Institute of Corporate Governance	8
2. GUBERNA – Belgium	11
3. IFA – France.....	15
4. VARD – Germany	19
5. SDA – Slovenia.....	21
6. StyrelseAkademien – Sweden	25
7. Swiss Institute of Directors –Switzerland	29
8. ILA – Luxembourg	31
9. ICA – Spain	35
10. NCD – The Netherlands	36
11. IOD – The United Kingdom	38
12. BLS – DENmark	43
13. NEDcommunity – Italy.....	49

Full Members Offering Education Programmes

BICG	Baltic Institute of Corporate Governance
BLS	Denmark
GUBERNA	Belgium
ICA	Spain
IFA	France
ILA	Luxembourg
IOD	The United Kingdom
NCD	The Netherlands
NED	Italy
SA	StyrelseAkademien Sweden
SDA	Slovenia
SID	Switzerland
VARD	Germany

Full Members Not Offering Education Programmes

DIF	Finland
SI	Norwegian
AAI	Romania

Affiliated Members

IOD-M	Malta
IOD-C	Cyprus
CGIA	Albania
AIoD	Armenia
FAE	Portugal
MIoD	Macedonia

OVERVIEW

	Baltic Institute of Corporate Governance	Belgium: GUBERNA	France: IFA	Germany: VARD	Denmark: Board leadership society	Luxembourg: ILA The Luxembourg Institute of Directors
CERTIFICATION	Yes (2)	Yes (4)	Yes (4)	Yes (1)	Yes (8)	Yes (2)
Duration	4-6 days (depending on the certification)	2-6 days (depending of the certification) in total 11 days	10-13 days (depending of the certification)	E-learning	From 2 to 16 Days depending on the programme	Maximum period of two years
Language	English	French & Dutch	French	German	Danish	English
Requisite	Members & non-members (depending on the certification)	Members only	Members & non-members	Members & non-members	Members & non-members	Members only
Certifications	•	•	•	•	•	•
Programme addressing specific function/role	•	•	•		•	•
Programme addressing specific topic		•	•	•	•	•
Programme addressing soft skills		•	•			

	Slovenia: SDA Slovenian Directors Association	Spain: ICA	Sweden: Styrelse Akademien	Switzerland: SloD Swiss Institute of Directors	Italy: Nedcommunity	THE Netherlands: NCD	UK: IOD
CERTIFICATION	Yes (2)	Yes (1)	Yes (3)	Yes (1)	Yes (1)	Yes (2)	Yes (2)
Duration	3 days training & oral exam	8 full days	1-2 days (depending on the certification)	15 days	12 days	7-8 days (depending on the certification)	3-5,5 days (depending of the certification)
Language	Slovenian	Spanish	English	English	Italian	English	English
Requisite	Members and non- members (depending on the certification)	Members and non- members	Members and non- members	Members only	Members and non- members	Members and non- members	Members and non-members
Certifications	•	•	•	•	•	•	•
Programme addressing specific function/role	•		•	•	•	•	•
Programme addressing specific topic	•	•	•	•	•	•	•
Programme addressing soft skills							

COUNTRY PRESENTATION

1. BALTIC INSTITUTE OF CORPORATE GOVERNANCE



Rytis Ambrazevičius | rytis@bicg.eu | +370 698 17011

I. CERTIFICATIONS

a. Board Member education Certificate



b. Chair Education Programme

Content: Best principles of Corporate Governance, providing strong basis for their practical implementation.

Duration: 3 sessions, 2 full days each (6 days in total)

Language: English

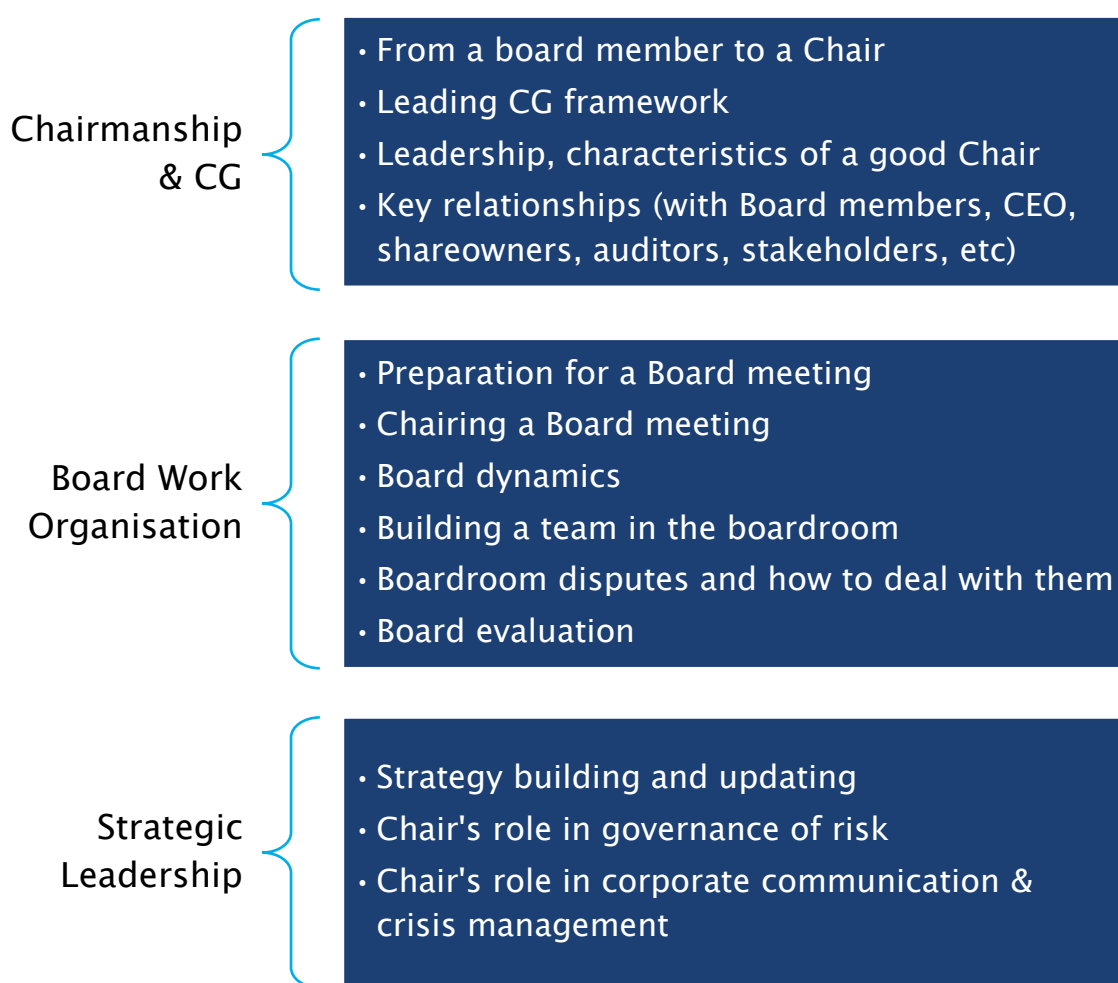
Prerequisite: Accessible to non-members

Link: click [here](#)

