

The European Board Diploma

- Winter edition 2026

The European Voice of Directors • The European Voice of Directors •



Introduction

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 24 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

November - 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

Independent Directors Association AAI

BICG Baltic Institute of Corporate Governance

ICA Instituto de Consejeros-Administradores Asociación Española de Consejeros

Swiss Institute of Directors

ifa Administratrices et Administrateurs Engagés

Guberna 30 years of guiding governance

Bestyrelses foreningen Værdiskabelse Ledelse Governance

ILA The Luxembourg Institute of Governance

fea Future of Board Expertise

NED The Non-Executive Directors' Club in Greece

Styrelse Akademien

Slovenian Directors' Association

Directors' Institute Finland

IoD Institute of Directors

ifsp The Institute of Financial Services Practitioners

associazione riconosciuta ned community amministratori non esecutivi e indipendenti

stowarzyszenie niezależnych członków rad nadzorczych sn crn

NCD Nederlandse Vereniging van Commissarissen en Directeuren

Armenian Institute of Directors

Türkiye Kurumsal Yönetim Derneği

Croatian Corporate Governance and Management Society

Corporate Governance Professional Association

IoD Institute of Directors Ireland

Cy IoDCG Cyprus Institute of Directors & Corporate Governance Excellence in Directorship

Partners



With the support of:

A&O SHEARMAN

forvis mazars

Embedding PROJECT

Ethics & Boards
Governance Intelligence and Advisory

Programme summary

Day	Date	Location	Type of event
Day 1	19th November 2026	B. Amsterdam Johan Huizingalaan 763A 1066 VH Amsterdam	Central Base
Day 2	20th November 2026	B. Amsterdam Johan Huizingalaan 763A 1066 VH Amsterdam	Central Base
Day 3	26th November 2026	Online	Central Base
Day 4 - Option 1	Spring 2027	Brussels (TBC)	**Audit Committees Optional Module** The Bridge from Oversight to Foresight: Audit Committees in a Changing Landscape
Day 4 - Option 2	Spring 2027	Brussels (TBC)	**ICGN Optional Module** The Engagement Bridge: Building Trust Between Boards and Shareholders / Stakeholders
Day 4 - Option 3	Spring 2027	Brussels (TBC)	**Sustainability Optional Module** The Value Bridge: Connecting Sustainability, Financial Performance and Corporate Resilience
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 1

- Understanding the key features of the major Corporate Governance models coexisting in Europe;
- Developing a global understanding of Corporate Governance issues beyond only the most topical issues;
- Understanding the implicatons in terms of board duties;
- Getting input on group governance.

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;
- 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

- 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.

Speakers

Our moderator



Arthur Hol
Managing Director, HRM College and Chair of ecoDa's Education Group

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.



Damon Clark
Chartered Director and Course Leader, IoD UK



Isabelle Darisse
Strategic Counselor, Collège des Administrateurs de Sociétés, Canada



Lena Eriksson
Global Governance Advisor Ethics & Boards



María Eugenia Girón
Independent Board Member



Gaudiana Giusti
Advisor and Lead Independent Director



Jakob Haesler
Global Head of Consulting, Forvis Mazars



Lena Henningsson
Director, StableTable, and Chair, Lund University School of Economics and Management



Jeroen Hooijer
Advisor, DG JUST, European Commission



Sabine Lochmann
Sustainability Advisor and Chief Executive Officer, ASCEND



Milena Olszewska-Miszuris
Co-Chair and Founder, 30% Club Poland and Non-Executive Director



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



Cyro Vangoidsenhoven
Associate Litigation & Investigations, A&O Shearman



Jeroen Veldman
Full Professor of Corporate Governance, Nyenrode Business University



Uroš Žust
IT Assurance & Advisory Partner, Forvis Mazars

Programme overview

Day 1 (on-site)

19th November

08:45 Welcome/Opening

09:00 Introducing ecoDa – **Béatrice Richez-Baum**, *Director General ecoDa , ecoDa*

09:10 Presentation of the programme – **Arthur Hol**, *Managing Director, HRM College, and Chair of ecoDa's Education Group*

