

Director Education Opportunities – Updated April 2023

Date(s) Offered	Location	Organization	Program Title and Website	Topics
April 17, 2023	New York, NY	Equilar / Nasdaq	Board Leadership Forum	<ul style="list-style-type: none"> • Recent and forthcoming SEC regulation • Board composition and diversity: Shaping your board of the future • Navigating the shifting risk landscape • How and when should the board use its voice?
April 17-20, 2023 September 26-29, 2023	Los Angeles, CA	UCLA Anderson School of Management	Corporate Governance Program	<ul style="list-style-type: none"> • Hot topics & fundamentals of governance • Regulatory changes impacting the boardroom • Strategic management and the board • The ESG imperative • Interactive case study: The board in action • Digging deeper into your firm's financial statements • Managing mergers, acquisitions, joint ventures and alliances • Ensuring effective committees: Audit and compensation • The board and activist shareholders • Cyber risk and security for boards • Tech and society
April 19-27, 2023	Virtual	The Wharton School of the University of Pennsylvania – Executive Education	Corporate Governance: Essentials for a New Business Era	<ul style="list-style-type: none"> • Enterprise challenges and risks including climate change, job displacement, global trade, disease epidemics, and social responsibility • Creating opportunities for those who have been underrepresented in the boardroom • Characteristics of successful board leaders • Overseeing management • Building diversity, equity, and inclusion in the boardroom • Leading boards through legal issues and other crises • Succession planning • Bringing environmental and social issues into the boardroom • Designing political and social strategies • Shareholder activism

Date(s) Offered	Location	Organization	Program Title and Website	Topics
April 19, 2023	Virtual	Silicon Valley Directors Exchange	Webinar: Debunking HR Issues for Boards: Part 1: Labor Acquisition	<p>Widespread job reshuffling over the past few years has meant more oversight from boards of directors to help executives manage human resources issues such as attracting and retaining talent. Boards of directors have been asked for guidance on more and more HR issues in recent years and the challenges continue to mount. This special two-part series on HR issues, including:</p> <ul style="list-style-type: none"> • The current state of the labor market • How to attract talent • How to deal with layoffs, impacts on DEI, operations, and branding • The future of labor acquisition
April 20-21, 2023	New York, NY	CFA Institute	Climate Risk and Returns: Shaping a Sustainable, Profitable Future	<ul style="list-style-type: none"> • Driving true sustainability - the role of asset owners • The realities of energy transition • Data driven edge: Creating sustainable, long-term value • Exploring opportunities across asset classes • Greenwashing: Why / how good people end up doing bad things • The four pillars of progress: Why true change depends on alignment between policy makers, corporations, the investment community, and individual citizens
April 20, 2023	Virtual	National Association of Corporate Directors (NACD)	Private Company Governance Learning Series - CEO Succession Planning	<ul style="list-style-type: none"> • Improve the efficiency of private company boards • Improve planning CEO succession • What is the right strategy to find that new CEO and set them up for success? • What qualities should the board consider when looking for the new CEO?
April 24-28, 2023	Fontainebleau, France	INSEAD – Executive Education	Value Creation for Owners and Directors	<ul style="list-style-type: none"> • Key areas of value creation: Finance, governance, strategy, leadership and organisational skills • Understand the broader context in which owners and directors operate and the responsibilities that come with an ownership or director mandate • Gain an overview of the knowledge and competencies expected from owners and directors today

