2026 FALL EDITION

THE DIALOGUE BETWEEN BOARDS AND STAKEHOLDERS

A course co-designed by ecoDa and ICGN

ecoDa The European Voice of Directors

ICGN

COURSE

THE DIALOGUE BETWEEN BOARDS AND STAKEHOLDERS

16th October 2026

ICGN (The International Corporate Governance Network) and ecoDa (The European Confederation of Directors' Associations) joint course gives board members and other governance professionals what they need to know on the purpose of governance and stewardship through an investor lens. More granular topics will be explored, including engagement between investors and non-executive directors, country differentiations in terms of the shareholders and board dialogue, what investors are looking for with regards to ESG performance...

> *"This course will help board members better understand investors' motivations, perspectives and concerns"*
>
> George Dallas, Policy Director, ICGN

This course is part of ecoDa's European Board Diploma, but can be attended on a stand-alone basis.

Dialogue between boards and stakeholders is at the heart of all current issues

Confirmed speakers:

Paul Lee

Member and Chair designate, UK Endorsement Board

Fiona Ellard

Senior Advisor,
The Investor Forum

Cemre Aksu

ESG Analyst,
CANDRIAM

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Programme

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
9:45	Overview	Session aims and objectives Learners' objectives and experiences
10:15	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**	

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Reminder of the programme

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
12:25	Presentation: investor perspective by Cemre Aksu, *ESG Analyst, Governance Specialist Voting and Engagement, CANDRIAM*	

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Reminder of the programme

Timing	Session	Content
13:05	**Lunch**	
14:05	ESG metrics and board engagement	Concrete talk about 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	

INSTRUCTION DETAILS

Rules and financial conditions

The fee for this course is €1000.

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 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!

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.

ecoDa's Missions

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 ICGN

Established in 1995 and led by investors responsible for assets under management of around US$70 trillion, ICGN advances the highest standards of corporate governance and investor stewardship worldwide in pursuit of long-term value creation, contributing to sustainable economies, societies, and the environment. This is achieved through a comprehensive international work programme based around three core activities:

- Influence: Promoting ICGN Principles as investor-led global standards for governance and stewardship and influencing public policy and professional practice;
- Connect: Delivering high-quality global events and webinars with unrivalled opportunities for networking, knowledge-sharing and collaboration;
- Inform: Enhancing professionalism in governance and stewardship practice through information and education.

INSTRUCTION DETAILS

Location

Manhattan Meeting Center
Avenue du Boulevard 21
1210 Brussels

Manhattan Meeting Center is the venue for the second module. It's easily accessible through public transport by travelling to Rogier by metro, bus or tram. If you would like to come by taxi, we recommend using an Uber or Taxi Vert (0032 2 349 49 49).

ecoDa The European Voice of Directors

Thank you for your interest

If you have any questions, please contact us to:

education@ecoda.eu

Béatrice Richez-Baum
Director General

Maya Geneletti
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