09:20 Ice Breaking Session: Get To Know Each Other – **Arthur Hol**

09:45 (25 minutes): The European Governance Landscape: Between Diversity and Convergence – **Damon Clark**, *Chartered Director and Course Leader, Institute of Directors UK*

10:10 **Coffee Break**

Pillar 1: European Corporate Governance Models

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

10:25 (125 min) 1.1 National Governance Models in Europe: Distinctive features and emerging practices **Gudrun Timm**, *Partner and Director, Carpe Diem International*; **Lena Henningsson**, *Director, StableTable Scandinavia AB, Chairman, Lund University School of Economics and Management*; **Gaudiana Giusti**, Advisor and Lead Independent Director; **Damon Clark**, *Chartered Director and Course Leader, Institute of Directors UK*; **Milena Olszewska-Miszuris**, *Co-Chair and Founder, 30% Club Poland*; **Arthur Hol**, *Managing Director, HRM College, and Chair of ecoDa's Education Group*

12:30 (30 min) 1.2 Group discussion | Governance in practice: Comparative approaches to key boardroom issues (All participants)

13:10 **Lunch Break**

Day 1

Central Base

Day 1 (on-site)

19th November

14:00 (60 min) 1.2 Group discussion and plenary discussion | Governance in practice: Comparative approaches to key boardroom issues (All participants)

15:00 (15 min) 1.3 Panelist discussion: Is Europe converging on a common CG model?

15:15 Coffee Break

[Strategy]

15:30 (20 min) 1.4 How culture shapes boardroom dynamics: An Open Discussion and Exchange of Practices with the participants - **Lena Henningsson**

Pillar 2: Board Accountability and Group Governance

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

15:50 (50 min) 2.1 Directors' Duties and Liability in Europe - **Lauren Rasking**, *Counsel Litigation & Investigations, A&O Shearman*, and **Cyro Vangoidsenhoven**, *Associate Litigation & Investigations, A&O Shearman*

16:40 Coffee Break

16:55 (60 min) 2.2 Group and Subsidiary Governance in Europe – **David Risser**, *CEO, Ethics & Boards*

17:55 Key takeaways and group discussion: What have I learnt? - **Arthur Hol**, *Managing Director, HRM College, and Chair of ecoDa's Education Group*

18:15 End of the day and Networking Cocktail

Day 1

Central Base

Day 2 (on-site)

20th November

08:45 Welcome/Opening

Pillar 3: European Corporate Governance Models

Learning objective: Getting hands-on experience in European boards Board decision making & soft skills

09:00 (30 min) 3.1 Strategic Boards in Practice - **Arthur Hol**, *Managing Director, HRM College, and Chair of ecoDa's Education Group*

09:30 (180 min) 3.2 Board Simulation - **Damon Clark**, *Chartered Director and Course Leader, Institute of Directors UK*

10:45 Coffee Break

12:30 3.3 Debriefing on the case study

13:00 Lunch Break

14:00 (40 min) 1.4 Navigating Europe's Governance Cultures and the Market for Directorships – **François Reyntens**, *Leadership Advisor at Spencer Stuart*

14:40 (60 min) 3.3 Double Materiality as a Strategic Tool - **Sabine Lochmann**, *Sustainability Advisor and Chief Executive Officer, ASCEND*

[Reporting and Risk Management]

15:40 Coffee Break

15:55 (75 min) 3.4 Resilience at Board Level - **Gudrun Timm**, *Partner and Director, Carpe Diem International - Examining effective board oversight of credible sustainability performance*

17:10 Key takeaways and action plan - **Arthur Hol**, *Managing Director, HRM College, and Chair of ecoDa's Education Group*

Day 2

Central Base

Day 3 (online)

26th November

Pillar 4: AI, Cybersecurity and Board Oversight

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

09:00 (70 min) 4.1 Cybersecurity: A Boardroom Case Study - **Uroš Žust**, *IT Assurance & Advisory Partner, Forvis Mazars*

10:10 Coffee Break

10:25 (90 min) 4.2 AI at Board Level - **Lena Eriksson**, *Global Governance Advisor, Ethics & Boards*

Pillar 5: Geopolitics and the Geopolitical Environment: Challenges for Board Members

11:55 (15 min) 5.1 The Geopolitical Environment: Challenges for Board Members - **Jakob Haesler**, *Global Head of Consulting, Forvis Mazars*, and **Clémence Valleteau**, *Director Global Public Policy, Forvis Mazars*

12:10 (35 min) 5.2 Case study and group discussion (break-up groups) - **Jakob Haesler**, *Global Head of Consulting, Forvis Mazars*, and **Clémence Valleteau**, *Director Global Public Policy,* Forvis Mazars

12:45 (15 min) 5.3 Breakout session: How do geopolitics affect your business?

13:00 Lunch Break

13:50 (50 min) 5.4 The Impact of Geopolitics on Boards and Corporate Strategy - **María Eugenia Girón**, *Independent Board Member*

Day 3 (online)

26th November

Pillar 6: International Perspectives on Corporate Governancet

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

14:40 (40 min) 6.2 Recent US cases that affect Corporate Governance - **Jeroen Veldman**, *Full Professor of Corporate Governance, Nyenrode Business University*

15:40 **Coffee Break**

15:55 (40 min) 6.3 Corporate Governance in Canada - **Isabelle Darisse**, *Strategic Counselor, Collège des Administrateurs de Sociétés, Canada*

16:35 (30 min) 6.4 European Corporate Governance: Update from the European Commission - **Jeroen Hooijer**, *Active Senior Advisor, DG JUST, European Commission*

17:05 Wrap up: main take-aways from the core program & opening up to the optional modules - **Arthur Hol**, *Managing Director, HRM College, and Chair of ecoDa's Education Group*

17:30 **Closing of the session**

Day 4 – Optional modules

The full EBD programme consists of four days. To best match your expectations and professional profile, you can choose your fourth day from the following three options:

Module 1: The Bridge from Oversight to Foresight: Audit Committees in a Changing Landscape
9 April 2027 - Brussels

This session will explore the evolving role of audit committees and the key drivers of high-impact audit committee performance. Topics will include audit regulators' perspectives, the role and responsibilities of the audit committee, sustainability beyond compliance and connectivity, the Market Abuse Regulation (MAR), internal audit, internal control, cybersecurity, and the selection of the external auditor. The day will be led by Anne-Hélène Monsellato, an independent board member with extensive experience in both the United States and Europe, and will feature a presentation by the Committee of European Auditing Oversight Bodies (CEAOB).

Module 2: The Engagement Bridge: Building Trust Between Boards and Shareholders
16 April 2027- Brussels (co-organized with ICGN)

This session will explore the principles of stewardship and effective shareholder engagement. Topics will include engagement themes and targets, escalation processes, and the exercise of voting rights. The programme will also feature an example from Candriam, focusing on ESG (environmental, social and governance) considerations, as well as practical case studies to illustrate how boards and shareholders can build trust and foster constructive dialogue.

Module 3: The Value Bridge: Connecting Sustainability, Financial Performance and Corporate Resilience
23 April 2027 - Brussels

This session will explore why sustainability remains a market imperative, with a focus on the availability of and access to resources. It will examine different pathways for scaling sustainability across companies, board leadership in the net-zero transition, and the strategic value of B Corp certification in driving business performance. The programme will also address the importance of biodiversity and its strategic implications for businesses, with a session on "Why Nature Matters: The Strategic Case for Biodiversity", presented by Chapter Zero Brussels.

These fourth-day sessions are organised only twice a year. For more information about each option and its detailed programme, please visit our website www.ecoDa.eu or contact us at education@ecoda.eu.