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> • Develop skills that contribute to the creation of a high-performing board culture • Hone the ability to challenge other directors, investors, executives and experts through positive exchanges focused on the key issues that underpin value creation
April 25 - May 30, 2023	Virtual	UCLA Anderson School of Management	Women in Governance: Preparing for Board Service	<ul style="list-style-type: none"> • Understanding the boardroom and your role as a director • Case studies in board effectiveness • Managing diversity from the boardroom • Financial acumen for board directors • Leading effectively / influencing without authority • The science (and the art) of networking • Decision-making in the midst of multiple perspectives • Current issues in corporate governance
May 1-5, 2023	Virtual	The Wharton School of the University of Pennsylvania – Executive Education	Shareholder Activism and Corporate Governance	<ul style="list-style-type: none"> • Value investing and shareholder activism • Current trends and market conditions • Measuring the value: Assessing the potential for value creation • Tactics for campaigning and engaging: The activist pathway and the target defense • Activism outside the USA: Case studies in Canada and Japan • Activism campaign exercise
May 2, 2023	Virtual	Silicon Valley Directors Exchange	Demystify the Entrepreneurial Board, Part 3: Economy and Finance	<p>As an extension of our private company board series in 2023, this session is co-sponsored by Santa Clara University and will address:</p> <ul style="list-style-type: none"> • The economy, financial challenges and risk management for start-up boards • How have start-up boards addressed issues such as inflation, supply chain issues, and geopolitics? • What types of strategies should start-up boards consider for future economic downturns and upswings? • How have recent banking woes impacted the future of how private companies consider their finances?

Date(s) Offered	Location	Organization	Program Title and Website	Topics
May 8-9, 2023	Orlando, FL	National Association of Corporate Directors (NACD)	NACD Director Professionalism	<ul style="list-style-type: none"> • Understand the core responsibilities of directors and leading practices essential to boardroom effectiveness • Increase your skills and knowledge base to become a strategic asset in the boardroom • Learn best practices for board processes and roles and feel more prepared to face today's boardroom challenges
May 10, 2023	Orlando, FL	National Association of Corporate Directors (NACD)	Leading Minds Program: Cybersecurity and ESG	<ul style="list-style-type: none"> • Access to top experts and consultants in board governance • Guided panel discussion focused on timely governance issues facing board directors • Opportunity to have key governance questions answered during a director-driven Q&A session
May 11-12, 2023	Orlando, Florida	National Association of Corporate Directors (NACD)	NACD Master Class: Strategy and Risk Disrupted	<ul style="list-style-type: none"> • Learn keys to providing strategic oversight in a disruptive environment, where three-to-five-year plans may no longer be relevant, and scenario-planning can't happen fast enough to contend with reality • Understand how to fulfill your fiduciary duties in a volatile environment, where information and data may be incomplete or change frequently • Gain insights regarding external forces—geopolitical, social, and economical—that may impact your corporate strategy, and learn how to engage with investors appropriately on those issues • Learn how boards and management teams can constructively engage with one another on strategy without overstepping their roles • Assess your company's appetite for failure and understand how corporate culture drives or inhibits innovation • Discover how to align board composition, succession planning, and executive compensation with key strategic objectives of the enterprise

Date(s) Offered	Location	Organization	Program Title and Website	Topics
May 11-13, 2023	Boston, MA	Harvard Business School – Executive Education	Advanced Corporate Director Seminar	<ul style="list-style-type: none"> • Re-examine your company's role in society and its overall purpose • Study best practices in balancing shareholder and stakeholder needs • Explore the board's evolving role in innovation, technology adoption, digital transformation, AI adoption, and related risk management • Gain new perspectives on diversity, equity, and inclusion at the corporate board level • Identify the potential impact of climate change, geopolitics, the changing nature of globalization, and important cultural shifts on your corporate governance strategy • Debate the future of business and prepare to make choices that will put your company at the forefront • Consider the future of corporate governance • Assess your board's readiness to meet emerging challenges
May 15-18, 2023	Barcelona, Spain	Harvard Business School – Executive Education	Value Creation Through Effective Boards	<ul style="list-style-type: none"> • Design boards for a complex world • Understand the responsibilities of board members • The board's role in driving company strategy • Support risk management and crisis management • Enable transparency and accountability • Make a CEO appointment and support succession planning • Understand how corporate governance varies in different regions • Explore the characteristics of entrepreneurial and intrapreneurial boards • Run effective board meetings and make informed decisions • Increase gender diversity by appointing more women to the board • Monitor, measure, and improve board performance
May 22-25, 2023 November 6-9, 2023	Evanston, IL Evanston, IL	Kellogg School of Management – Executive Education	Corporate Governance: Effectiveness and Accountability in the Boardroom	<ul style="list-style-type: none"> • Characteristics of good directors, boards, and strategies • Legal issues • Executive compensation • Cybersecurity for directors • Board and committee responsibilities

