



2023 FALL 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

March 2023

“ *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



BOARD LEADERSHIP SOCIETY
Boardwork for Value Creation and Good Governance



STYRELSEAKADEMIEN



NCD



styreinstitutt



FINANCIAL EXPERTS
ASSOCIATION E.V.



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:



PROGRAMME SUMMARY

Day	Date	Location	Type of event
Day 1	25th of October	Avenue d'Auderghem 22/28/8, 1040 Brussels	Central Base
Day 2	26th of October	Avenue d'Auderghem 22/28/8, 1040 Brussels	Central Base
Day 3	16th of November	Online	Central Base
Day 4 - Option 1	21st of November	Rue Joseph Stevens 7, 1000 Brussels	Optional Module: Audit Committee : a permanent adaptation to move from pure compliance
Day 4 - Option 2	1st of December	Rue Joseph Stevens 7, 1000 Brussels	Optional Module: ICGN Module - Dialogue between boards and stakeholders at the heart of all current issues
Day 4 - Option 3	8th of December	Rue Joseph Stevens 7, 1000 Brussels	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	<i>to be defined</i>	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	• 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.
Day 2	• 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; • Getting hands-on experience from European senior board peers; • Making your organization more innovative, understanding how to shape new regulations and social demands into a framework conducive to value creation.
Day 3	• Implementing new European requirements while benefiting from European best practices; • Understanding what they mean in terms of the director's fiduciary duty and independence; • Discussing your own challenges with your peers; • Discovering the specificities of European CG models by looking at the issues that concern other parts of the world.

OUR MODERATOR



Hagen Schweinitz

Global Practice Leader,
Board & Governance Advisory Practice,
Eric Salmon & Partners

FACULTY (*TO BE COMPLETED*)

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.



Roger Barker

Director of Policy and
Governance,
Institute of Directors UK



Rahul Bhardwaj

President & CEO
Institute of Corporate Directors



Hilde Blomme

Deputy CEO,
AccountancyEurope



Michel de Fabiani

Vice-President, Franco-British
Chamber of Commerce, Paris
Experienced Board Member



Silvia Garlaschè

Underwriting Manager EMEA - MLC
and CRIME,
Financial Lines | AIG



Maria Eugenia Giron

Independent Board Member,
Entrepreneurship Professor & Angel
Investor



Marie-Bernard Guillaume

Partner and Director,
MU



Lena Henningsson

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

FACULTY *(TO BE COMPLETED)*



Chris Hodge
Director,
Governance Perspectives Ltd



Jeroen Hooijer
Active senior advisor,
EU Commission



Adrien Lescanne
Executive Compensation,
Board Advisory, WTW



Sabrina Bruno
Full Professor,
Comparative Corporate Law,
Università di Roma



Tina Mavraki
Non-executive director,
First Bauxite



Manuel Montecelos
Executive Compensation,
Board Advisory
Senior Director, WTW



Nadja Picard
Partner, Global Reporting
Leader, PwC



David Risser
Managing Director,
Nestor Advisors



Michael Schweiger
Chief Compliance Officer,
Amazon Payments Europe



Anthony Smith-Meyer
Active promoter, speaker, writer,
trainer of all things ESG, social
justice and equality



Kati ter Horst
EMEA CEO Aliaxis and Vice
Chairman at Outokumpu



Gudrun Timm
Partner and Director,
Carpe Diem International

FACULTY *(TO BE COMPLETED)*



Ludo van der Heyden

Chaired Professor of Corporate
Governance,
INSEAD



Peter Zadora

Director Category Procurement,
Umicore Procurement &
Transportation

PROGRAMME OVERVIEW

Day 1 (on-site) - 25th October 2023

8:00: Welcome/Opening – Presentation of the programme by the facilitator, *Hagen Schweinitz, Leader, Global Board and Governance Advisory Practice, Eric Salmon & Partner's*

8:20: Ice breaker – *Marie-Bernard Guillaume, Partner & Director, MU*

9:00: Introductions:

- (30 min) European market for directorships – *Marie-Bernard Guillaume, Partner & Director, MU, Laurence Debroux, Non-Executive Board Member, EXOR N.V.*
- (30 min) How to shape a future-oriented talent agenda? *Marie-Bernard Guillaume, Partner & Director, MU*
- (20 minutes) Update: Overview of European Corporate Governance: Diversity or Convergence? *Roger Barker, Director of Policy and Governance, Institute of Directors UK*

