



2024 WINTER 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 20 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 missions are fourfold:

- I. To promote the role of directors, to develop professionalism and European governance standards;
- II. To influence the European decision-making process related to Corporate Governance;
- III. To provide services to its members, mainly by providing information regarding relevant European issues;
- IV. To facilitate the development of national director institutes dealing with Corporate Governance in Europe and attract new members.



ABOUT THE PROGRAMME

November 2024

“ *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:



As academic partner to ecoDa, the INSEAD Corporate Governance Centre (an INSEAD Centre of Excellence, www.insead.edu/centres/corporate-governance) faculty designs and delivers a specific session devoted to case study or board simulation that provides directors with a live experience on challenging decisions.



With the support of:

ALLEN & OVERY



Embedding
PROJECT

M O R R O W
S O D A L I

PROGRAMME SUMMARY

Day	Date	Location	Type of event
Day 1	14th of November	Rue Ravenstein 60, 1000 Brussels, Sparks	Central Base
Day 2	15th of November	Rue Ravenstein 60, 1000 Brussels, Sparks	Central Base
Day 3	21st of November	Online	Central Base
Day 4 - Option 1	Consult the Fall 2024 or Spring 2025 program	Avenue d'Auderghem 22/28/8, 1040 Brussels, ACE	Optional Module: Audit Committee : a permanent adaptation to move from pure compliance
Day 4 - Option 2	Consult the Fall 2024 or Spring 2025 program	Avenue d'Auderghem 22/28/8, 1040 Brussels, ACE	Optional Module: ICGN Module - Dialogue between boards and stakeholders at the heart of all current issues
Day 4 - Option 3	Consult the Fall 2024 or Spring 2025 program	Avenue d'Auderghem 22/28/8, 1040 Brussels, ACE	Optional Module: ESG matters with a special focus on climate and biodiversity 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">• Understanding what European requirements mean in terms of the director's fiduciary duty and independence;• 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



Roger Barker

Director of Policy and Governance,
Institute of Directors UK

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.



Homaira Akbari

CEO,
AKnowledge Partners



Cemre Aksu

ESG Analyst, Governance Specialist
Voting and Engagement,
CANDRIAM



Hilde Blomme

Deputy CEO,
AccountancyEurope



Sabrina Bruno

Full Professor of Comparative Private Law
and Corporate Law, Università di Roma,
Non-executive director



Bart De Bock

Senior Associate Litigation,
Allen & Overy



Laurent Degarbriel

CEO, IFA



Marie-Bernard Guillaume

Partner and Director,
MU



Florian Jacques

Senior Manager ESG and
responsible investment, PWC

FACULTY



Lena Henningsson

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



George Lagarias

Chief Economist,
Mazars Wealth Management



Esther Maes

Associate Litigation,
Allen & Overy



Piia Pily

Senior Director, Executive
Remuneration Nordics & Western
Europe at WTWT



Kristen Patterson

Chief Executive, N-Z Institute of
Directors, Chair, GNDI (Global
Network of Directors Institutes)



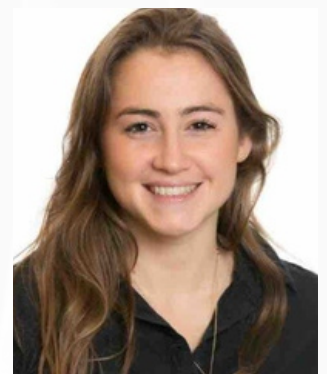
David Risser

Managing Director,
Morrow Sodali,



Michael Schweiger

Chief Compliance Officer,
Amazon Payments Europe



Hannah Summers

Director, Climate & Resilience
Hub, Executive Compensation &
Board Advisory at WTW



Gudrun Timm

Partner and Director, Carpe
Diem International



Ludo Van Der Heyen

Founding Academic Director of
INSEAD's Corporate
Governance Initiative



Kyriakos Yennadiou
Audit Manager,
PwC Cyprus



Peter Zadora

Chaired Professor of Corporate
Governance,
INSEAD

PROGRAMME OVERVIEW

Day 1 (on-site) - 14th November 2024

8:15: Welcome/Opening/Breakfast

8:25: Presentation of the programme by the facilitator, *Dr Roger Barker, Director of Policy and Governance, Institute of Directors UK*

8:30: Presentation from ecoDa – *Béatrice Richez-Baum, Director General, ecoDa*

8:40: Ice breaker – *Marie-Bernard Guillaume, Partner & Director, MU*

9:20: Introductions:

