



2026 SPRING EDITION

THE EUROPEAN BOARD DIPLOMA

BY

ecoda



The European Voice of Directors

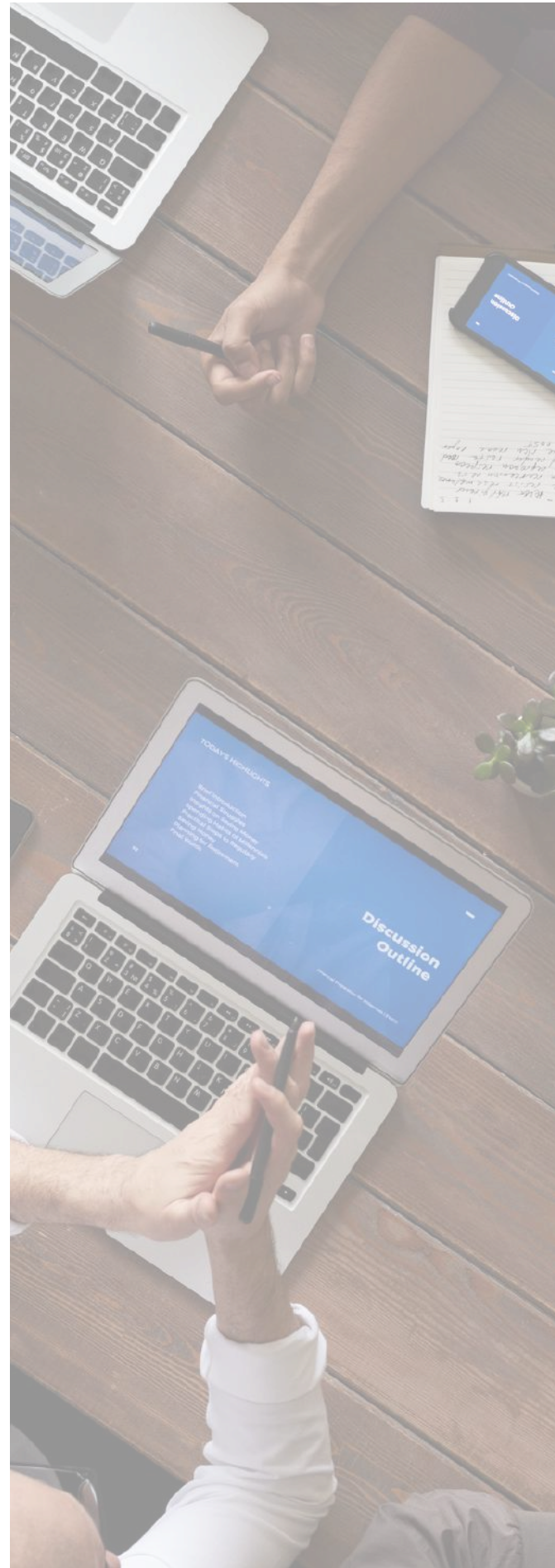
ABOUT ECODA

The European Confederation of Directors' Associations (ecoDa) is a non-profit association founded in December 2004 under the laws of Belgium. Through its membership of 23 national institutes of directors (the main national institutes existing in Europe), ecoDa represents around 55,000 board directors from across Europe. ecoDa's member organisations represent board directors from the largest public companies to the smallest private firms, both listed and unlisted.

Our Mission

The mission is:

To serve its member institutes by informing them of legislative initiatives in Corporate Governance, by influencing developments that will impact European board members and businesses in general, and by contributing to the enrichment of board members' skills.



ABOUT THE PROGRAMME

March 2026

“ *A unique programme designed by senior European board members for European board members* ”

Are you already an experienced board member with the adequate background and training required to carry out your duties effectively? Has the time come to move to the next level and receive keys to develop your own roadmaps in a concrete way as well as enriching your knowledge by benchmarking yourself against the best European Corporate Governance practices and peers? This unique programme, designed by senior board members for board members, will help you to explore and understand the challenges for European directors in the years to come. It will deepen your understanding of the changing demands being placed on the boardroom and help you foster innovation and long-term value creation. This programme, has been conceived as an eye-opener and a peer-to-peer learning experience supplemented by real-life case studies, constitutes a source of inspiration in your pursuit of excellence. It is designed to equip you with the right behaviours and skills to add value in the international boardroom with unique networking opportunities and EU proximity. This programme is an add-on to programmes developed by the national institutes of Directors.