10:20: Coffee break

10:40: 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. (85 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 Governance, Institute of Directors, Michel de Fabiani (Experienced board member and Chair of the Nomination and Remuneration Club of the French Directors' Institute), Gudrun Timm, Partner and Director, Carpe Diem International, Paola Luncantini, Associate professor of Financial Market Law at the Università di Roma (Italy) and director of the Genoa Centre for Law and Finance, Lena Henningsson, Director, StableTable Scandinavia AB, Chairman, Lund University School of Economics and Management*
- 1.2. (35 min) Panel discussion: How key topical issues are addressed in the different Corporate Governance models? *(France, Germany, Italy, the Nordic countries, the UK)*

12:40: Lunch

DAY 1

Central Base

Day 1 (on-site) - 25th October 2023

13:30: 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 (60 min) Update on sustainability developments *Roger Barker, Director of Policy and Governance, Institute of Directors*)
- 2.2 (80 min) Case study 1 developed by Embedding Project: Credible action on sustainability as lever for business success (*presented by Roger Barker, Director of Policy and Governance, Institute of Directors and Tina Mavraki, non-executive director, First Bauxite*) – Examining effective board oversight of credible sustainability performance

15:50: Coffee break

16:15: Pillar 2: Sustainability: from a buzz word to actions (to continue)

- 2.3 (30 min): Testimony of best practices: Embedding sustainability into strategic design, *Maria Eugenia Giron, Independent Board Member, Entrepreneurship Professor & Angel Investor*.
- 2.4. (90 min) Case study 2: How to define ESG KPIs for top executives remuneration? (*Manuel Montecelos, Executive Compensation & Board Advisory, Senior Director, WTW and Adrien Lescanne, Executive Compensation & Board Advisory, WTW*)

18:15: End of the day – Key takeaways, *Hagen Schweinitz, Leader, Global Board and Governance Advisory Practice, Eric Salmon & Partner's*

Informal Networking



DAY 1

Central Base

Day 2 (on-site) - 26th October 2023

9:00: Welcome / Opening / Networking Time

9:30: Pillar 4: 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]

- 4.1. (60 min) Update on non-financial reporting: CSRD requirements and EU upcoming standards *Hilde Blomme, Deputy CEO, AccountancyEurope*
- 4.2 (70 min) Case study: Commenting a report, *Nadja Picard, Partner, Global Reporting Leader at PwC*

11:40: Coffee break

- 4.3 (35 min) Networking time

12:15: Lunch break

13:15: Pillar 5: Corporate Governance in action: Board simulation (180 minutes)

Learning objective: Getting hands-on experience in European boards

[Board decision making & soft skills, Ludo van der Heyden, Chaired Professor of Corporate Governance, INSEAD]

- 5.1 Preparation of the Board simulation (rules of the game) Ludo van der Heyden, Chaired Professor of Corporate Governance, INSEAD
- 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.

DAY 2

Central Base

Day 2 (on-site) - 26th March 2023

16:15: Coffee break

16:30: Pillar 6: Disruption at board level: geopolitical and commercial challenges

- (90 minutes) Strategy in time of digitalization and disruptive changes to the world order

18:00 (30 min) Key takeaways by the facilitator, *Hagen Schweinitz, Leader, Global Board and Governance Advisory Practice, Eric Salmon & Partner's*

18h30: End of the day



DAY 2
Central Base

Day 3 (online) - 16th November 2023

8:45: Welcome/Opening - Networking Time

9:00: Pillar 7: 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]

- 7.1. (40 min) Update on Directors' duties and stewardship codes in Europe (*Chris Hodge, Director, Governance Perspectives Ltd*) (Based on pre-readings)
- 7.2. (30 min) Update on directors liability in Europe. (*Silvia Garlaschè, Underwriting Manager EMEA - MLC and CRIME, Financial Lines, AIG*)

10:10: Virtual coffee break

- 7.3. (40 min) At the crossroads: A study of purpose and direction. (*Anthony Smith-Meyer, Executive Director, Institute for Financial Integrity and Sustainability*)

11:05: Pillar 8: Corporate Governance in 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]

- 8.1. (40 min) Update on CG in Groups including multinational enterprises (MNEs) and state-owned enterprises (SOEs) – (*David Risser, Managing Director, Nestor Advisors - Morrow Sodali*)
- 8.2 (40 min) Testimony of a board member (*Kati Ter Horst, EMEA CEO Aliaxis and Vice Chairman at Outokumpu*)

12:25: Virtual lunch break



DAY 3

Central Base

Day 3 (online) - 16th November 2023

13:30: Pillar 9: Topical issues

Corporate Sustainable Due Diligence

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

- 9.1. (20 min) Presentation from *Jeroen Hooijer, Senior Advisor, The European Commission*
- 9.2. (40 min) Testimony from *Peter Zadora, Director Category Procurement, Umicore Procurement & Transportation*

14:30: Virtual coffee break

14:45: Pillar 10: 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.