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> • The board recruiting process • Audit issues • Activist investors and case study • The board's role in a crisis
<p>May 23-25, 2023</p> <p>August 28-31, 2023</p>	<p>New York, NY</p> <p>New York, NY</p>	<p>Columbia Business School</p>	<p>Corporate Governance Program: Developing Exceptional Board Leaders</p>	<ul style="list-style-type: none"> • Appreciate value creation via financial statements • Harness finance to realize the company's strategy • Minimize financial reporting risks as a member of the audit committee • Minimize the threat of litigation for the board and the company • Incentivize the CEO to create long-term sustainable value as a member of the compensation committee • CEO succession planning • Anticipate and prepare for the next activist challenge • Increase the board's visibility into disruptive technologies and business models • Leverage diversity and inclusion to create long-term value • Board resume workshop • Board recruiting and interviewing
<p>May 31 - June 2, 2023</p>	<p>Nashville, TN</p>	<p>Equilar</p>	<p>The 14th Annual Equilar Summit</p>	<p>400+ executive compensation and corporate governance professionals gather for a three-day, comprehensive Executive Compensation Summit, the largest conference dedicated to executive compensation</p>
<p>June 1-2, 2023</p>	<p>Virtual</p>	<p>The Conference Board</p>	<p>Leadership And Coaching Conference: Resilient Leadership For Volatile Times</p>	<ul style="list-style-type: none"> • Leading and learning through change • Experiential learning journey for leaders • Implementing an internal coaching model: Choices and considerations • Integrated and inclusive global leadership • Scaling your leadership and coaching to achieve business outcomes • Developing whole person leader health • Building trust in disruptive times • Simplify, eliminate, and automate

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> • Leading with value to stakeholders and disruption • Everyday leadership • Burn-out, the brain and beyond • Gen Z rising • Coaching and leadership for big decisions • Partnering to scale coaching in teams
June 1, 5 and 8, 2023	Virtual	International Corporate Governance Network	ICGN Governance, Stewardship & Sustainability Course - June 2023	<ul style="list-style-type: none"> • Theory and practice of stewardship and sustainability • Corporate governance and sustainability • Managing stewardship responsibilities • Implementing stewardship • How to conduct an ESG analysis of a company • Effective stewardship in practice: Monitoring, engaging, voting and reporting
June 8-9, 2023	Brooklyn, NY	The Conference Board	Diversity, Equity And Inclusion Conference	<ul style="list-style-type: none"> • Inclusion & belonging: How to build and empower a diverse workforce • Multigenerational workforces & work-life balance: Providing support to the invisible needs of your workforce • The view from the C-suite: DEI is a business imperative • Creating a safe space for all: Culture, bias and strategies to get it right • Effectively leveraging DEI as a competitive edge • Beyond the binary: Creating true gender inclusivity • Managing DEI fatigue • Communication strategies for successful DEI • Mental health: Moving into DEI's purview • Building benefit packages to attract and support diverse workforces
June 8-10, 2023	Fontainebleau, France	INSEAD – Executive Education	Leading from the Chair	<ul style="list-style-type: none"> • Achieve deeper understanding of how board and chair roles are changing – and exchange best practices with international peers • Improve your ability to organize and conduct effective meetings • Acquire tools for coaching and developing the CEO and senior executives • Enhance your ability to challenge executives and board members