c. Chair education programme

Frequency: every two years

Language: English



Link: click [here](#)

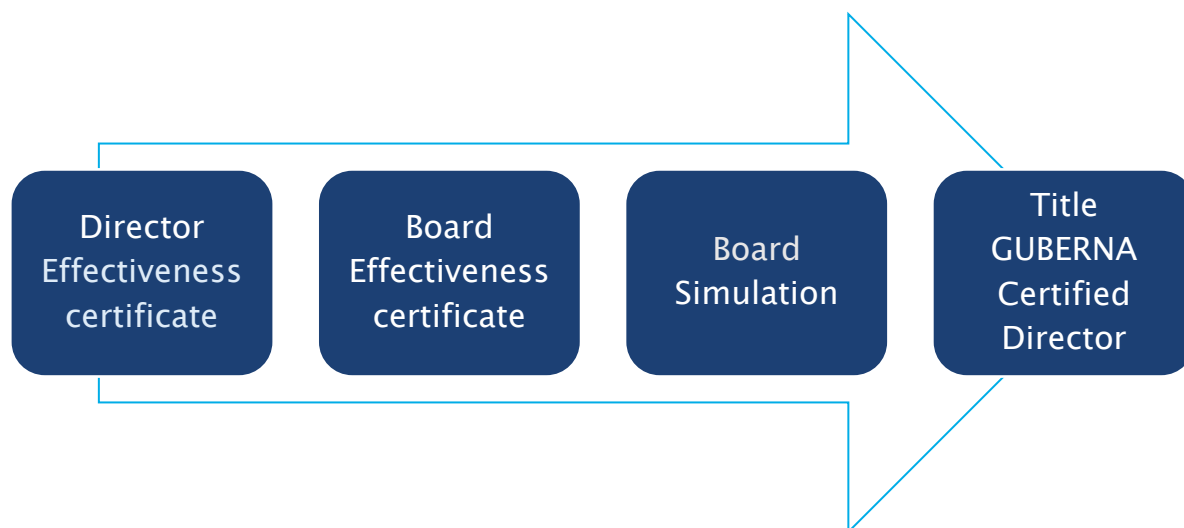
II. PROGRAMMES WITHOUT CERTIFICATION:

	Content	Duration	Language	Price
Corporate governance education for civil servants	– Introduction to CG – CG structure – Shareholders and stakeholders – Transparency in the company activities – Publication of information and preparation of reports – Functions of the board – Effective Board: composition and structure – Methods of Board work – Board procedure	Four days	Local Language	Free of charge

2. GUBERNA – BELGIUM

Abigail Levrau | abigail.levrau@guberna.be | +32 499 10 45 60

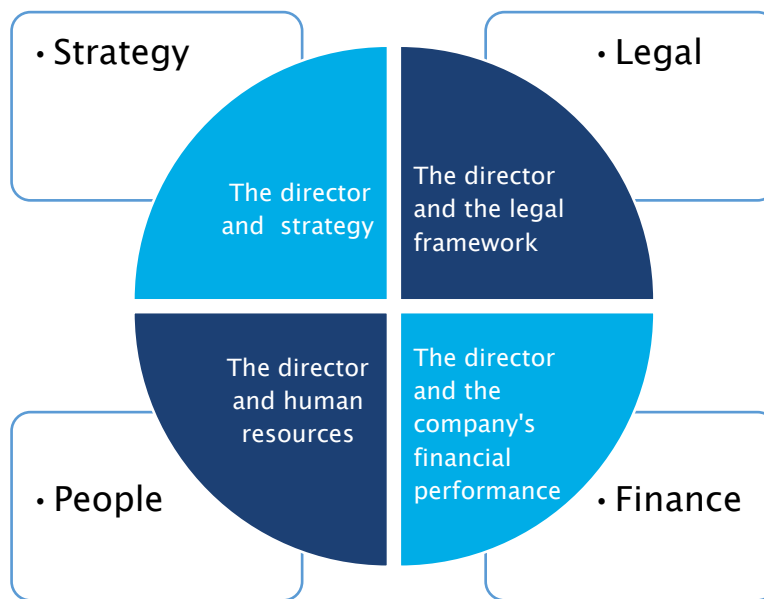
I. CERTIFICATIONS



a. Director Effectiveness certificate:

Duration: 3 days

Language: French and Dutch



b. Board Effectiveness certificate:

Content: main topics:

- a. Optimal governance model : CG-tripod (positioning the Board of Directors)
- b. Ingredients of board effectiveness
 - Board's role : strategy, monitoring and leadership (including executive remuneration)
 - Board composition
 - Board functioning
 - Board evaluation
 - Board remuneration
- c. Board's liabilities and D&O insurance

Each (sub) topic is tackled from a legal and conceptual perspective complemented with practical point of view (testimonial, or case)

Duration: 6 days

Language: French and Dutch

c. Board Simulation

Similar module as the one provided by IFA, Based on the methodology of the Collège des administrateurs de sociétés de l'Université Laval (Québec), but

adapted to the Belgian Context. Accessible, preferable, if the certifications (1) & (2) are completed.