- (1h) *Michael Schweiger, Chief Compliance Officer, Amazon Payments Europe*

15:45: Virtual coffee break

16:00: Pillar 11: 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

- (45mn) In conversation with *Rahul Bhardwaj, President & CEO Institute of Corporate Directors*

16:45: Wrap up: main take-aways from the core program & opening up to the optional modules

17:30: Closing of the session

Option 1: Audit Committees : a permanent adaptation - 21st November 2023

Speakers (to be confirmed):



Anne-Hélène Monsellato
Independent director and
Chairman of the Audit and Risk
Committee,
Euronav, Genfit



Patrick Parent
Chair,
Committee of European Auditing
Oversight Bodies (CEAOB)



Frédéric Tabak
Head of public oversight of the
Audit profession,
Luxembourg

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 1: Audit Committees: a permanent adaptation - 21st November 2023

Time	Discussion points
9:00-9:15	Introduction (<i>Hagen Schweinitz, Global Practice Leader, Board & Governance Advisory Practice, Eric Salmon & Partners</i>) - 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 - 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 - 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	The CEAOB -- Monitoring audit quality and audit committee-related activities (<i>Patrick Parent, Chair, Committee of European Auditing Oversight Bodies (CEAOB), Frédéric Tabak, Head of public oversight of the audit profession, Luxembourg</i>) - Presentation by the CEAOB - Open questions and debate
12:15-13:15	Lunch break

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 1: Audit Committees : a permanent adaptation - 21st November 2023

Time	Discussion points
13:15-14:45	Managing the workload - practical tips • 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 • 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
16:00-16:45	Conclusion and questions (reinforcing key messages) • 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 stakeholders is at the heart of all current issues -

1st December 2023



Speakers:



George Dallas
Policy Director,
ICGN



Paul Lee
Head of Stewardship & Sustainable
Investment Strategy, Redington



Marco Becht
Executive Director, European
Corporate Governance Institute
(ECGI)

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

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

1st December 2023



Timing	Session	Content
9:00	ecoDa Welcome (Hagen Schweinitz, Global Practice Leader, Board & Governance Advisory Practice, Eric Salmon & Partners)	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	- 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 stakeholders is at the heart of all current issues -



1st December 2023

Timing	Session	Content
11:20	Presentation and discussion: factors affecting the relationship	• 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 stakeholders is at the heart of all current issues -*1st December 2023*

Timing	Session	Content
14:20	Director interview	A prominent European director speaks of their experience in handling relationships investors and other stakeholders in the current climate
15:35	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
18:15	Summary and final Q&A	
18:35	Concluding remarks	

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

Option 3: ESG matters with a special focus on climate and biodiversity challenges - 8th December 2023



Speakers (to be confirmed):



Ralf Otto
Facilitator of the programme,
Change Expert, Hi Circular



Christophe Barman
Co-founder, Loyco (B Corp)
Chair of the Roman consumer
federation



Olivier Boutellis-Taft
CEO,
Accountancy Europe



Thomas Dodd
Policy Coordinator - Corporate
transparency, European
Commission, DG FISMA



Andrew Griffiths
Director of Community &
Partnerships, PlanetMark, Chair of
the UK IoD Sustainability Task Force



Vincent Jamblin
Founder,
Séréus



Dr Kris De Meyer
Neuroscientist, Director
Climate Action Unit, UCL



Gilda Neiman
Non-executive director,
Executive advisor to boards
on sustainability



Mercedes Sanchez Varela
Member of the Board of
Directors, Chapter Zero
Brussels



Jurgen Tinggren
Chair of the Board of Directors,
Bekaert



Ann-Françoise Versele
CSO, Bekaert

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 3: ESG matters with a special focus on climate and biodiversity challenges - 8th December 2023



Timing	Session	Content
8:30	Welcome/Opening	
9:00	ecoDa Welcome (Hagen Schweinitz, Global Practice Leader, Board & Governance Advisory Practice, Eric Salmon & Partners)	Background to the session
9:15	Pillar 1: Climate context: Sciences, causes, emissions, impacts and implications	(60 min) Conversation with Kris de Meyer, Neuroscientist, Director Climate Action Unit, University College London
10:15	Pillar 2: Business inspirations: business transformation	(30 min) Testimony : Christophe Barman, Co-founder, Loyco (B Corp), Chair of the Roman consumer federation
10:45	Coffee break	
11:00	Pillar 3: Climate context: policy & regulation, reporting & disclosure	(60 min) Presentation from Mercedes Sanchez Varela, Director, Chapter Zero Brussels, and Thomas Dodd, Policy Coordinator - Corporate transparency, European Commission, DG FISMA
12:00	Lunch	