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<p>through positive exchanges on the key issues that underpin corporate performance</p> <ul style="list-style-type: none"> • Become better able to address pressures when facing a crisis
June 14-16, 2023	San Francisco, CA	INSEAD – Executive Education	Competitive Strategy	<ul style="list-style-type: none"> • Which industries, markets and segments should I enter or exit? • Which advantage should I develop or build on? • How can I create value for customers in a better way than competitors? • How can we align sustainability demands and opportunities with our competitive strategy? • How can I assess the challenges and seize the opportunities of digital disruption? • Should I change our supply chain or ecosystem strategy, and how? • How will my strategic decisions impact shareholder value and demands from other stakeholders?
June 15, 2023	Virtual	Silicon Valley Directors Exchange	Debunking HR Issues for Boards: Part 2: Labor Retention	<p>Join this webinar to hear from our panel of experts on the importance of retaining talent and why boards of directors have a key role in managing this vital HR issue. This is part two of our webinar series on HR issues and will cover:</p> <ul style="list-style-type: none"> • Have stability and flexibility in the workplace become key parts of keeping employees? • Do cultural impacts on the workforce have a direct effect on retaining talent? • What does the future of work look like?
June 20-23, 2023	Salt Lake City, Utah	Society for Corporate Governance	2023 National Conference	<ul style="list-style-type: none"> • New SEC rules • ESG demands and ratings • Human capital management disclosures • Pay vs performance metrics • Activism preparation and response

Date(s) Offered	Location	Organization	Program Title and Website	Topics
June 22, 2023	Toronto, Canada	International Corporate Governance Network	Stewardship Fundamentals	<ul style="list-style-type: none"> • Articulate the purpose of stewardship and connect it to fiduciary duty, sustainability and day to day decision making • Employ stewardship best practices principles in the design and implementation of a stewardship programme (both for investors and companies) • Differentiate between differing approaches to ESG investing and analyse the use of ESG data and ratings • Develop and implement stewardship programmes that involve a coordinated approach to monitoring, voting and engagement • Evaluate the strengths, weaknesses, evidence and ongoing challenges regarding healthy and meaningful stewardship activity
<p><u>Module 1</u> June 25-28, 2023</p> <p><u>Module 2</u> September 25-28 2023</p> <p><u>Module 3</u> December 11-13, 2023</p> <p><i>Additional dates available</i></p>	<p>Singapore</p> <p>Fontainebleau</p> <p>Singapore</p>	INSEAD – Executive Education	International Directors Programme	<ul style="list-style-type: none"> • What do directors need to know in order to set the direction of the company? • What are the proper boundaries within which the company should operate? • How best can directors exercise their responsibilities to get things done in the boardroom?
June 26-28, 2023	Stanford, CA	Stanford Directors' College	28th Annual Stanford Directors' College	<ul style="list-style-type: none"> • The board's role in setting business strategy • Environmental, Social, and Governance (ESG) • CEO succession • Techniques for controlling legal liability • Challenges posed by activist investors • Boardroom dynamics • Contemporary challenges including the state of the macroeconomy • The politicization of the corporation • Emerging ransomware and cybersecurity threats

Date(s) Offered	Location	Organization	Program Title and Website	Topics
June 29, 2023 (Registration to open soon)	Virtual	KPMG	KPMG Board Leadership Center Webcast	This quarterly webcast series provides updates and insights into issues affecting board oversight—from key accounting and regulatory changes to developments in risk oversight.
July 3-7, 2023	Fontainebleau, France	INSEAD – Executive Education	Advanced Strategy for Directors	<ul style="list-style-type: none"> • Deepen your understanding of the strategic challenges brought about by today’s global environment (from both internal and external perspectives) • Review and explore how boards, in collaboration with executives (and consultants), can play a role in anticipating and overcoming such challenges • Engage with topical issues such as the growing impact of digital technology on strategy and organizations, and on the role of the board • Practice formulating, implementing and evaluating strategies in a board environment • Develop your strategic competencies as a director
July 11-12, 2023	New York, NY	The Conference Board	Engaged @Work	<ul style="list-style-type: none"> • Why putting people and purpose first will be the great differentiator • Generation Z • The CHRO of synchrony: Leadership reimaged for today’s workplace • Onboarding and the new hire experience • Building an effective culture in a remote or hybrid workplace • The future of the employee experience: Time, space, and AI
July 16-18, 2023 November 12-14, 2023	Boston, MA	Harvard Business School – Executive Education	Compensation Committee: New Challenges, New Solutions	<ul style="list-style-type: none"> • Adapt your compensation strategy to fit your business strategy • Make decisions with deeper knowledge of the relationships among compensation plans, employee motivation, and long-term value creation • Balance the competing imperatives to attract and retain key executives, adhere to new governmental rules, and navigate public sentiment • Ensure that the compensation structure promotes the desired corporate culture