Duration: 2 days (residential programme)

Language: French and Dutch (board package in English)

d. Titre “GUBERNA certified Director”

Attendants who successfully completed the 3 first steps, and fulfilled all of the following requirements:

- Being a member of GUBERNA (paid contribution)
- Sign the “[charte de l’administrateur GUBERNA](#)”

Being aware of the certification procedure and following trainings to obtain 30 points every 3 years

II. OTHER PROGRAMMES WITHOUT CERTIFICATION

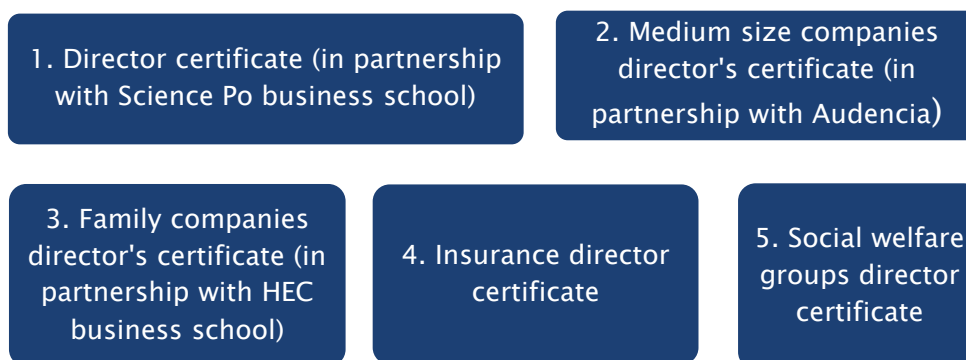
	Content	Practical information
The Board in the financial sector	Executive program on CG, theory and practice. Module 1: Financial landscape and regulatory outlook (1 day) Module 2: Governance of the financial institutions (3 days) (Module 3: Operations of a financial institution and risk management (2 days)	Duration: 6 days Language: English Website: page
In company training	(on demand) Tailor made programmes for companies regarding governance-related topics	Visit the website for more information
Interactive sessions for SMEs	Programme aimed at SME-entrepreneurs about the added value of a board to foster growth.	7 sessions in 2020: check the calendar Language: Dutch and French
Webinars for social profit organisations	Programme aimed at key decision makers in social profit organisation on how to implement good governance in their organisation	Four webinars Language: Dutch and French
Audit Committee programme	Specialized programme for (potential) members of Audit Committees	2 yearly i.c.w. IBR/IRE 3 ½ days sessions Language: Dutch and French Visit the website

3. IFA – FRANCE



Agnès Rémond | former@ifa-asso.com | +33 1 80 05 62 36

I. CERTIFICATIONS



a. Director certificate (in partnership with Science Po business school)

In addition a module has to be chosen among:

- Director of medium sized companies
- ecoDa: New governance challenges for board members in Europe
- Banking governance

Duration: 13 days

Language: French

b. Medium size companies director's certificate (in partnership with Audencia)

Modules

Governance Fundamentals

Financial & Economic Performance

Strategy & Risk

Remuneration & Evaluation

Board member non executive posture

Board Simulation

Duration: 12 days (over 6 months)

Language: French

c. Family companies director's certificate (in partnership with HEC Paris)

Modules

Introduction

Family & Organisation

Leadership & Family

Governance & Asset Management

Governance & Strategy

Finance & Governance

Strategy Implementation

Duration: 12 days (over 4–5 months)

Language: French

d. Insurance company director's certificate

Modules	Perspective on the insurance sector including regulatory frameworks
	Practice and Functioning of the Board of Directors
	Strategy, Finances, and Audit
	Risk Management and Solvency II
	Collegial Dynamic of the Board
	Board Simulation

Duration: 13 days (over 7 months)

Language: French

e. Social protection group director's certificate

Modules	Director and Complementary Social Protection
	Practice of Board Operations
	Strategy, Risk Management, and Value Creation
	Difficult Situation in a Board of Directors
	Solvency II and Strategy
	Culture and Posture in a Board of Directors

Duration: 13 days (over 7 months)

Language: French

II. OTHER PROGRAMMES:

	Content	Duration & language	Link
French Corporate law and Governance	– Basic principles of French corporate law – Focus on board practice – Financial and audit specificities – Focus on director and senior executive compensation – The cultural background	Half a day in English	<u>French corporate law and Governance</u>
New governance challenge for board members in Europe	New governance commitments for board members in Europe: compare, have a discussion and for updates	Two days in English	<u>New governance challenge for board members in Europe</u>

In addition to these 2 programmes in English, 20 other programmes in French, from half a day to two days, organised around four main themes:

- Board members and corporate governance
- Committees of the board
- Board member for every organization
- Non-executive posture and personal impact

Tailor-made training courses on these themes are designed to address specific issues and are offered to Board of Directors and organisations wishing to professionalise their governance.

4. VARD – GERMANY

Volke Wiedmeyer | volkerwiedmeyer@hotmail.de | +49 173 3000 687



I. CERTIFICATION

Certificate for Supervisory Board Members

Content: Test prep E-learning (in 9 categories from strategy to compliance). About 700 minutes of learning materials developed in cooperation with University of Hamburg. Programme is operated and executed by German Board Room GmbH

Duration: 3 hours Certificate test (108 multiple choice questions in 9 categories)

Language: German

Prerequisite: Membership is not mandatory, but certificate test candidate test candidates must meet VARD membership criteria.



I. OTHER PROGRAMMES:

	Content	Language	Link
Digital Transformation	E-Learning: A digital expert from SAP SE introduces the subject online in several small video sequences.	German	https://www.vard.de/en/digital-transformation/
	Q&A Session: The digital expert comes to a panel session for 2-3 hours. Workshop: VARD offers to support in the organization and execution of a company-specific digital transformation' workshop in the target company.		
CyberResilience (with BOSCH)	Same format as for digital transformation programme with an expert from Bosch	German	https://www.vard.de/en/cyber-resilience/