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

Option 3: ESG matters with a special focus on climate and biodiversity challenges - 8th December 2023



Timing	Session	Content
13:00	Pillar 4: Role of the Boards for effective climate governance	(45 min) Conversation with Jurgen Tinggren, Bakaert Chair of the board, and Ann-Françoise, Bekaert CSO
13:45	Pillar 4: Role of the Boards for effective climate governance	(60 min) Conversation with Andrew Griffiths, Chair of the IoD's National Sustainability Taskforce
14:45	Coffee break	
15:00	Pillar 6: Business implications: risks, opportunities, strategy, business transformation	(120 min) Conversation and case study with Olivier Boutellis-Taft, CEO Accountancy Europe and Vincent Jamblin, Founder of Séréus
17:00	Pillar 7: Climate governance in action	(40 min) Conversation with Gilda Neiman, Non-executive director, Executive advisor to boards on sustainability
17:40	Networking	

DAY 4

Optional Modules

(At least one mandatory choice) – 1 day

INSTRUCTION DETAILS

Location

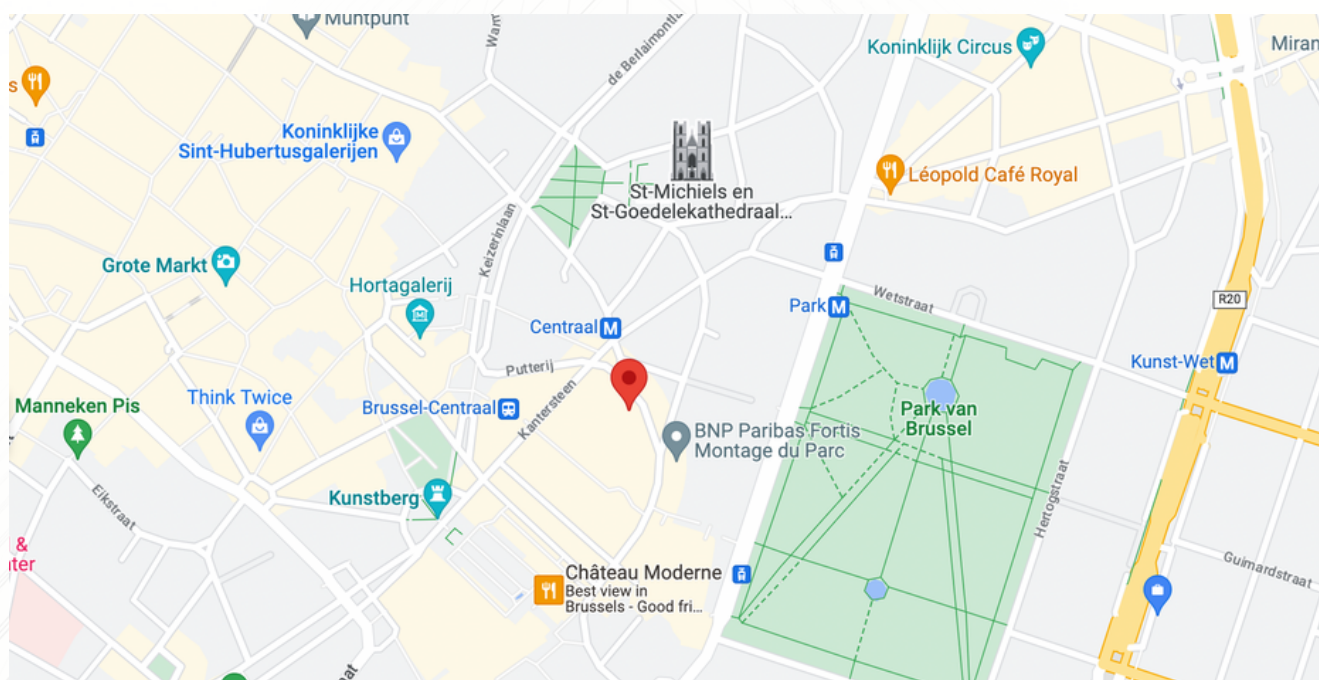
Sparks

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 and last day will be organised through Zoom.

INSTRUCTION DETAILS

Location

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

Accountancy Europe is located near the Cinquantenaire Parc and is easily accessible by public transport. Schuman is the name of the closest bus, metro and train station you will find 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).



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 **€3.500 for 4 days** (core programme and an optional module) without VAT (for affiliated to a member association) or **€4.000 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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