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> • Compete effectively for top talent in today's tight labor market • Understand and anticipate hot-button issues and trends in executive compensation • Examine the impact of regulatory issues in different countries • Respond to a more vigilant investor community • Design better incentive systems and know the risks that certain incentive structures can create • Avoid the risks of cookie-cutter executive compensation solutions and external ratings systems • Gain investor buy-in on compensation plans • Get the most value from compensation consultants • Understand and effectively utilize subjective and objective performance measurement systems
<p>July 19-21, 2023</p> <p>November 15-17, 2023</p>	<p>Boston, MA</p>	<p>Harvard Business School – Executive Education</p>	<p>Audit Committees in a New Era of Governance</p>	<ul style="list-style-type: none"> • Align financial reporting, compliance, and risk management functions with the company's growth and profit objectives • Ensure the integrity of financial information • Foster the right culture regarding compliance and risk • Develop a financial reporting strategy • Develop better tools to manage cybersecurity and other risks • Enhance oversight of the finance, accounting, and risk management functions • Improve transparency and the quality of audit and financial reporting • Oversee legal and regulatory compliance more effectively • Strengthen collaboration with corporate management and auditors • Ensure optimal communication with investors on financial reporting and disclosure
<p>September 11-13, 2023</p>	<p>Long Beach, CA</p>	<p>Council of Institutional Investors</p>	<p>Fall 2023 Conference</p>	<p>Topics TBA</p>

Date(s) Offered	Location	Organization	Program Title and Website	Topics
September 13-14, 2023	New York, NY	Corporate Board Member	19th Annual Boardroom Summit and Board Committee Peer Exchange	<ul style="list-style-type: none"> • ESG issues and new regulations • Risk oversight in an unsettled time • Strategy: What will win in 2023 • Unparalleled networking with director peers
October 1-4, 2023	Boston, MA	Harvard Business School – Executive Education	Preparing to Be a Corporate Director	<ul style="list-style-type: none"> • Maximize your contribution as a board director • Expand your leadership capabilities • Analyze board opportunities • Develop a personal strategy for your board career • Expand your personal and professional network
October 5-6, 2023	Brooklyn, NY	The Conference Board	Women Lead Festival	<ul style="list-style-type: none"> • Allies, Sponsors, Accountability • Childcare and how businesses can help address this need • Gender equity in the future of work • The leadership journeys of some of the most powerful women executives in the world today • Women of color advancement in leadership • Legislative work being done to support women's rights
October 12-13, 2023	New York, NY	The Conference Board	Merger Integration Conference - New York	Topics TBA
October 16-20, 2023	Stanford, CA	Stanford Business School	Directors' Consortium	<ul style="list-style-type: none"> • Benchmark against best practices in corporate governance • Evaluate the role of the board in strategy development, evaluation, and evolution • Develop frameworks for prudent legal strategies to navigate litigious environments • Formulate strategies for managing CEO succession and evaluating executive compensation

Date(s) Offered	Location	Organization	Program Title and Website	Topics
October 19-20, 2023	New York, NY	The Conference Board	Executive Compensation Conference	<ul style="list-style-type: none"> • Changes in the C-suite and implications for executive compensation • The war for talent: New priorities and changes to total rewards • Balancing multiple stakeholders: Challenges and opportunities for executive compensation • The investor viewpoint: What do they really want regarding executive compensation and talent? • Compensation committee viewpoint: Is a more diverse board changing the conversation? • ESG imperatives in compensation strategies • Working together with purpose: Directors, managers, and shareholders weigh in • Human capital management and sustainability beyond the numbers • Building the executive pipeline with diversity, equity, and inclusion in mind: Aligning talent and total rewards • Executive compensation disclosure and communication: Taking control of the narrative through external communications • Communicating total rewards: New and creative approaches to building understanding of the full package through internal communications • Public policy impact on executive compensation
October 20-22, 2023	Madrid, Spain	International Corporate Governance Network	The 9th Annual ICGS Conference: Sustainable Corporate Governance	Topics TBA
November 1-3, 2023	Evanston, IL	Kellogg School of Management – Executive Education	Women's Director Development Program	<ul style="list-style-type: none"> • Characteristics of the most effective board members • Develop and deliver value proposition • Prepare for board interview • Earn board nomination • Be an effective director