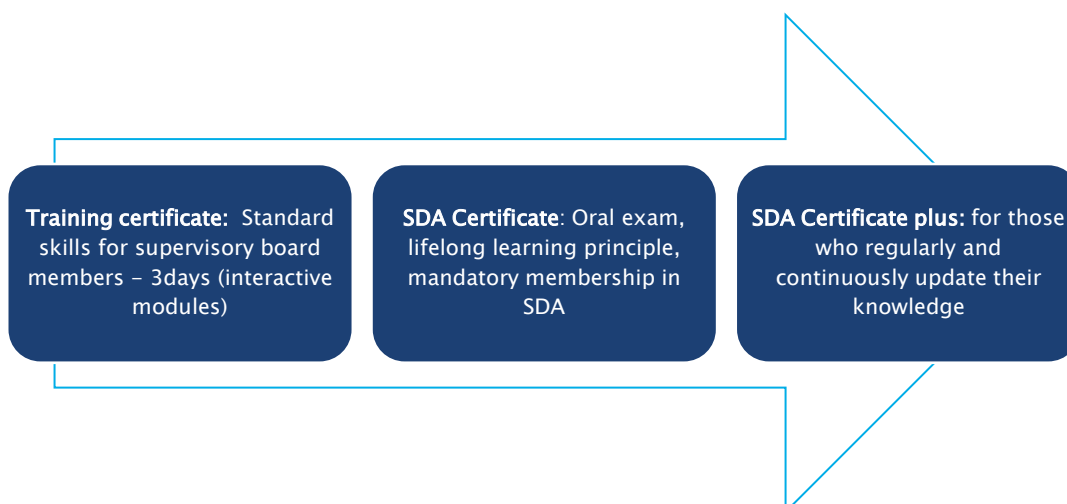
5. SDA – SLOVENIA

Rada Sibila | rada.sibila@zdruzenje-ns.si | +386 41 232 595



I. THE DIRECTORS' CERTIFICATION

The Directors' Certification is a procedure of obtaining a professional qualification pursuant to the pre-set curriculum program exhibiting a certain level of qualification for the boards' work.



a. Training certificate

- 3-day training course: 3 interactive modules which are run by local practitioners and experts with board experiences.

Modules:

- Governance: Corporate governance & corporate law; Supervisory board's role and responsibilities, Independence and managing conflicts of interest; Professional Ethics

- Finance: Fundamentals of Finance and Accounting, Company's financial oversight for supervisory boards; Auditors and internal Audit, Audit Committee; Risk Management; Role of supervisory board in company insolvency
- Strategy; Executive Directors' Recruitment; Supervisory Board Evaluation; Communication for Supervisory Boards

Content:

- Provides the participants with the essentials ability to perform their function as a supervisory board member in the most efficient manner. The program covers the role and responsibilities of SB members as well as their key duties in the major legal and regulatory framework of corporate governance.
- it is required to attend all thematic clusters at a 3-day training course, which has been acknowledged by the Ministry of Economic Development and Technology of the Republic of Slovenia;
- the training certificate is obligatory for supervisory board members who have been appointed in such bodies in SOEs managed by [Slovenian Sovereign Holding](#);
- introduction to the function of a supervisory board member, upgrading Knowledge and preparation for the exam to obtain the **SDA Certificate**;
- upon the completion of training, one obtains a **"Training certificate for supervisory board members and board of directors"**;
- entry in the public register of holders of the [Training Certificate for SB members](#).

b. SDA Certificate

- oral exam – verification of one's professional competences by thematic clusters from training;

- previous attendance at the 3-day training is not obligatory;
- commitment to comply to the [SDA Code of Professional Ethics](#) (mandatory membership in SDA);
- by obtaining the SDA Certificate, one at the same time obtains the "Training certificate" for supervisory board members;
- entry in the **register of holders** of the ["SDA Certificate"](#) and the register of holders of the ["Training certificate"](#);
- invitation to attend the Meeting of certified directors (alumni club);
- the SDA Certificate must be renewed every two years (lifelong learning principle);
- professional qualification is presented in cooperation with the Slovenian Chamber of Commerce and Industry and the Slovenian Sovereign Holding.

c. SDA Certificate Plus:

Upgrade of the SDA Certificate. Rewarding individuals who have regularly and continuously updated their knowledge in the field of supervisory boards and corporate governance in last 6 years or has joined ecoDa Corporate Governance module in Brussels.

Online public registry of individuals with different levels of directors' certifications.

Language: Slovenian: English version possible only for the SDA Certificate; for the Training certificate it can be « tailor made » for a specific need.

Prerequisite:

- **Training certificate** accessible to all;
- **SDA Certificate** – members only;
- **SDA Certificate Plus** is an upgrade of the SDA Certificate

II. PROGRAMMES WITHOUT CERTIFICATION – OTHER PROGRAMMES

Different training activities for members of supervisory boards, directors and members of committees:

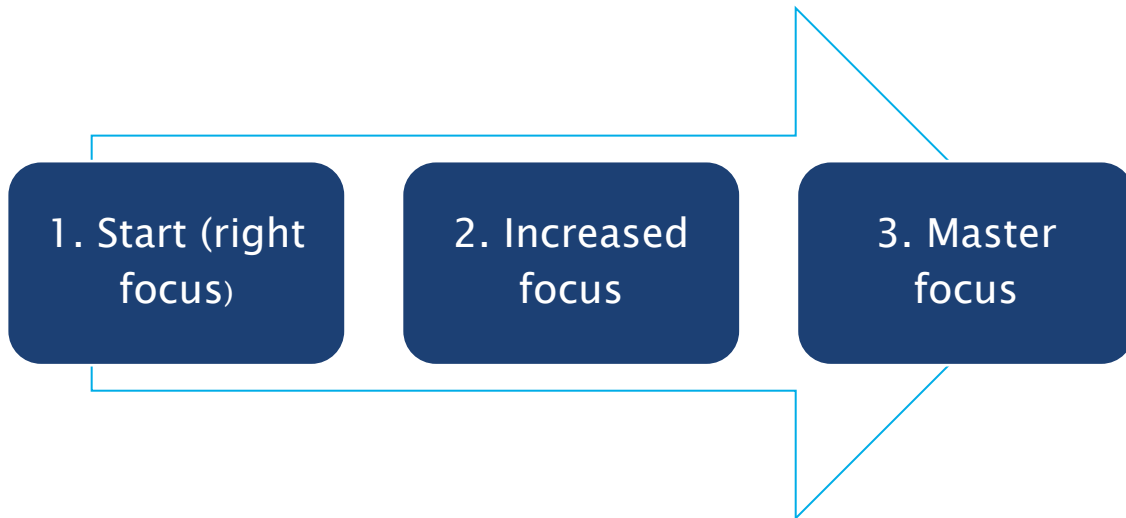
- trainings for boards secretaries;
- trainings for audit committees;
- trainings for workers representatives in supervisory boards;
- seminars and workshops on different topics: remuneration, supervisory board evaluation, conflict of interests...;
- The Chairmen forum – for supervisory board chairmen;
- The Corporate Governance Conference.



6. STYRELSEAKADEMIEN – SWEDEN

Maria Öhman | maria.ohman@styrelseakademien.se | + 46 72 331 0224

I. CERTIFICATIONS



a. Start (right focus)

➔ ONLY THE “DIRECTOR COMPANY DIRECTORSHIP” IS IN ENGLISH

- a. SME's
- b. Listed Companies
- c. Municipality Owned Companies
- d. Effective Company Directorship (In English)



Duration: 2 days

Content: Practical tools needed to enable active boardroom participation and to contribute to a company's growth and development. This certificate training course is useful to board members, business owners, CEOs, or anyone engaging in boardroom-activities.

Duration: 1 day

Internet link: <http://www.styrelseakademien.se/styrelseutbildningar/ratt-fokus-grundutbildning/Effective-company-directorship/>



b. Increased focus – 5 topics – 1 day each

ATTENDANTS CAN CHOOSE AMONG THESE TOPICS

Director's role	• Director's nomination • Creation of value with the board • How to develop relations
Nomination committee	• Candidature process (4 steps)
Finance	• Cash flows, industry analysis, key data, and implementation suggestions
Board's Strategy	• Different level of strategy, working groups, tailor made approaches
Sustainability	• Definition, how to integrate it in the CG, focus on culture (rather than tools & process) Worldwide reality Case studies

c. Master focus– 4 day

Governance	• Assignment of role and board composition • Effectiveness of the board
Risk management	• Managing internal/external crises
Finance	• Funding, acquisition and taxes • Successful acquisitions • Takeover bid
CEO recruitment	• Replace and recruit a CEO
Strategy	• Role of the board in the strategy

7. SWISS INSTITUTE OF DIRECTORS – SWITZERLAND



Colina Frisch | colina.frisch@unisg.ch | +41 (0)71 224 30 93

I. CERTIFICATIONS

BoD Certification Programme

held in German, approx. 40 participants. Launched in 2017. In order to be certified, a paper has to be presented and discussed at the end. 7 modules of bi-monthly 2 days (Fridays and Saturdays) in Lucerne and St.Gallen. Next year new: International BoD CAS (in English) on four continents (each module four days).

Compliance	• Legal & Ethical Compliance
Strategic Direction	• Owner Strategy • Strategic directives • Strategic Management
Strategic Control	• Financial Planning • Internal & External Auditing • Integrated Reporting
HR Governance	• Nomination • Performance Review • Remuneration • Succession Planning
Board Leadership	• Governance of Innovation • Opportunity & Risk Oversight • Governance of Business Development
Governance of Communication	• Governance of Digitalization • Board & Management Information System • Board Audit

II. PROGRAMMES WITHOUT CERTIFICATION

Board education programmes	For international companies in English in Geneva, for Companies in French speaking part in Lausanne, for Companies in German speaking part at Zurich Airport (6 Friday monthly evenings)
Workshops	on CG, digitalization, AI, Analytics, Cyber security and IT in Brussels
Board Seminars outside Switzerland	in Frankfurt/Main, Luxembourg, Shanghai, Vaduz and Vienna
17 Board Seminars in French, German and Italian	the role of the chairperson, the role of the corporate secretary, corporate governance for women on board

8. ILA – LUXEMBOURG

Véronique Vansaen | v.vansaen@ila.lu | +352 691 104 214



I. CERTIFICATIONS

a. Certification program for Directors

Module The Essentials Universal

Content: This module covers the general aspects of director's responsibilities whatever legal or regulatory framework they operate in. For this program ILA has partnership agreements with multiple organisations that offer relevant training modules and certification: INSEAD, GUBERNA, IFA, IoD, INTERFIN FORUM/ DEUTSCHE BÖRSE

Language: depending of the chosen institute

Prerequisite: depending of the chosen institute

Governance	• General governance and director's responsibilities
Strategy	• Reviewing and approving growth strategies
Finance	• Financial Analysis
Soft skills	• Overview of basic knowledge and required skills
Practice	• How to make boards effective

Module The Essentials Luxembourg

Content: Sustainability and integrity are two very high-profile subjects on which Luxembourg is taking a leading stance in Europe and which ILA is actively driving into the Boardroom. Distinguished guest speakers will share with you their personal experiences as Directors of dealing with real integrity issues that their Boards had to face, with clear learning messages.

Duration: 2,5 days (+0,5 day optional module)

Course format: The in-person part of the course is delivered over nine intensive interactive modules which are run by Luxembourg practitioners and experts. Throughout all modules, the emphasis of this course will be on "what to ask, what to do" from a Director's point of view. Guest speakers who have been through the issues presented will give you access to experience and learning points. Practical interactive exercises have been designed to get you 'doing', not just 'sharing'.

Prerequisite: This program is open to executives and directors who fulfil **at least one** of the following three conditions:

- Successfully completed the 1st module of the ILA certification program for directors;
- Acted as an executive, or a non-executive board member of companies having effective economic activities for at least five years; or
- A relevant executive management or board exposure experience within board of directors or committees of the board for at least five years

Language: English



b. Certification for company secretaries:

Program outline and certification requirements:

- 2 Pillars of four mandatory modules each: Pillar 1 must precede Pillar 2
- To qualify for the Certificate, all 8 modules must be completed within a limited timeframe of 3 years, and the exams must be passed successfully
- Limited to 15 participants per module, for enhanced interaction
- Priority will be given to candidates who commit and register for the full program
- Modules can also be taken individually – outside of the full certification program
- Modules and exams are conducted in English
- Exams (each Pillar will be assessed by a 2-hour multiple choice exam, exam sessions will be held twice a year (January & July), exams are limited to 2 attempts)
- Mandatory CPD credits to be accumulated after certification: 6 hours of training per year

Language: English

Prerequisite: Open-entry: no previous specific qualification or experience is required to enter



II. PROGRAMMES WITHOUT CERTIFICATION

	Content
Basic training	– ILA bootcamp: Fundamentals of Luxembourg CG – Effective Minute Taking – Financial reporting for directors – Introduction to Sustainability
Advanced training	– The Essentials Luxembourg – Challenge of the NED, Sustainability, Integrity, Cybersecurity
Expert training	– a range of training based on activity sector (Bank, Funds, etc) or on Company type (PME, Subsidiaries, etc)
Soft Skills	- Improving personal impact in the boardroom - Effective chairing skills - Board simulation - See more on the website

9. ICA – SPAIN

Juan Alvarez | jalvarezv@iconsejeros.com | +34 639 11 76 11

I. CERTIFICATION

Duration: 8 full days

Language: Spanish

Prerequisite: It is not mandatory to be an IC-A member to access the Board



Director Training courses, however ICA members have a 30% discount which makes it rather appealing to become a member.