To receive the European Board Diploma, participants have to complete the full training (the central base + one optional module of his/her choice) and to pass an online examination (multiple choice questionnaire). If a participants is not following the full training, an attendance certificate will be provided upon request.



OUR MEMBERS



PARTNERS

Our Partners contributing to this programme are:



ICGN



**Chapter
Zero** Brussels

With the support of:

A&O SHEARMAN

**forv/s
mazars**

**Embedding
PROJECT**

**Ethics
& Boards**

PROGRAMME SUMMARY

Day	Date	Location	Type of event
Day 1	12th March 2026	Rue Ravenstein 60, 1000 Brussels, Sparks Meeting	Central Base
Day 2	13th March 2026	Rue Ravenstein 60, 1000 Brussels, Sparks Meeting	Central Base
Day 3	19th March 2026	Online	Central Base
Day 4 - Option 1	24th March 2026	Avenue d'Auderghem 22, 1040 Brussels, ACE	Optional Module: Audit Committees: a permanent adaptation to move from pure compliance
Day 4 - Option 2	10th April 2026	Avenue d'Auderghem 22, 1040 Brussels, ACE	Optional Module: ICGN Module - Dialogue between boards and shareholders at the heart of all current issues
Day 4 - Option 3	24th April 2026	Avenue des Arts 7/8, 1210 Brussels, Mundo Madou	Optional Module: ESG matters with a special focus on climate and sustainability challenges
Evaluation	Opening of the exam one week after the optional module chosen and for one week	Online	
Closing ceremony	TBC	Online	

Please note that to complete the training, you must attend the three first days composing the central base as well as one optional module of your choice, however, you can register to the optional modules only (only an attendance certificate will be provided in that case).

LEARNING OBJECTIVES

Day	Learning objectives
Day 1	<ul style="list-style-type: none">• Developing a global understanding of Corporate Governance issues beyond only the most topical issues;• Understanding the key features of the major Corporate Governance models coexisting in Europe;• Getting input on how to reshape/reinvent business models in European Companies regarding sustainability regulations development.
Day 2	<ul style="list-style-type: none">• Understanding requirements, good practices and pitfalls in sustainability governance and sustainability reporting with a focus on double materiality assessment, sustainability due diligence and transition plans;• Gaining tools and insights to navigate and lead organizations through times of geopolitical uncertainty;• Developing technical and interpersonal skills in board decision-making, essential for effective corporate governance.
Day 3	<ul style="list-style-type: none">• Discussing your own challenges with your peers related to artificial intelligence and digitalization;• Discovering the specificities of European CG models by looking at issues that concern other parts of the world, to have a global understanding of corporate governance challenges.

OUR MODERATOR



Ludo Van der Heyden
Founding Academic Director of
INSEAD's Corporate Governance
Initiative

FACULTY

Each session will be hosted by a practitioner in the field and will include testimonials of senior board members. The speakers have been carefully selected because of their European background and expertise.



Wioletta Barwicka-Lofthouse
Chair of the Executive Board,
Council of Europe Development
Bank



Najia Belbal
Co-founder and Managing
Partner, Nasaq Partners



Rahul Bhardwaj
President and CEO, Institute of
Corporate Directors



Sabrina Bruno
Full Professor of Business and
Company Law, University of
Calabria



Lauren Burnhill
Managing Director,
One Planet Ventures LLC



Bart De Bock
Dispute Resolution Counsel,
A&O Shearman



Pascal Durand-Barthez
Senior Advisory Consultant,
IFA



Jakob Haesler
Global Head of Consulting,
Forvis Mazars

FACULTY



Lena Henningsson

Director, StableTable Scand. AB
Chairman, Lund University School of
Economics and Management