- (20 min) European market for directorships – *Marie-Bernard Guillaume, Partner & Director, MU*
- (30 min) How to shape a future-oriented talent agenda? *Marie-Bernard Guillaume, Partner & Director, MU*
- (25 minutes) Update: Overview of European Corporate Governance: Diversity or Convergence? *Dr Roger Barker, Director of Policy and Corporate Governance, Institute of Directors*

10:35: Coffee break

10:50: 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. (70 min) Insights on key features of national Corporate Governance models in Europe (France, Germany, Italy, the Nordic countries, the UK), *Roger Barker, Director of Policy and Corporate Governance, Institute of Directors, Gudrun Timm, Partner and Director, Carpe Diem International, Sabrina Bruno, Full Professor of Comparative Private Law and Corporate Law, Università di Roma (Italy), non executive-director, Laurent Degabriel, CEO, IFA, Lena Henningsson, Director, StableTable Scandinavia AB, Chairman, Lund University School of Economics and Management*
- 1.2. (70 min) Group discussion: How key topical issues are addressed in the different Corporate Governance models? *(All participants)*

13:15: Group Picture (in the stairs) and Lunch

DAY 1

Central Base



Day 1 (on-site) - 14th November 2024

14:00 Pillar 2: Sustainability: from a buzz word to actions: How can sustainability thinking have a direct impact on my business model? How can my company create value in the century of sustainability?

Learning objective: Getting input on how to reshape/reinvent business models

[Strategy]

- 2.1 (65 min) Update on non-financial reporting: CSRD requirements and EU upcoming standards, *Hilde Blomme, Deputy CEO, AccountancyEurope*
- 2.2 (40 min): Testimony from Peter Zadora, *Director Category Procurement, Umicore Procurement & Transportation*

15:45: Coffee break

- 2.3 (50 min) Investor Perspective: How do investors measure ESG?, *Cemre Aksu, ESG Analyst, Governance Specialist Voting and Engagement, CANDRIAM*
- 2.4 (90 min) Case study developed by Embedding Project: Credible action on sustainability as lever for business success (*presented by Hannah Summers, Director, Climate & Resilience Hub, Executive Compensation & Board Advisory at WTW and Gudrun Timm, Partner and Director, Carpe Diem International*) – Examining effective board oversight of credible sustainability performance

18:15: Key takeaways, *Dr Roger Barker, Director of Policy and Corporate Governance, UK Institute of Directors*

18:30 End of the day

Cocktail and Informal Networking



DAY 1

Central Base

Day 2 (on-site) - 15th November 2024

8:50: Welcome / Opening / Networking Time/ Breakfast

9:15: Pillar 3: Sustainability reporting and strategy

Shaping the European Corporate Governance of tomorrow: 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]

- 3.1 (115 min) Case study 1: How to define ESG KPIs for top executives remuneration? *Hannah Summers* Director, Climate & Resilience Hub, Executive Compensation & Board Advisory, WTW and *Piia Pilv*, Senior Director, Executive Remuneration Nordics & Western Europe at WTW

11:00 Coffee break

- 3.2 (115 min) Case Study 2: Understanding requirements, good practice and pitfalls in sustainability governance and sustainability reporting, *PwC*, *Florian Jacques*, Senior Manager ESG and responsible investment, PwC and *Kyriakos Yennadiou*, Audit Manager, PwC Cyprus, *Florian Jacques*, Senior Manager ESG and responsible investment, PwC

13:15: Lunch break

DAY 2

Central Base



Day 2 (on-site) - 15th November 2024

14:00: Pillar 5: Corporate Governance in action: Board simulation (235 minutes)

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

- 5.1 Preparation of the Board simulation (rules of the game), *Ludo Van Der Heyen, founding Academic Director of INSEAD's Corporate Governance Initiative*

15:15 Coffee break

- 5.2 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.

18:00: Key takeaways, *Dr Roger Barker, Director of Policy and Corporate Governance, Institute of Directors*

18h15: End of the day



Day 3 (online) - 21st November 2024

8:45: Welcome/Opening - Networking Time

9:00: Pillar 6: A non-EU perception on Corporate Governance

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

- (50min) In conversation with GNDI, *Kirsten Patterson, Chief Executive, New-Zealand Institute of Directors, Chair, GNDI (Global Network of Directors Institutes)*

9:50: Pillar 7: What board structure according to the emerging topics?

How to organize a performing European Board : which composition, which dynamics, what about the emerging committees like ESG, etc.

- (60 min) *Michael Schweiger, Chief Compliance Officer, Amazon Payments Europe*

10:50: Virtual coffee break

11:05: Pillar 8: Boards' duties 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]

- (60 min) Update on directors liability in Europe (*Esther Maes, Associate Litigation, A & O Shearman, Bart De Bock, Senior Associate Litigation, A & O Shearman*)

12:05: Virtual lunch break



Day 3 (online) - 21st November 2024

14:05 Pillar 10: Geopolitics, AI, and cybersecurity

- 9.1 (45 minutes) Update on the geopolitical situation and its challenges, *George Lagarias, Chief Economist, Mazars Wealth Management*
- 9.2 (45 minutes) Presentation of artificial intelligence and cybersecurity risks, *Homaira Akbari, CEO of AKnowledge Partners and author of The Cyber Savvy Boardroom*

14:35: Pillar 9: Corporate Governance in European Groups:

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, Managing Director, Sodali & Co*

15:35: Virtual coffee break

15:50 Pillar 11: Topical issues

Learning objective: Time to express your own challenges with your peers

- (20 min) EU Update from *Jeroen Hooijer, Active senior advisor at DG JUST*

16:10: Wrap up: main take-aways from the core program & opening up to the optional modules

16:30: Closing of the session



INSTRUCTION DETAILS - CENTRAL BASE

Location

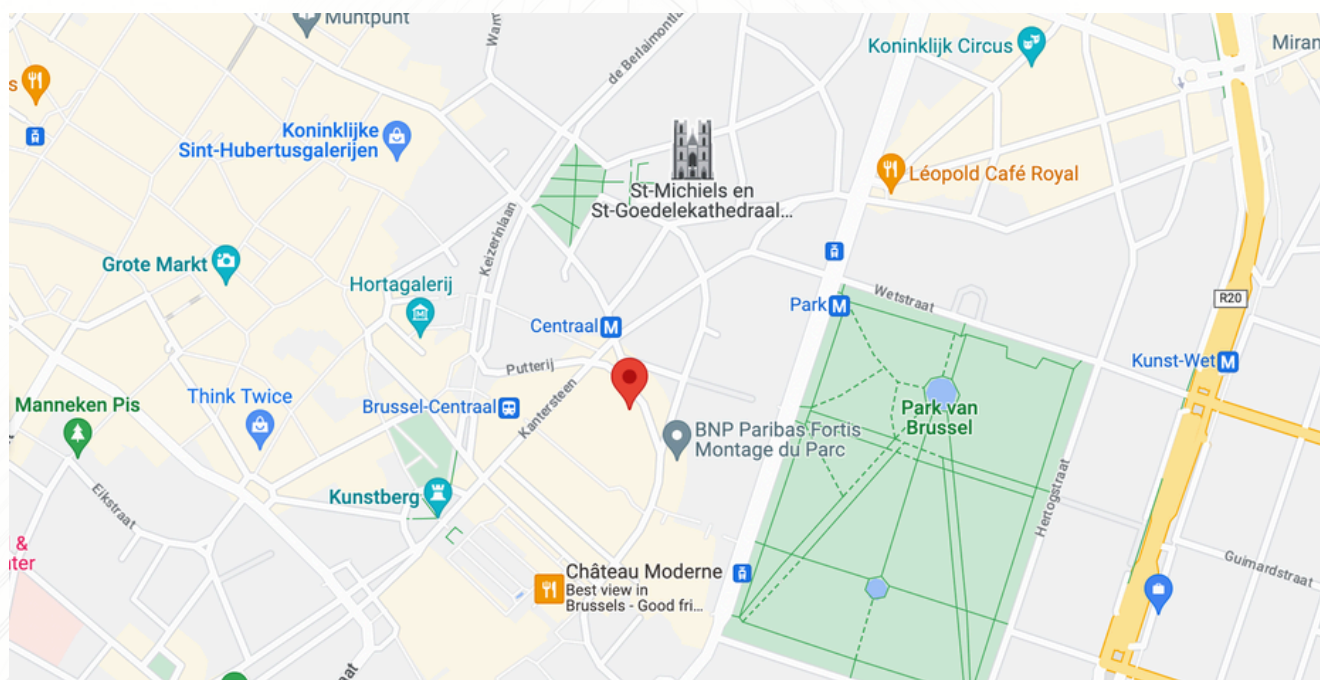
Sparks

Rue Ravenstein 60
1000 Brussels

- 14th and 15th November 2024

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 and last day will be organised through Zoom.

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

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