Instruction details - Central base

19th- 20th November

Location

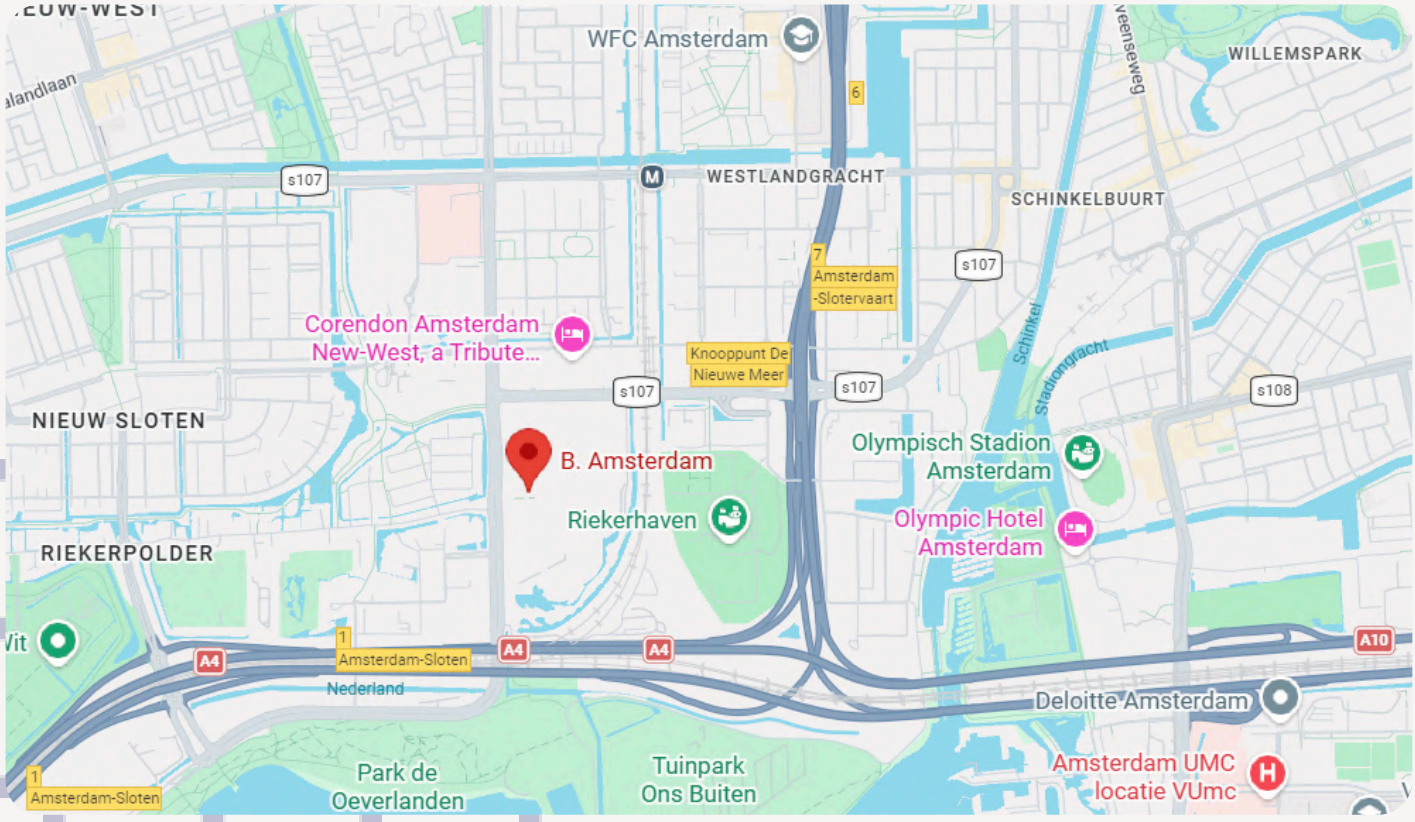
B. Amsterdam
Johan Huizingalaan 763A,
1066 VH Amsterdam.

B. Amsterdam is centrally situated at Johan Huizingalaan 763a, offering excellent accessibility by both car and public transport.

By car: From the motorway, take exit S107 and follow Henk Sneevlietweg towards Johan Huizingalaan. The venue benefits from its proximity to the A4, A9 and A10.

By public transport: Alight at Henk Sneevlietweg metro station, a 10-minute walk from the venue. From Schiphol Airport, the venue is reachable within approximately 20 minutes by train and metro.

Identification: The building is easily identified by the large letter "B" displayed on its facade.



The third day will be held via Zoom. Details will be shared one week in advance

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 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



Béatrice Richez-Baum
Director General

Maya Geneletti
Policy Advisor

Beatriz Floriano Niso
Communication and Administrative Officer

Laurane Walach
Junior Policy and Operations Advisor

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