Chris Hodge

Director,
Governance Perspectives Ltd



Jeroen Hooijer

Advisor,
European Commission



Sabine Lochmann

Sustainability Advisor and Chief
Executive Officer, ASCEND



Esther Maes

Associate Dispute Resolution,
A&O Shearman



Jan Niewold

Partner Climate Change and
Sustainability, EY



François Reyntens

Leadership Advisor,
Spencer Stuart



David Risser

CEO,
Ethics & Boards



Gudrun Timm

Partner and Director,
Carpe Diem International



Clémence Valleteau

Director Global Public
Policy, Forvis Mazars



Jeroen Veldman

Full Professor of
Corporate Governance,
Nyenrode Business
University



Erin Young

Head of Tech Policy,
UK IoD

PROGRAMME OVERVIEW

Day 1 (on-site) - 12th March 2026

8:45: Welcome / Opening

9:00: Introducing ecoDa – **Béatrice Richez-Baum**, *Director General, ecoDa*

9:10: Presentation of the programme – **Ludo Van der Heyden**, *Founding Academic Director of INSEAD's Corporate Governance Initiative*

9:20: Ice Breaking Session: Get To Know Each Other – **Ludo Van der Heyden**, *Founding Academic Director of INSEAD's Corporate Governance Initiative*

9:45 (25 minutes): Update: Overview of European Corporate Governance: Diversity or Convergence? – **Chris Hodge**, *Director, Governance Perspectives Ltd*

10:10: Coffee break

10:25: Pillar 1: European Diversity in Corporate Governance

Tailor-made Corporate Governance starts by an understanding of the different Corporate Governance models

Learning objective: Understanding the key features of the major Corporate Governance models coexisting in Europe

[Corporate Governance Framework/Leadership]

1.1. (120 min) Insights on key features of national Corporate Governance models in Europe (the UK, Italy, France, Germany, Poland and the Nordic countries): **Gudrun Timm**, *Partner and Director, Carpe Diem International*; **Pascal Durand-Barthez**, *Senior Advisory Consultant, IFA*; **Lena Henningsson**, *Director, StableTable Scandinavia AB, Chairman, Lund University School of Economics and Management*; **Sabrina Bruno**, *Full Professor of Business and Company Law*; **Chris Hodge**, *Director, Governance Perspectives Ltd*; **Wioletta Barwicka-Lofthouse**, *Chair of the Executive Board, Council of Europe Development Bank*

12:25: Lunch

13:30 1.2. (120 min) Group discussion: How key topical issues are addressed in the different Corporate Governance models? (All participants)

DAY 1
Central Base



Day 1 (on-site) - 12th March 2026

15:30: Pillar 2: Board's duties and corporate governance in Europe

Staying ahead on the learning curve and the European expectations

Learning objective: To be able to implement new European requirements while benefiting from European best practices

[Directors' duties, responsibilities and liabilities]

- 2.1 (50 min) Update on directors liability in Europe, **Esther Maes**, Associate Dispute Resolution, A&O Shearman, and **Bart De Bock**, Dispute Resolution Counsel, A&O Shearman

16:20: Coffee break

16:35: How the interplay between the parent company and the subsidiaries impact Directors' duties?

Learning objective: Understanding what it means in terms of the duty of loyalty and independence

[Board Effectiveness & Role of Independent Directors- in cooperation with the OECD]

- (60 min) Update on CG in Groups including multinational enterprises (MNEs) and state-owned enterprises (SOEs) – **David Risser**, CEO, Ethics & Boards

17:35: Pillar 3: Navigating the European governance culture landscape

Learning objective: Gaining insights into the evolving European governance framework: cultural diversity

[Strategy]

- (30 min) The European market for directorships – **François Reyntens**, Leadership Advisor at Spencer Stuart
- (30 min) Cultural Differences and Bias – **Wioletta Barwicka-Lofthouse**, Chair of the Executive Board, Council of Europe Development Bank, and **Ludo Van der Heyden**, Founding Academic Director of INSEAD's Corporate Governance Initiative

18:35: Key takeaways - **Ludo Van der Heyden**, Founding Academic Director of INSEAD's Corporate Governance Initiative

18:45: End of the day and Networking Cocktail

DAY 1

Central Base

Day 2 (on-site) - 13th March 2026

8:45: Welcome / Opening

9:00: Pillar 4: Corporate overnance in action

- 4.1 (60 min) Strategic boards: What does it mean in practice? - **Ludo Van der Heyden**, *Founding Academic Director of INSEAD's Corporate Governance Initiative*
- 4.2 (250 min) Board Simulation, **UK IoD**

Learning objective: Getting hands-on experience in European boards Board decision making & soft skills, Ludo Van der Heyden

10:45: Coffee break

11:00: 4.2 Inducing Positive Board Dynamics through Fair Process Leadership

- Development of attitudes and behaviours towards a better decision-making process;
- Experimenting with working in groups the collegiality and mindset to adopt in a multicultural board;
- Peer and facilitator's feedback.

13:15: Lunch break

14:15: Pillar 5: Sustainability and strategy

Shaping Corporate Governance of tomorrow in the EU: the roles and responsibilities of the board in sustainability reporting and governance

How to drive good practice in your company, demonstrate robust sustainability governance and performance to investors, and harness Green Deal and sustainable finance opportunities for integration of sustainability in strategy

Learning objective: Understanding requirements, good practice and pitfalls in sustainability governance and sustainability reporting with a focus on double materiality assessment, sustainability due diligence and transition plans

[Reporting and Risk Management]

- 5.1 (70 min) Case study developed by Embedding Project: Credible action on sustainability as lever for business success (presented by **Gudrun Timm**, *Partner and Director, Carpe Diem International*) – Examining effective board oversight of credible sustainability performance

15:25: Coffee break

DAY 2

Central Base



Day 2 (on-site) - 13th March 2026

15:45: 4.2 (115 min) Case Study: Understanding requirements, good practice and pitfalls in sustainability governance and sustainability reporting, **Jan Niewold**, *Partner Climate Change and Sustainability, EY*

17:40: Key takeaways - **Ludo Van der Heyden**, *Founding Academic Director of INSEAD's Corporate Governance Initiative*

17:55: End of the day



Day 3 (online) - 19th March 2026

8:45: Welcome / Opening

9:00: Pillar 6: From Strategic Risk to Value Creation

(70 min) A Holistic Approach to Double Materiality - **Sabine Lochmann**, *Sustainability Advisor and Chief Executive Officer, ASCEND*

10:10: Virtual coffee break

10:30: Pillar 7: Cybersecurity and the board level

How to define the strategy and develop the landscape of the Information Security Function in terms of Actors, how to define KPI/ dashboard and periodicity of reporting, how to build and maintain a Governance model

Learning objective: Understanding that Cybersecurity should not be left to IT experts or CISO. Modern information security leader includes the security governance process and the risk management process

- 7.1 (50 min) Cybersecurity & AI: Navigating EU Rules and Driving Performance - **Najia Belbal**, *Co-founder and Managing Partner, Nasaq Partners*
- 7.2 (60 min) How to define the risk appetite on AI, **Erin Young**, *Head of Tech Policy, UK IoD*; **Faisal Khan**, *Non-executive chair of Veritas GRC*; **Pauline Norstrom**, *CEO of Anekanta AI and Anekanta Consulting*; and **Rob Noble**, *Chair of The Webinar Vet and Fidem Consulting*

12:20: Virtual lunch break

13:15: Pillar 8: Geopolitics

- 8.1 (30 min) Update on the geopolitical situation and its challenges for board members - **Jakob Haesler**, *Forvis Mazars Global Consulting Leader*, and **Clémence Valleteau**, *Forvis Mazars Global Head of Public Affairs*
- 8.2 (60 min) Case study and group discussion (break-up groups) - **Jakob Haesler**, *Forvis Mazars Global Consulting Leader*, and **Clémence Valleteau**, *Forvis Mazars Global Head of Public Affairs*



Day 3 (online) - 19th March 2026

14:45: Virtual coffee break

15:00 Pillar 9: European and non-European perspective in a competitive and uncertain world. Do my peers outside the EU have the same concerns?

Learning objective: Discovering the specificities of the European CG model by looking at the issues that concern other parts of the world

- 9.1 (25 min) EU Update - **Jeroen Hooijer**, *Active Senior Advisor, DG JUST, European Commission*
- 15:25 9.3 (30 min) The US Corporate Governance - **Lauren Burnhill**, *Managing Director, One Planet Ventures LLC*
- 15:55 9.2 (60 min) Future Directions for Corporate governance (based on US recent cases) - **Jeroen Veldman**, *Full Professor of Corporate Governance, Nyenrode Business University*
- 16:55 9.4 (60 min) Corporate Governance in North America - **Rahul Bhardwaj**, *President and CEO, Institute of Corporate Directors*

17:55: Wrap up: main take-aways from the core program & opening up to the optional modules - **Ludo Van der Heyden**, *Founding Academic Director of INSEAD's Corporate Governance Initiative*

18:05: Closing of the session

Option 1: Audit Committees : a permanent adaptation

24th March 2026

Confirmed speakers:



Anne-Hélène Monsellato

Independent director and Chairman
of the Audit and Risk Committee,
Euronav, Genfit



Panos Prodromides

Chair of the CEAOB, Director General
of Cyprus Public Audit Oversight
Board

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 1: Audit Committees: a permanent adaptation

24th March 2026

Time	Discussion points
9:00-9:15	Introduction <ul style="list-style-type: none"> Establish purpose of the day : understanding and responding to the key challenges facing EU audit committees Roundtable presentation of participants
9:15-10:15	Role of the AC <ul style="list-style-type: none"> Brief overview of the 7 missions under the EU Audit Reform and why they make sense Embracing sustainability reporting - what does it mean practically for the audit committees Beyond compliance : link with strategy execution and stakeholders' dialogue Consequence on audit committees composition and internal outreach
10:15-10:30	Responsibility of the audit committees - key driving factors <ul style="list-style-type: none"> Changes in audit committee roles and responsibilities Trends and uncertainties : qualified audit report, finding a suitable auditor, own personal reputational risk, uncharted territories of sustainability reporting Associated risks - isolation; confirmation bias (lack of competence); asymmetry of information; work overload; misrepresentation (sustainability reporting)
10:30-10:45	Break
10:45-12:15	CEAOB expectations and news , <i>Panos Prodromides, Chair of the CEOB, Director General of Cyprus Public Audit Oversight Board</i> <ul style="list-style-type: none"> General presentation of the CEOB Survey on the materiality Mandatory rotation of auditors
12:15-13:15	Lunch break

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 1: Audit Committees: a permanent adaptation

24th March 2026

Time	Discussion points
13:15-14:45	Managing the workload - practical tips <ul style="list-style-type: none"> • Primary objective of a well functioning audit committees • Beyond audit results (monitoring audit quality) • Develop a robust relationship with key internal actors (relationships with senior management, internal audit and board) • Leverage internal audit better • Establish proper dashboards for role management and internal control over financial reporting
14:45-15:00	Break
15:00-16:00	Managing the workload - practical tips <ul style="list-style-type: none"> • Address internal culture • Share expectations and develop manageable pre-read, information meetings, etc • Liaising with other committees within the board • Ensure robust management of meetings
16:00-17:30	Conclusion and questions (reinforcing key messages) <ul style="list-style-type: none"> • Composition of audit committees • Expect a lot more attention to internal resources • Expect more time, more meetings, more reading and more scrutiny (from external actors) • A greater level of responsibility for audit committees? • Questions

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 2: ICGN Module - Dialogue between boards and shareholders is at the heart of all current issues

10th April 2026



Speakers:



George Dallas

Head of Content,
European Corporate Governance
Institute (ECGI)



Fiona Ellard

Senior Advisor,
The Investor Forum



Cemre Aksu

ESG Analyst,
CANDRIAM

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 2: ICGN Module - Dialogue between boards and shareholders is at the heart of all current issues



10th April 2026

Timing	Session	Content
9:00	ecoDa's Welcome	Background to the session and to the current economic and political climate
9:15	ICGN Introduction	Introduction to ICGN and why the board/stakeholder dialogue is so important
9:35	Overview	Session aims and objectives Learners' objectives and experiences
9.50	Overview	<ul style="list-style-type: none"> What is the purpose of corporate governance and stewardship? Role of the board from a shareholder perspective: what are shareholder expectations? Including reference to ICGN's Global Governance Principles
11:05	Break	

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 2: ICGN Module - Dialogue between boards and shareholders is at the heart of all current issues



10th April 2026

Timing	Session	Content
11:20	Presentation: investor perspective by Cemre Aksu, <i>ESG Analyst, Governance Specialist Voting and Engagement, CANDRIAM</i>	How do investors measure ESG?
12:00	Presentation and discussion: factors affecting the relationship	<ul style="list-style-type: none"> • Engagement between investors and non-executive directors • Role of the Lead Independent Director • Country differentiation in terms of shareholder/board dialogue • Concert parties and other legal obstacles • What investors are looking for regarding ESG performance and the governance of sustainability • How to address ESG/sustainability factors in investor roadshows and investor engagement • Stakeholder relations and 'double materiality' • How to reconcile shareholder versus creditor engagement • 'Active' versus 'Activist' shareholders • What evidence says about governance and stewardship
13:05	Lunch	

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 2: ICGN Module - Dialogue between boards and shareholders is at the heart of all current issues*10th April 2026*

Timing	Session	Content
14:15	ESG metrics and board engagement	Concrete talk on ESG metrics, the underlying philosophy and why it is conceptually problematic
15:05	VW Case Study Introductory Presentation and breakout groups	An opportunity to play the role of one of the various stakeholders in this (in)famous case study
16:50	Summary and final Q&A	
17:20	Concluding remarks	

DAY 4**Optional Modules****(At least one mandatory choice) – 1 day**

Option 3: Climate and Sustainability: Topical issues for board members

24th April 2026



Speakers:



[Olivier Boutellis-Taft](#)
Co-founder and non-Executive
Chairman,
North Star Transition



[Andrew Griffiths](#)
Director of Community &
Partnerships, PlanetMark, Chair of
the UK IoD Sustainability Task Force



[Sybille van den Hove](#)
Executive director, Bridging
for Sustainability



[Dr Kris De Meyer](#)
Neuroscientist, Director
Climate Action Unit, UCL



[Vincent Jamblin](#)
Founder,
Séréus

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 3: Climate and Sustainability: Topical issues for board members

24th April 2025



Timing	Session	Content
8:30	Arrival and Coffee	
9:00	Welcome and Introduction	Background to the session, <i>Vanessa Van Bergen, Executive Director, Chapter Zero</i>
9:15	Pillar 1: Climate context: Sciences, causes, emissions, impacts and implications	(75 min) Conversation with <i>Kris de Meyer, Neuroscientist, Director Climate Action Unit, University College London</i>
10:30	Pillar 2: The B Corp model	(60 min) Testimony from <i>Sybille van der Hove, Executive director, Bridging for Sustainability</i>
11:30	Coffee break	
11:45	Pillar 3: Climate context: policy & regulation, reporting & disclosure	(45 min) TBC Presentation from <i>Thomas Dodd, Policy Coordinator - Corporate transparency, European Commission, DG FISMA</i>
12:30	Lunch	

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 3: Climate and Sustainability: Topical issues for board members

24th April 2025



Timing	Session	Content
13:30	Pillar 4: Role of the Boards for effective climate governance	(90 min) Conversation with Andrew Griffiths, Chair of the IoD's National Sustainability Taskforce
15:00	Coffee break	
15:15	Pillar 5: Circularity: best practices	(20 min) Conversation with Vincent Jamblin, Founder of Séréus
15:35	Pillar 6: Business implications: risks, opportunities, strategy, business transformation	(95 min) Conversation and case study with Olivier Boutellis-Taft, Co-founder and non-Executive Chairman, North Star Transition
17:10	Pillar 7: Wrap up of the session and key takeaways	(20 min) Conversation with Vanessa Van Bergen, Executive Director, Chapter Zero Brussels
17:30	End	

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

INSTRUCTION DETAILS - CENTRAL BASE

- 12th and 13th March 2026

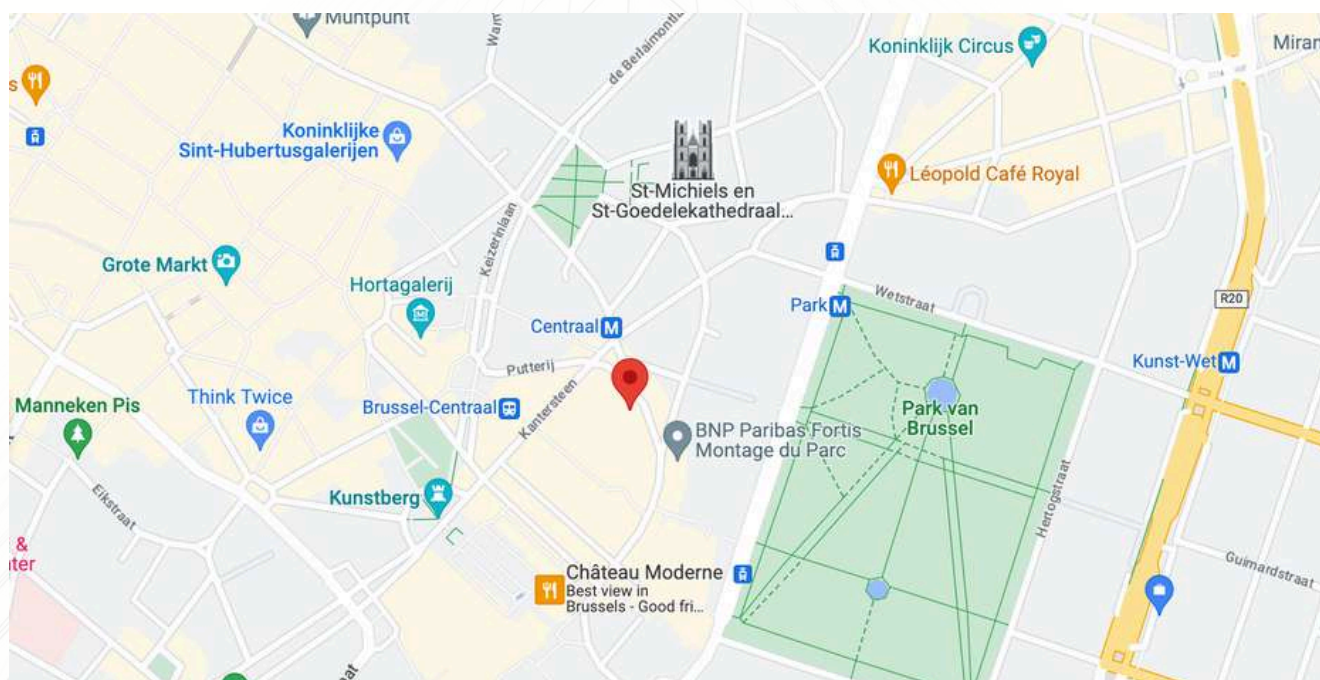
Location

Sparks

Rue Ravenstein 60
1000 Brussels

The training programme will be held both on-site and online. No hybrid solutions will be offered for those who are unable to come on-site. The two first days of the central base of the training will be occurring at Sparks, Rue Ravenstein 60, 1000 Brussels.

