



EXECUTIVE AND BOARD DEVELOPMENT PROGRAMME

GOVERN Center is proud to unveil its board and executive education curriculum for 2019, featuring programmes targeted to board members and senior management in emerging market companies to help them navigate today's global economic challenges, leveraging cutting-edge strategy and governance expertise.

Through our work in emerging markets in Europe, Asia, Africa, Latin America and the Middle East, GOVERN has accumulated a wide breadth of experience working with boards and senior executives of private, listed and state-owned companies operating across a range of sectors, including banking, transport, utilities, manufacturing, oil and gas, technology and service sectors.

GOVERN's point of differentiation is full customization of our training to national frameworks, specific sectors and ownership type of companies in order to render our training more impactful. All workshops are targeted to individual client needs, taking in account not only the national regulatory framework but also the company strategy, resources and growth prospects.

Our workshops are delivered by experts with direct regulatory and board experience as well as academics from leading institutions such as Harvard, Oxford, the LSE, and others. All our experts are all either seasoned board members or regulators with deep knowledge of comparative governance challenges in developed and emerging markets.

Our seminars are addressed to diverse audiences including corporate and sovereign clients, institutional investors and regulators. We have an established track record working with these clients in different regions, enabling us to provide a comparative perspective. We collaborate with local partners, including regulators, stock exchanges and Central Banks.

The following training programme is indicative, additional specialized workshops such as board briefings can be developed on client request. Courses can be modified in duration and focus depending on client needs. To explore how our programmes can support the development of your board, senior management and other professionals within your organization please contact us @ inquiries@govern.center.

Course Title	Target Audience	Objective	Key Components
<i>Introduction to board effectiveness (2 days)</i>	Executive and non-executive board members	Increase the awareness of best practices in board and committee effectiveness	Creating effective board and committee structure Conducting board assessment and evaluation Addressing board and management dynamics
<i>Board duties and responsibilities (2 days)</i>	Executive and non-executive board members, corporate secretaries	Educate board members of their duties and responsibilities and tools available to them	Understanding the fiduciary duty of boards Defining the legal responsibilities of board members Creating accountability to shareholders and stakeholders
<i>International corporate governance trends (2 days)</i>	Board members, executive management, corporate secretaries, IR legal and compliance heads	Educate board members and senior executives on key corporate governance trends and their impact on the company's dynamics	Understanding regulatory developments Creating an organization-wide system of governance Communicating to investors on their expectations
<i>Introduction to risk management (2 days)</i>	Board members, executive management, legal and risk management functions	Improve operational, financial and strategic risk management process throughout the organisation	Setting risk appetite by boards Managing risk throughout the organization Oversight and reporting on key risks
<i>Best practices in governance of state-owned enterprises (SOEs) (3 days)</i>	Board members, executive management, corporate secretaries, legal and compliance heads	Increase the awareness of governance best practices in SOEs and challenges specific to these companies	Addressing challenges in appointing SOE boards Facilitating disclosure to the state and other shareholders Understanding risks specific to SOEs
<i>Stewardship and long-term value creation (2 days)</i>	Institutional investors, asset managers, brokers	Increase the awareness of institutional investors and asset managers of their impact as asset owners	Developing active and impactful shareholder practices Appointing board representatives to represent investor interests Addressing short termism and market risks
<i>Corporate governance of joint ventures (2 days)</i>	Board members and senior management of joint venture companies	Enhance the governance of joint ventures in different sectors	Appointing of effective JV boards and monitoring their performance Dealing with differences in corporate culture Managing regulatory requirements
<i>Corporate governance of subsidiaries (1 day)</i>	Board members of parent and subsidiary companies, executive management of parent and subsidiary companies	Enhance the governance of subsidiary companies and relationship between parent and subsidiary firms	Appointing boards of subsidiaries Addressing risks and compliance in subsidiaries Creating robust parent-subsidiary governance frameworks
<i>Board secretaries training workshop (2 days)</i>	Board secretaries	Educate board secretaries of their duties and responsibilities and tools at their disposal	Conducting effective board and committee meetings Supporting the Chair and individual board members

			Understanding board legal duties and responsibilities
<i>Geopolitics and impact on strategy</i> (1 day)	Staff, Executive management and board members	Provide an update on the geopolitical trends and their impact on corporate strategy	Understanding geopolitical impact on corporate strategy Facilitating various governance organs to deal with political/industry change Understanding how governance can underpin strategy development
<i>Chair duties and responsibilities</i> (1 day)	Company Chairs, Corporate Secretaries, heads of legal	Provide Chairs with knowledge and skills on emerging best practices in governance and strategy	Leading effective board meetings and board evaluations Facilitating effective board and committee composition Managing dialogue with management
<i>Corporate reporting and communications</i> (1 day)	Board members, senior executives, IR and communications	Support board members in communicating to the shareholders and the public	Adopting international ESG disclosure frameworks Developing a convincing ESG/board report Incorporating new channels in the communications strategy
<i>Financial ratios and KPIs for boards</i> (1 day)	Board members and Executive management executives, Audit Committee members	Enhance the financial literacy of board members for effective decision-making	Understand management reporting Conducting oversight of financial communication for shareholders Understanding roles and responsibilities of the Audit Committee
<i>Governance and anti-corruption</i> (1 day) NEW!	Board members and Executive management executives, legal, internal audit and compliance functions	Understand how good governance can help organisations address integrity risks	Understanding international legal AC requirements Managing corruption and other integrity risks Developing roles for anti-corruption throughout the organization
<i>Governance in technology companies</i> (2 days) NEW!	Board members and senior executives	Introduce governance frameworks suitable to the risks and competition in the tech sector	Structuring governance of the innovation process Understanding the role of boards in overseeing new technologies and risks Technology companies in public markets
<i>Governance of Artificial Intelligence</i> (1 day) NEW!	Board members and senior executives	Introduce governance frameworks for accountable introduction of AI	Structuring oversight off AI applications Collecting data and information by AI, data and privacy considerations Developing communication with regulator /public on AI strategy and risks
<i>Governance for bank boards and executives</i> (3 days) NEW!	Board members and senior executives in the banking sector	Introduce effective governance frameworks specific to the banking sector	Satisfying fit and proper requirements and other CB governance criteria Supporting risk management and oversight by boards Understanding how to interact with the regulator on governance