II. PROGRAMMES WITHOUT CERTIFICATION

The IC-A Diploma Course (2 Days) One call per year. To access: candidates have to prove more than 10 years of career as Board Director. Submission of CV to IC-A, and Professional Development Committee decides whether or not candidate can directly access Diploma Course. Candidates having successfully passed IC-A Certificate can access Diploma Course directly.

10. NCD – THE NETHERLANDS

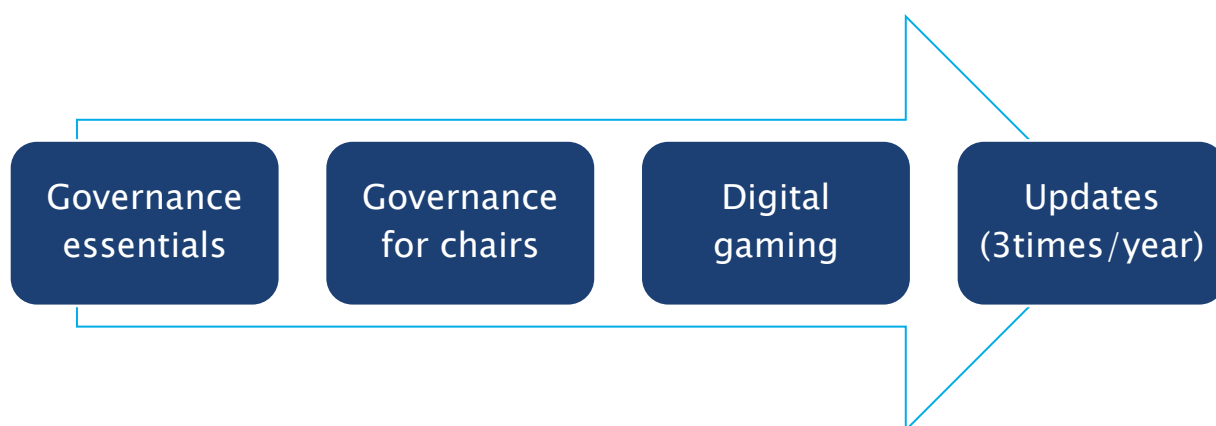
Gerard Citroen | gerardcitroen@ncd.nl | +31 6 111 886 85



I. CERTIFICATIONS

Prerequisite: Not mandatory to be a member of NCD to join the certification programme

Volumes of NCD's programmes: from 9 to 30 participants. The education offer comprises:



a. Governance essentials

In September 2019 starts edition 16.

E-learning programme (1 day)

Focus: large enterprises, SMEs, non for profit organisations)

Duration: 8 days/24 sessions, certificate at the end.

b. Governance for chairs

(3,5 days) a survey showed that chairs are lacking the knowledge of practicalities. A first programme in March 2018 (3 days)– A dinner the day before to get acquaintance– Tacit knowledge –Based on a research elaborated beforehand to identify the needs (needs for either basic problems or very difficult issues)

II. PROGRAMMES WITHOUT CERTIFICATION

“NCD Kitchen Cabinet Academy”

a governance practice initiative to help new certified directors to get hands-on
– A kind of coaching/mentoring programme for one specific company with the help of a small team of newly certified director

Process:

- ➔ Development of a platform/library to give access to all info.
- ➔ All programmes are conducted in a way to force interaction (not tables, just chairs – mix of methodologies)
- ➔ Core articles, back-ground articles, trend articles are all shared in advance. The library is kept up-to-date. All explicit knowledge has to be read in advance. The sessions focus on dilemma/cases. It is prohibited for speakers to use slides. Lazy people prefer to opt for other programmes with big slides show. Every tutor gets prepared and receives detailed guide.
- ➔ Importance given to the group selection (active diversity in terms of knowledge)

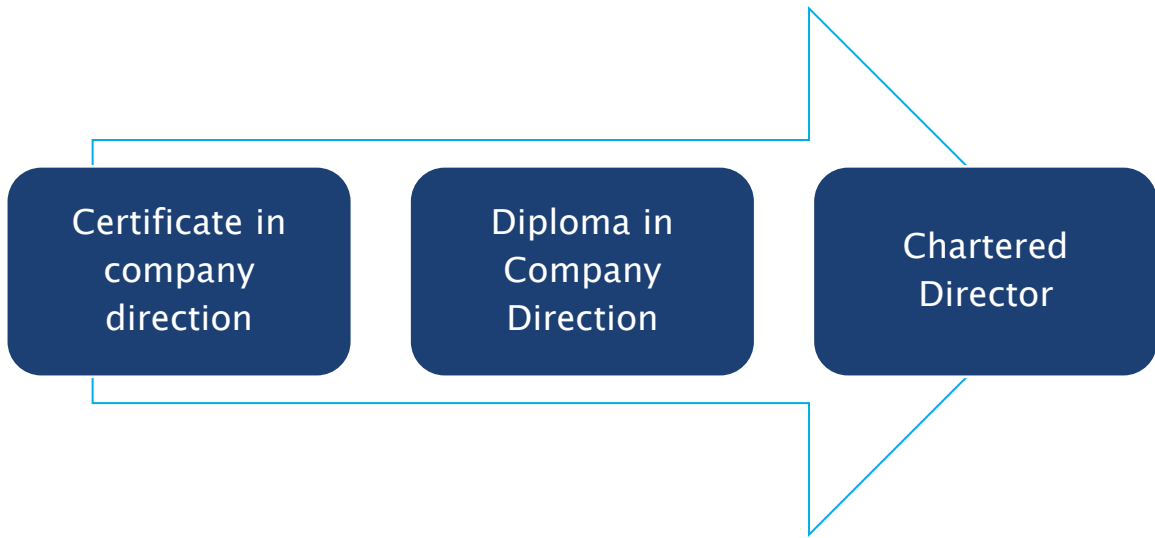
11. IOD – THE UNITED KINGDOM

Emma Hicks | emma.hicks@iod.com | +44 (0)7814 386 128



Inspiring business

I. CERTIFICATIONS



a. Certificate in company direction

Governance	• Duties and legal responsibilities as a director. Board's role in CG
Finance	• Evaluate business plans & contribute more effectively to boardroom discussion
Leadership	• How to create influence, engagement and impact
Strategy	• How to create and implement a strategy

Content:

Duration: 2 or 3 days/module, depending on the module

More information: www.iod.com/training/qualifications/certificate

b. Accelerated version of the Certificate: 5 days

Duration: 5,5 days, covering all four modules

More information: www.iod.com/training/qualifications/accelerated-certificate-in-company-direction

c. Diploma in Company Direction



Content:

Duration: 3 days

Pre-requisites: This course is for experience directors and those who have completed the Certificate in Company Direction.

More information: www.iod.com/training/qualifications/diploma

d. Chartered Director

The Chartered Director qualification is an experience-based assessment. It comprises three stages which assess your practical experience as a director:

- Application
- Portfolio of experience
- Formal interview conducted by two Chartered Director interviewers.

Content: The assessment is based on five key areas that are central to organisational direction and governance.



Pre-requisites: To be able to apply for the Chartered Director qualification, you must

- be a full Member or Fellow of the Institute of Directors
- have obtained a pass or above in the Certificate in Company Direction
- have obtained a pass or above in the Diploma in Company Direction
- have obtained a pass or above in both the Certificate and Diploma in the last 10 years

More information: www.iod.com/training/qualifications/chartered-director

II. PROGRAMMES WITHOUT CERTIFICATION

	Content	Practical information
Open courses	– The four topics of the Certificate in Company Direction – Future Directors – Role of the Managing Director – Role of the Non-executive Director – Role of the Finance Director – Role of the Company Secretary – Role of the Chair	Designed to enhance knowledge and skills in a flexible, interactive environment. Expert practitioners deliver the latest strategic insight and industry case studies for practical application. More information: www.iod.com/training/open-courses
Bespoke in-company training programme	Tailored learning programmes and workshops to meet the needs of the organisation. Topics covered include: - Business presentation skills - Coaching skills - Leadership skills - Personal effectiveness - Strategic thinking - Any of the topics covered in the Open courses We also offer coaching, consultancy and board evaluation as part of our bespoke training and solutions.	Cost-effective learning solution driven by tailor-made corporate goals, designed and delivered by expert business practitioners. More information: www.iod.com/training/bespoke-training/in-company

Director Competency Framework

All IoD courses and learning are based on the IoD Director Competency Framework. The framework is designed to promote and champion the highest standards of professional competence on the part of directors and equivalent leaders of companies and other organisations. It covers three areas:

1. Knowledge – the director's understanding and appropriate application of essential practical and theoretical information
2. Skills – the expertise that a director brings to their role
3. Mind-set – the attitude and disposition that shapes a director's responses and behaviour

More information: www.iod.com/training/iod-approach/iod-competency-framework

12. BLS – DENMARK



BOARD LEADERSHIP SOCIETY
Boardwork for Value Creation and Good Governance

Tom Jacobsgaard | tj@bestyrelsesforeningen.dk | +45 4053 0803

I. CERTIFICATIONS

The programmes are taught by faculty teams led by Academic Professors, Board Chairs and Domain Experts; the programmes are based on The Advanced Harvard Case Method of Learning; the programmes have a cross-disciplinary, 360 perspective on Board Work and Board Leadership Practices

a. CBS Executive Board Leadership Programme

Number of participants: 48

Number of sessions per year: 2

Total Alumni: 506

Language: Danish

Duration: 16 Days

Purpose and Impact:

The CBS Board Leadership Programme is at the frontline of corporate governance and board leadership practice, in Denmark and internationally. Taught by 12 professors, 22 chairs and 18 senior advisors, the Programme provides a 360° approach to the key responsibilities, tasks, issues and working relations of the board. Featuring 48 case sessions, the participants are challenged on all aspects of board work and learn from the wealth of experience brought to the table by the faculty in presentations, case discussions and keynote summaries on each topic.

The CBS Board Leadership Programme is missioned to impact and enhance board leadership practices and value creation across industries and ownership structures in the Danish business world. More than 320 directors, C-suite executives and investors have, as of now, participated in the biannual 16-day Programme.

Key Topics:

Super trends	Economy and funding	IT and cyber risk
Sourcing and outsourcing	Strategy and Value Creation	Active Ownership
Stakeholder relations	Investment	Funding and bank relations
Insurance	Organisation and Change Management	
Risk Management	M&A & corporate	the Press and the Public
Corporate culture	Brand, ethics & CSR	Industry dynamics
HRM	Skill development	Talent management
Succession planning	Diversity management	Compensation

Examination: Written and Oral

Certification: Diploma

b. Board Leadership Masterclass

Number of participants: 24

Number of sessions per year: 1

Total Alumni: 157

Language: Danish

Duration: 5 Days

Purpose and Impact

The Board Leadership Masterclass is focused on publicly traded companies and the core responsibilities, issues and dilemmas that the Board of Directors of large corporations are faced with. The purpose of the Masterclass is to bring the frontier of corporate governance and board leadership practices to chairs, directors and C-suite executives, thereby enhancing these practices and value creation in an ever-changing business landscape.

Each year, since its inception in 2013, 26 chairs, directors and C-suite have participated in this 5-day summer programme.

Topics:

- The CEO and the Executive Management Team, Succession Planning, Evaluating and Firing the CEO, Setting Expectations

- Strategic Decisions, Managing Strategy, Value Creation and Maximizing Shareholder Value
- The Board in Times of Change, Managing Disruption, Managing Digitization & Customers
- Active Ownership, Shareholder Activism, Managing the Owners
- Risk Management, Crisis Management, Liability Issues
- Financial Management, Mergers & Acquisitions, Hostile Takeovers
- Managing the Board, Board Evaluation, the Global Board and Succession Planning

Certification: Diploma

c. Board Leadership & Corporate Governance in Industrial Foundations

Number of participants: 20

Number of sessions per year: 2

Total Alumni: 94

Language: Danish

Duration: 2 Days

Purpose & Impact

Industrial Foundations play a prominent role in the Danish business world as they are the controlling owners of large publicly traded companies such as AP Møller-Maersk, Carlsberg, and Novo Nordisk. Because of their dual purpose of for-profit and non-profit donation activities, it is essential that Boards of Industrial Foundations are equipped with the competencies and knowledge to deal with these two very different business models. The new law on Industrial Foundations has imposed a number of new tasks on the boards along with increased awareness of the importance of corporate governance. The business framework of Industrial Foundations is characterized by these points, amongst others:

- Industrial Foundations have no owners, only company articles, and are therefore heavily reliant on their Boards

- Industrial Foundations are bound by a set of rules which are documented in the company articles that set the framework for their purpose and code of conduct
- Industrial Foundations are subject to the supervision of Fondsmyndigheden (the Department of Civil Affairs)
- Some Industrial Foundations are managed by the founding families, who continue to take a strong personal interest in the firm

Certification: Diploma

d. FSA approved courses for Directors – Bank and Mortgage Credit Institutions

Number of participants: 30

Number of sessions per year: 2

Total Alumni: 97

Language: Danish

Duration: 5 Days

Purpose & Impact:

The CBS Board Leadership Education offers Foundation Courses specifically for board members of financial institutions, as required by Finanstilsynet (Danish Financial Supervisory Authority) for all new board members. The Foundation Courses are targeted toward non-executive board members and chairs with 0–3 years' experience. They are presented with up-to-date knowledge and insight about the overall regulations and legal requirements of financial institutions, in order to push further the boundaries of corporate governance practices in the financial sector. The Foundation Courses chiefly apply to banks and mortgage lenders as well as to pension funds and insurance companies respectively, as it unites the legal frameworks with research-based knowledge and experience from boardrooms.

Certification: FSA Approved Diploma

e. FSA approved courses for Directors – Pension Funds and Insurance Companies

Number of participants: 30

Number of sessions per year: 2

Total Alumni: 83

Language: Danish

Duration: 5 Days

Purpose & Impact

The CBS Board Leadership Educations offers Foundation Courses specifically for board members of financial institutions, as required by Finanstilsynet (Danish Financial Supervisory Authority) for all new board members. The Foundation Courses are targeted toward non-executive board members and chairs with 0–3 years' experience. They are presented with up-to-date knowledge and insight about the overall regulations and legal requirements of financial institutions, in order to push further the boundaries of corporate governance practices in the financial sector. The Foundation Courses chiefly apply to banks and mortgage lenders as well as to pension funds and insurance companies respectively, as it unites the legal frameworks with research-based knowledge and experience from boardrooms.

Certification: FSA Approved Diploma

f. Board Work in High Growth SMEs & Start-ups

Number of participants: 35

Number of sessions per year: 2

Total Alumni: 3012

Language: Danish

Duration: 4 Days

Purpose & Impact

There are many challenges faced by small and medium-sized enterprises, so it's important that board members of even the smallest companies are able to

address them head on with the right knowledge and competencies. Studies show that companies with professional boards organize themselves more effectively, make better decisions and tend to promote long-term value creation. Studies also show that companies with one or more professional board members survive longer, grow faster and expand their businesses into more international markets. Board Work in High-Growth SMEs provides board members and business owners with the fundamental tools needed to tackle the essential tasks, issues and dilemmas of boards in small and medium-sized enterprises.

g. Board Leadership in Pension Funds

Number of participants: 30

Number of sessions per year: 1

Total Alumni: 71

Language: Danish

Duration: 3 Days

Purpose and Impact

Just as requirements on boards have increased in complexity and importance, so too has the scope of the boards overall intendance of pension funds.

The Board's knowledge and competencies regarding strategic decisions and risk management of pension funds have become more significant as they must continually assess and deliberate on a number of critical topics, such as the risk/return balance, business models, solvency and compliance.

Like most of the programmes that the CBS Board Leadership Education offers, Board Work in Pension Funds provides participants a 360° perspective on the key tasks and responsibilities of the Board as well as an overview of the regulatory framework and value drivers of the pension fund industry.

13. NEDCOMMUNITY – ITALY

Maritana Rinaldi | mrinaldi@nedcommunity.com



I. CERTIFICATION

TEB – The Effective Board

Number of participants: 50

Number of sessions per year: 12

Language: Italian

Duration: 12 Days

The training path – TEB–The Effective Board – is organized by Nedcommunity in collaboration with the Italian Association Chartered Accountants – Milan Section, with the aim of developing the skills for the conscious acceptance of the office of director or statutory auditor in listed or non-listed companies, according to the best national and international corporate governance standards.

Profile of Participants:

- Professionals who wish to acquire the necessary skills to be able to access the roles of director and statutory auditor
- Board members and statutory auditors who wish to improve their knowledge of corporate governance also through a comparison of experiences and a study of concrete cases.

Introductory topics delivered through video-lessons

- The role and civil responsibilities of the company administrator
- The corporate governance models: traditional, dualistic, and monistic
- The code of conduct for listed companies

12 Modules – each module duration – 4 hours:

1		Board effectiveness and group dynamics
2&3		Risk governance and value creation
4		Coordination and efficiency of controls
5		Transparency, conflicts of interest and independence of judgment
6&7		Selection, remuneration and succession of the CEO
8		Leadership, engagement and commitment of the directors
9	Elective 1	Role and responsibilities of the Board in banks and other supervised financial intermediaries
10	Elective 2	Elevator Speech: communicate briefly and effectively in the Board
11	Elective 3	Cover yourself from the professional risk: the D&O policies of Italian and multinational companies and Professional Indemnity solutions
12	Elective 4	The business crisis: the role and skills of the administrator