Sparks is located between Gare Centrale and Parc de Bruxelles. It's easily accessible through public transport by travelling to Gare Centrale per train or bus, or to Place Royale by tram. If you would like to come by taxi, we recommend using an Uber or Taxi Vert (0032 2 349 49 49). From Zaventem Airport it takes 20 minutes by car or 25 minutes by public transport. In case you are arriving with your own car, the venue recommends parking at Interparking Albertine.



The third day will be held via Zoom.

INSTRUCTION DETAILS - OPTIONAL MODULES

Location

Accountancy Europe (ACE Events)
Avenue d'Auderghem 22/28/8
1040 Brussels

- Audit Committee | 24th March
- Boards and shareholders | 10th April

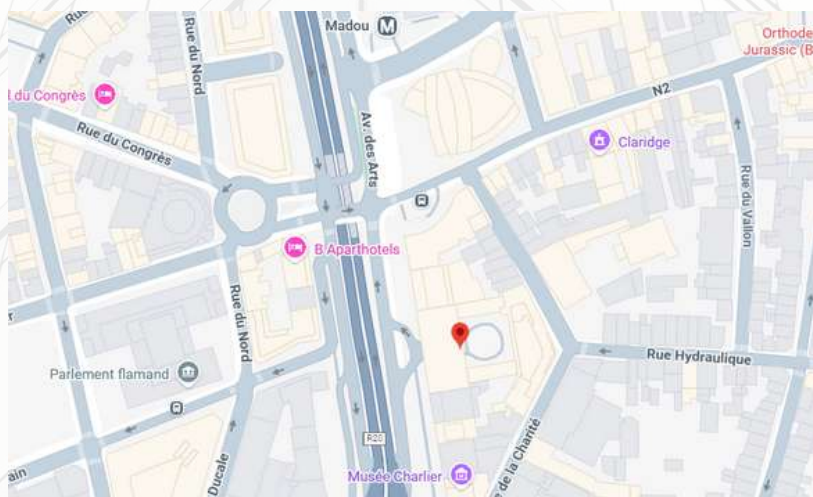
The venue for the first and second module is located near the Cinquantenaire Parc. Schuman is the name of the closest bus, metro and train station from the venue. If you would like to come by taxi, we recommend the use of Uber or Taxi Vert (0032 2 349 49 49).



Mundo Madou
Avenue des Arts 7/8
1210 Brussels

- Climate and Sustainability | 24th April

Mundo Madou is the venue for the third module. Madou is the name of the closest metro station you will find from the venue.



INSTRUCTION DETAILS

Rules and financial conditions

It is compulsory to attend all three days of the training as well as one optional day of your choice. Therefore, in order to receive your certification, a total of four days of the training must have been followed. Please try to respect the times of the schedule as each time slot is an important component of the training.

To register to the training, please click here.

Please note that it is allowed to register to the training and choose the optional module up to three weeks prior to the start.

The participation fee will be of **€3.850 for 4 days** (core programme and an optional module) without VAT (for affiliated to a member association) or **€4.400 for 4 days** without VAT (for non-affiliated to a member association). If you wish to attend multiple opt-in modules it is feasible at a decreasing rate. A **second optional module costs €700** and a **third €500**.

If you would only like to solely attend **one extra day without the core basis** it is allowed at the price of **€1000** per day.

Payment must be done prior to the event by bank transfer only to ING BELGIUM with the IBAN BE97 3630 4531 9349 and BIC BBRUBEBB. Please use your invoice number as communication.

The payment for the full programme has to be made in full, one month before the start date.

Cancellations occurring 15 days before the training will be followed by a full refund.

Cancellations occurring between the 14th day and the 7th day before the training will be followed by a 50% refund.

Cancellations occurring within 6 days prior to the start of the program will not be followed by any refund.

Register !

Thank you for your interest

If you have any questions, please contact us to:

education@ecoda.eu

Béatrice Richez-Baum
Director General

Maya Geneletti
Junior Policy Advisor

Beatriz Floriano Niso
Communication and
Administrative Officer

Avenue des Arts 6-9
1210 Brussels
+32 4 985 02 68 7
www.ecoda.eu