Date(s) Offered	Location	Organization	Program Title and Website	Topics
November 7-8, 2023	New York, NY	Council of Institutional Investors	CII-NYU Law School of Law: Corporate Governance Bootcamp	<ul style="list-style-type: none"> • A premium executive education program developed in partnership with New York University School of Law's Institute for Corporate Governance & Finance • Instructors will include NYU faculty as well as seasoned practitioners, regulators, directors and activist investors • (More information on agenda to come)
November 8-11, 2023	Boston, MA	Harvard Business School	Making Corporate Boards More Effective	<ul style="list-style-type: none"> • Understanding the board's role and responsibilities in relation to management • Working with management to oversee company strategy • Designing the most effective structure, composition, and processes for your board • Identifying the personal qualities and characteristics needed in the boardroom • Providing constructive feedback to one another and to the board's leaders • Proactive governance and risk mitigation
November 27-December 1, 2023	Boston, MA	Harvard Business School – Executive Education	Women on Boards: Succeeding as a Corporate Director	<ul style="list-style-type: none"> • Understand how boards work and best practices • Develop board-critical skills • Navigate the selection process • Raise your profile
November 28 – 29, 2023	Dubai, UAE	International Corporate Governance Network	ICGN-Hawkamah Dubai Conference	<ul style="list-style-type: none"> • ESG • Additional topics TBA
December 5, 2023	New York, NY	The Conference Board	Corporate Citizenship: The Next Frontier	<ul style="list-style-type: none"> • The current state of corporate citizenship • Governance and management of corporate citizenship • How does citizenship fit together with sustainability and DEI, conceptually, organizationally and programmatically? • Beyond traditional philanthropy: Corporate citizenship investing and

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<p>innovation</p> <ul style="list-style-type: none"> • The impact of corporate citizenship on shareholder value • Corporate citizenship and political polarization • Business contributions towards the UN Sustainable Development Goals (SDGs) • Addressing environmental issues with people in mind • Best practices and metrics in reporting on corporate citizenship and philanthropy • How should companies think about citizenship in cities vs. citizenship in rural areas?
2023 Date TBA	Philadelphia, PA	Drexel University LeBow College of Business	Directors Academy	<p>2022 topics included:</p> <ul style="list-style-type: none"> • A fresh look at the audit committee's agenda and workload as directors objectively analyze the myriad risks facing business today • How the executive compensation committee develops compensation plans and external factors influencing compensation strategies • How the committee stays focused on addressing the needs of the company while being in the "line of fire" of various stakeholder agendas • Opportunity to talk with current board members and search executives about the successes and challenges of what it takes to prepare for board service
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Virtual Director Professionalism	<ul style="list-style-type: none"> • Roles and responsibilities of the board members • The board's operating model • Fiduciary duties of corporate boards • Introduction to finance and accounting • The nominating and governance committee • Compensation committee roles and responsibilities • The audit committee • Strategy from a board perspective • Risk oversight • Corporate transformations • Talent oversight

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> • Habits of highly effective directors: Tying it all together • Board-shareholder engagement • Diversity, equity, and inclusion • Cyber-risk oversight
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	The Art of Directorship: Strategy & Long-Term Value Creation	<ul style="list-style-type: none"> • Guidelines on how frequently strategy should be discussed among company leaders and the board • Examples of metrics and other information that directors should consider in order to facilitate the effective oversight of strategy by their board • How to apply leading practices, which contribute to an organization's long-term value, in the selection of board members and the CEO • How to evaluate whether a board is effectively overseeing its organization's strategy or stewarding the creation of long-term value • Effective questions to ask as a director, in order to provide well-grounded input on strategy • The difference between board practices that facilitate and hinder the alignment of an organization's short-term and long-term strategies
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	The Art of Directorship: Adaptive Governance	<ul style="list-style-type: none"> • Four practices that characterize the exercise of adaptive governance by a board of directors • Characteristics that tend to distinguish disruptive risks from more routine risks faced by organizations • Types of risk often considered to be disruptive • Common phrases used to categorize types of potentially disruptive risks • Strategies and practices that are likely to help a board more successfully confront and adapt to disruptive risks and their effects • The four elements of a risk-management framework

Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	The Art of Directorship: CEO Succession	<ul style="list-style-type: none"> • NACD's guidelines for boards on when it is appropriate to discuss CEO succession planning among company leaders and the board • Ways to facilitate CEO succession planning discussions among the board • Opportunities for the board and company leaders to consider CEO succession in the context of company strategy • Risks in the CEO succession process • The intangible leadership qualities, which NACD recommends boards assess in CEO candidates • Recommended strategies for a successful CEO transition • Differentiate between financial and nonfinancial metrics that may be used to set CEO compensation • Recommendations for how directors can position a new CEO for success
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Directorship Essentials: Risk Oversight	<ul style="list-style-type: none"> • Distinguish the role of directors from the role of management in an organization's management and oversight of risk • Identify practices for delivering effective board oversight of risk, and identify how to apply several of those practices in common situations • Name the role that each standing board committee (i.e., audit, compensation, nominating/governance) fulfills in delivering risk oversight • Choose effective questions to ask as a director to facilitate effective risk oversight by your board • Identify situations that may indicate whether an organization's board should improve its risk oversight • Define the terms "risk appetite" and "risk profile"
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Directorship Essentials: Compliance and Ethics	<ul style="list-style-type: none"> • Identify examples of a director's appropriate role in an organization's compliance and ethics program • Distinguish between poor and leading practices for effective oversight of an organization's compliance and ethics program • Identify the typical elements of an effective corporate compliance

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> and ethics program • Recall laws and regulations that serve as frameworks for compliance and ethics programs, regardless of industry • Identify acts that are considered misconduct by board members and executives • Identify risks that emerge for organizations when their compliance and ethics program falters
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Cyber-Risk Oversight Certificate	<ul style="list-style-type: none"> • Cyber-security threat landscape • Responsibilities of the board and management in cyber-risk oversight • Cyber-crisis simulation
On your own schedule	Virtual	Silicon Valley Directors Exchange	Webinars	<p>Recordings of past webinar events are available as a free resource. Recent webinar topics include:</p> <ul style="list-style-type: none"> • Demystify the Entrepreneurial Board, Part 1: Foundation • Demystify the Entrepreneurial Board, Part 2: Function • A.I. Implications: Are You Ready? • Behind the Scenes: Mechanics and Reality of Liquidity for Banks and Other Financial Institutions
On your own schedule	Virtual	KPMG	KPMG Board Insights Webcast Series	<p>Recordings of past webcast events are available as a free resource. Recent topics include:</p> <ul style="list-style-type: none"> • Global economic outlook with Diane Swonk • On the 2023 board agenda • Ian Bremmer on geopolitical risk
On your own schedule	Podcasts	KPMG	KPMG Board Insights Podcast Series	<ul style="list-style-type: none"> • Civil rights and racial equity audits • Onboarding insights for new directors • 2022 proxy season results reveal refinement of ESG • Organizing the board for climate oversight • Climate on the board agenda • The board's role in culture and employee engagement • The rising interest in LGBTQ+ diversity in the boardroom • Tax risk and transparency

GIBSON DUNN

Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Podcasts	Corporate Directors Forum	Corporate Directors Forum Podcast Series	<ul style="list-style-type: none"> • Shareholder activism: Are you prepared? • Three steps boards must take during dynamic times • Here's how to win on the diversity front • Cyber war: Is your organization battle ready? • Better directors + better boards = better companies
Events throughout the year; Invitation only	In-person and virtual	G100	G100 BoardExcellence	<ul style="list-style-type: none"> • Provide directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards