

Director Education Opportunities – Updated April 2024

Date(s) Offered	Location	Organization	Program Title and Website	Topics
April 11, 2024	Virtual	International Corporate Governance Network	ICGN Interviews: International Sustainability Standards Board (ISSB)	<ul style="list-style-type: none"> • An exclusive conversation with Sue Lloyd, Vice Chair of the ISSB. • In June 2023, the ISSB issued its first sustainability reporting standards (IFRS S1 and S2). The focus now shifts towards the future: with the endorsement of the standards by the International Organization of Securities Commissions, can we expect regulators to mandate the use of the standards in national rules? • The coexistence of the European Sustainability Reporting Standards and the IFRS Sustainability Standards prompts questions about the reporting burden for companies. Are these standards compatible, aligned? • After General Requirements and Climate Change, what will the ISSB focus on next? Will it take an industry-based or theme-based approach in its future standards? We will discuss the outcomes of the ISSB consultation on its agenda priorities.
April 16, 2024	New York, NY	Equilar / Nasdaq	Board Leadership Forum	<ul style="list-style-type: none"> • Mastering crisis preparedness and reputation management • A board’s guide to strategic human capital management • Private equity’s growing influence in public markets • Technology, innovation and the board’s role in future proofing
April 22-23, 2024 November 20-21, 2024	Lausanne, Switzerland Lausanne, Switzerland	International Institute for Management Development	Team Dynamics for Boards	<ul style="list-style-type: none"> • Understand the formal behavior dictated to board members by governance frameworks compared to the informal dynamics of a team • Explore unconscious assumptions and hidden motivations that can derail board work • Find the right balance for your board between supporting

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				<ul style="list-style-type: none"> and challenging the CEO and executive team Gain insights into your board's team dynamics and the behaviors required to improve team effectiveness
April 22-25, 2024	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	Corporate Governance: Essentials for a New Business Era	<ul style="list-style-type: none"> Overview of board structure, committees and emerging best practices 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
April 22-25, 2024	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	Shareholder Activism: Activating Change for Value Creation	<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 Applying the activist toolkit: treating the value Fireside chat/guest speaker: investment banks' perspective Activism outside the USA: case studies in Canada and Japan Activism campaign exercise

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April 22-26, 2024	Fontainebleau, France	INSEAD – Executive Education	Value Creation for Owners and Directors	<ul style="list-style-type: none"> • Understand key areas of value creation: finance, governance, strategy, leadership and organizational 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 • 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 24-25, 2024 November 22-23, 2024	Lausanne, Switzerland Lausanne, Switzerland	International Institute for Management Development	Digital Transformation for Boards	<ul style="list-style-type: none"> • Grasp the potential impact of digital technologies on your company's performance • Understand the new competitive dynamics disrupting your industry • Identify the competencies and behaviors needed to lead successfully in a digital age • Prepare to advise and support your management on digital transformation
April 26-27, 2024 October 2-3, 2024	Lausanne, Switzerland Lausanne, Switzerland	International Institute for Management Development	Finance for Boards	<ul style="list-style-type: none"> • Explore the main determinants of value creation (operational and financial KPIs and the relevant value drivers) • Review the financials of several companies and make sense of the numbers • Discuss asset-based measures of financial performance (ROIC and/or ROCE) and market-related KPIs, such as PE and PEG ratios • Address cost of capital considerations (including WACC) • Address capital structure and risk appetite • Examine the determinants of capital structure choices • Look at the options available to companies striving to finance a green transition

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> • Understand the key success factors in M&A and learn best-in-class practices • Participate in an M&A simulation
<p>April 29 – May 2, 2024</p> <p>June 17-20, 2024</p> <p>October 7-10, 2024</p> <p>November 25-28, 2024</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>	<p>International Institute for Management Development</p>	<p>High Performance Boards</p>	<ul style="list-style-type: none"> • Best practices for boards • Boardroom dynamics • Successful succession plans • Risk management • Crisis management • Enhance the strategic capability of your board
<p>April 30-June 4, 2024</p>	<p>Virtual</p>	<p>UCLA Anderson School of Management</p>	<p>Women in Governance: Preparing for Board Service</p>	<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 • Building your personal brand and board resume
<p>May 6-June 21, 2024</p>	<p>Virtual</p>	<p>University of Michigan – Executive Education</p>	<p>Building Board Expertise on Sustainability</p>	<ul style="list-style-type: none"> • Enhance understanding of the increasingly complex fiduciary responsibilities of board members • Examine investor perspectives and expectations on sustainability • Gain insights into current sustainability-related disclosure developments

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				<ul style="list-style-type: none"> • Learn about resources to respond to evolving disclosure landscape • Gain a deep understanding of how to exercise oversight of climate risks and opportunities • Learn about tools for the implementation of effective board structures
<p>May 14-17, 2024</p> <p>September 10-13, 2024</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 • Plan for the succession of the CEO • Best practices for private and early-stage boards • 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 13-15, 2024</p> <p>November 6-8 2024</p>	<p>Virtual</p>	<p>Korn Ferry</p>	<p>High-Impact Communication (May)</p> <p>High-Impact Communication (November)</p>	<ul style="list-style-type: none"> • Deliver persuasive communications that achieve the outcomes you want • Adapt your communication style to the receiver's style for greater impact • Work and dialogue more effectively in small groups • Select the most appropriate medium and structure for high-impact communication • Implement techniques and strategies to create high-impact communication • Plan your communications and meetings for maximum results

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May 16-17, 2024	New York, NY	The Conference Board	Building a Sustainable Future: The Global Energy Transition	<ul style="list-style-type: none"> • Where are we in the energy transition? • What are the international forces at play? • Where are the growth opportunities in energy transition? • Playbook for reaching net zero • Fireside chat: what does the presidential election mean for the energy transition • Do consumers actually care? • What kind of capital investments will be needed in the energy transition? • How can boards add the most value? • What role should carbon credits and renewable tax credits play? • Is technology the answer? • How can you tell your energy story more effectively?
May 27-30, 2024	Barcelona, Spain	Harvard Business School – Executive Education	Value Creation Through Effective Boards	<ul style="list-style-type: none"> • Design an optimal board structure and select the right directors • Improve board dynamics and the board’s interaction with management • Lead constructive, consensus-building board meetings with time-efficient agendas • Optimize your board governance approach • Recognize how global governance challenges affect the business • Improve governance processes relating to strategy, risk management, integrity and oversight • Prepare your board to react to crises and deal with exposure to risks • Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions

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May 27-31, 2024	Fontainebleau, France	INSEAD – Executive Education	M&As and Corporate Strategy	<ul style="list-style-type: none"> Evaluate your business portfolio and determine the appropriate businesses to acquire, restructure or divest. Select acquisition targets that fill your capability gaps and fit with your corporate strategy. Evaluate acquisition opportunities by quantifying the value of the acquisition targets. Understand and choose different integration approaches for different acquisition targets.
November 25-29, 2024	Fontainebleau, France			
May 27 – June 30, 2024	Virtual	International Institute for Management Development	Mastering Board Governance	<ul style="list-style-type: none"> Gain a solid understanding of how governance drives organizational performance Expand your knowledge of the role and responsibilities of a board and all other governance participants and stakeholders Know how to identify and assess the four underlying pillars of board effectiveness using a concrete framework Learn how to proactively identify governance risks and mitigate them effectively Explore core areas of board work such as strategy, risks, stakeholders, M&A, succession, ESG and stewardship
October 28 – December 1, 2024	Virtual			
June 5-7, 2024	Boston, MA	Equilar	Equilar Summit 2024	<ul style="list-style-type: none"> Navigating the future: firsthand CHRO perspectives Fireside chat: compensation committee insights unveiled Under (investor) pressure? Here's what you need to know Various breakout sessions
June 10-11, 2024	Lausanne, Switzerland	International Institute for Management Development	Stakeholder Management for Boards	<ul style="list-style-type: none"> Identify and map key stakeholders in your organization and understand the dynamics of the broader stakeholder ecosystem Explore the goals of your organization and how it relates to stakeholder management Identify novel opportunities to align stakeholder and
November 18-19, 2024	Lausanne, Switzerland			

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	Lausanne, Switzerland			<ul style="list-style-type: none"> shareholder interest Develop tools and strategies to address specific key stakeholder situations
June 10-13, 2024 November 4-7, 2024	Evanston, IL Evanston, IL	Kellogg School of Management – Executive Education	Corporate Governance: Effectiveness and Accountability in the Boardroom	<ul style="list-style-type: none"> Different models of governance Legal issues Executive compensation issues and trends Cybersecurity Board and committee responsibilities The board recruiting process Audit committee issues Activist investors The board's role in a crisis
June 11-14, 2024 December 3-11, 2024	Philadelphia, PA Virtual, live event	The Wharton School of the University of Pennsylvania – Executive Education	Women on Boards: Building Exceptional Leaders	<ul style="list-style-type: none"> Executive compensation Diversity, equity and inclusion Market yourself: building your CV Lead through uncertainty Environmental governance Balance stakeholders: making complex decisions
June 12-13, 2024 October 4-5, 2024	Lausanne, Switzerland Lausanne, Switzerland	International Institute for Management Development	Boards and Risks	<ul style="list-style-type: none"> Assessment framework Risk oversight Strategy and risk appetite Behavioral risk
June 13-14, 2024	Brooklyn, NY	The Conference Board	Women Lead Festival	<ul style="list-style-type: none"> Listening to each other Where we stand: the trends that will affect women and gender parity in 2025 and beyond Fireside chat: how we drive change

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				<ul style="list-style-type: none"> • Turning points • Girls Inc.: mentoring tomorrow's corporate visionaries at middle school today • Panel: women of finance: how we expand access, education, entrepreneurship and wealth • Women and social media: from toxicity to empowerment • How we take control of our financial well-being • How we develop a personal brand with authenticity • Panel: how we meet the continuing challenge of health equity • Panel: how we build the pipeline • Panel: our paths to the c-suite • Panel: award-winning scientists on encouraging girls to pursue stem careers • How we innovate • Panel: women of AI shaping the future • Panel: meet the makers: women in manufacturing
<p>June 14-15, 2024</p> <p>September 30 – October 1, 2024</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>	<p>International Institute for Management Development</p>	<p>Strategy Governance for Boards</p>	<ul style="list-style-type: none"> • Role of boards • Strategic planning • Execution oversight • Effective decision making
<p><u>June 2024</u></p> <p>Module 1: June 17-20, 2024</p> <p>Module 2: October 7-10, 2024</p> <p>Module 3: December 12-14, 2024</p>	<p>Singapore</p> <p>Singapore</p> <p>Singapore</p>	<p>INSEAD – Executive Education</p>	<p>International Directors Programme</p>	<ul style="list-style-type: none"> • Understand the broader context in which boards operate and the responsibilities that come with a board mandate • Gain an overview of the knowledge and competencies expected from directors in today's environment • Develop the specialized skills that contribute to the creation of an effectively performing board culture • Enhance your ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance

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<p><u>November 2024</u> Module 1: November 11-14, 2024 Module 2: January 13-16, 2025 Module 3: April 28-30, 2025</p> <p><u>December 2024</u> Module 1: December 9-12, 2024 Module 2: March 24, 27, 2025 Module 3: June 2-4, 2025</p>	<p>Fontainebleau, France</p> <p>Fontainebleau, France</p> <p>Fontainebleau, France</p> <p>Fontainebleau, France</p> <p>Fontainebleau, France</p> <p>Fontainebleau, France</p>			
<p>June 24-26, 2024</p>	<p>Stanford, CA</p>	<p>Arthur and Toni Rembe Rock Center for Corporate Governance</p>	<p>The 29th Annual Stanford Directors' College</p>	<ul style="list-style-type: none"> • The board's role in setting business strategy • CEO and board succession • Crisis management • Techniques for controlling legal liability • Challenges posed by activist investors • Boardroom dynamics • International trade issues • The global economy • Cybersecurity threats

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July 8-12, 2024	Fontainebleau, France	INSEAD – Executive Education	Corporate Strategy for Board Members	<ul style="list-style-type: none"> • Profit dynamics in industries and industrial ecosystems • Constructing competitive advantage • Substitution, disruption and digitization • Platform and ecosystems: Building critical mass • The changing nature of the business environment • The influence of the organization on strategy and on its environment • Strategy making in an emerging digital world • Strategy as process
July 10-13, 2024 November 13-16, 2024	Boston, MA Boston, MA	Harvard Business School – Executive Education	Making Corporate Boards More Effective	<p>Strengthen the impact of your corporate board:</p> <ul style="list-style-type: none"> • Achieve trust through more positive relationships within the board and with the management team • Create more efficient governance processes • Make the most of each board member’s time, knowledge and experience • Contribute more meaningfully to corporate oversight activities <p>Expand your personal and professional network:</p> <ul style="list-style-type: none"> • Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions
July 14-16, 2024 November 17-19, 2024	Boston, MA 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

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				<ul style="list-style-type: none"> • Ensure that the compensation structure promotes the desired corporate culture • 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 • Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions
July 15-17, 2024	London, UK	International Corporate Governance Network	ICGN 2024 Annual Conference	<ul style="list-style-type: none"> • Corporate governance as a driver for capital market growth and competitiveness • Rights and equitable treatment of shareholders for corporate accountability • Responsible use of Artificial Intelligence • Social inequality as a systemic risk • Strategic company and investor dialogue for long term value creation • ICGN Awards: Global Governance & Stewardship • Fireside chat: standards on the assurance of sustainability reporting • Assessing high standards of corporate culture

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				<ul style="list-style-type: none"> Corporate resilience: what does this mean in practice?
<p>July 17-19, 2024</p> <p>November 20-22, 2024</p>	<p>Boston, MA</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 Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions
<p>September 9-11, 2024</p>	<p>Brooklyn, NY</p>	<p>Council of Institutional Investors</p>	<p>Fall 2024 Conference</p>	<ul style="list-style-type: none"> Topics TBA

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September 16-17, 2024	New York, NY	Corporate Board Member	20th Anniversary Celebration 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 2024 • Unparalleled networking with director peers
September 19-20, 2024	New York, NY	The Conference Board	Executive Compensation in Context	<ul style="list-style-type: none"> • Executive compensation in context: economic, social and consumer trends • Evolving executive compensation – revisiting our guiding principles • Public policy impact and executive compensation • Incorporating ESG and other non-financial metrics into executive incentive plans: where do we go from here? • Top compensation committee priorities for 2024 • Hot topics in executive compensation: through the legal lens, pay equity and transparency • Tying sustainability to executive compensation to drive financial value and impact • Re-aligning broad-based and executive incentive plans for greater impact
September 25-26, 2024	London, UK	International Corporate Governance Network	ICGN Proxy Season Review	<ul style="list-style-type: none"> • Annual voting trends • Appraise the continued increase in shareholder proposals related to corporate sustainability policies, equity audits, corporate political activity and climate related disclosure
October 1, 2024 (Virtual Portion) October 7-11, 2024 (In Person Portion)	Virtual Evanston, IL	Kellogg School of Management – Executive Education	Governing Family Enterprises	<ul style="list-style-type: none"> • Define the roles and responsibilities of owners, directors, board chairs, the executive team and the family council • Improve your board’s effectiveness • Learn about critical governance policies needed to sustain the relationship between the enterprise and the family • Learn how a common vision can unite family owners in a

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				<ul style="list-style-type: none"> long-term commitment to continuity Learn how governance can be used to gain trust among family owners, directors and top management Leverage governance as a key competitive advantage of family business
October 2-3, 16-17, 29-30, 2024	Virtual	Ozone Advisory Group	Private Company Governance Program	<ul style="list-style-type: none"> Understand principles of governance Enhance awareness of how a board adds value Address the roles of management, shareholders and directors Advance understanding of the board's role in strategy, risk, talent and succession Explore directors' responsibilities in board room finance including financing strategies, enterprise valuation and exit strategies Gain awareness of how a high-performing board can contribute to the success of an organization Network with like-minded individuals from a broad range of industries and geographies
October 2-5, 2024	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 6-9, 2024	Washington, DC	National Association of Corporate Directors (NACD)	NACD Directors Summit 2024	<p>Program Tracks:</p> <ul style="list-style-type: none"> Audit and compliance Board governance and investor engagement (lead director) Board governance (new director) Climate and sustainability Compensation and human capital Geopolitical and economic risk

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				<ul style="list-style-type: none"> • Private company • Strategy and start up • Technology and innovation
<p>October 14-18, 2024</p> <p><i>Private board cohort & Public board cohort options available</i></p>	Stanford, CA	Stanford Business School – Executive Education	Directors' Consortium	<ul style="list-style-type: none"> • Financial reporting, compensation, fiduciary duties • Governance and liability risk • CEO succession and executive compensation • Board oversight and advisory roles • Mergers and acquisitions • ESG, stakeholder activism and cybersecurity • Post Covid-19 work management • Team building and group dynamics
<p>Virtual Portion: October 22, 2024</p> <p>In Person Portion: November 4-8, 2024</p>	<p>Virtual</p> <p>Evanston, IL</p>	Kellogg School of Management – Executive Education	Family Enterprise Boards	<ul style="list-style-type: none"> • Role of the board in understanding family business strategy • What is different about a board decision for a family enterprise • How to select family for board roles • How to link the board with the family • Board room etiquette and effectiveness • Different models of the board's role in governance • Board best practices in family enterprises
October 31- November 1, 2024	New York, NY	Program on Corporate Compliance and Enforcement, NYU School of Law	Directors' Academy	<ul style="list-style-type: none"> • Topics TBA

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November 9-10, 2024	Tempe, AZ	International Corporate Governance Society	The 10th Annual ICGS Conference: An Integrative View of Corporate Governance Theory and Research	<ul style="list-style-type: none"> • Integrative behavioral models of executives, directors, owners and governance intermediaries (analysts, ratings agencies, etc.) • Political and institutional models to include the role of legal institutions, societal norms and historical political systems' influence on governance • Configurational approaches for governance conditions and outcomes • Qualitative understanding of directors, auditors and other key actors tasked with governance oversight • Quantitative and evidence-based insights of governance effectiveness • The effects of technology, artificial intelligence and machine learning on the governance ecosystem • Theoretical predictions: theories that work, those that don't and new theories
November 12-14, 2024	Melbourne, AU	International Corporate Governance Network	ICGN Melbourne Conference	<ul style="list-style-type: none"> • Topics TBA
November 13-15, 2024	Evanston, IL	Kellogg School of Management – Executive Education	Women's Director Development Program	<ul style="list-style-type: none"> • Examine characteristics of the most effective board members • Develop and deliver value proposition • Prepare for board interview • Earn board nomination • Be an effective director
December 2-6, 2024	Boston, MA	Harvard Business School –	Women on Boards: Succeeding as a	<ul style="list-style-type: none"> • Understand how boards work and best practices • Develop board-critical skills • Navigate the selection process • Raise your profile

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		Executive Education	Corporate Director	
December 16-18, 2024	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 through positive exchanges on the key issues that underpin corporate performance • Become better able to address pressures when facing a crisis
February 4-5, 2025	New York, NY	The Conference Board	2025: A Year In Preview	<ul style="list-style-type: none"> • Topics TBA
February 4-5, 2025	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	Boards That Lead: Corporate Governance That Builds Value	<ul style="list-style-type: none"> • The new role of the board • CEO and director selection • Designing effective boards • How to succeed in the boardroom • Board principles
February 20-21, 2025	San Diego, CA	Directors Summit	Directors Summit 2025	<ul style="list-style-type: none"> • Navigate leadership from the top • Manage disruptive technology • Future of modern leadership

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May 1-3, 2025	Boston, MA	Harvard Business School – Executive Education	Advanced Corporate Director Seminar	<ul style="list-style-type: none"> • Developing a clearer view of how your company and your board can support sustainability and address climate change • Understanding the board’s role in driving corporate purpose • Practicing stakeholder-centered governance while managing shareholder activism • Exploring trends in board fiduciary and legal responsibilities as well as emerging organizational forms • Analyzing key factors that have affected globalization and global supply chains; determining potential impact on your company • Improving board oversight of strategy, innovation, and digital transformation • Overseeing the creation of organizational capabilities relating to artificial intelligence and data analytics; managing related risks • Examining the board’s responsibilities regarding talent management; leadership development; and diversity, equity, and inclusion (both in the company and on the board) • Evaluating risk management in terms of cybersecurity and data privacy
September 8-10, 2025	San Francisco, CA	Council of Institutional Investors	CII Fall 2025 Conference	<ul style="list-style-type: none"> • Topics TBA
Multiple Dates <i>3 Sessions per event</i>	Virtual	International Corporate Governance Network	ICGN Sustainability Fundamentals	<ul style="list-style-type: none"> • Sustainability and capital markets: from the shadows to center stage • Sustainability in practice: disclosure and stewardship • Transition to sustainability: climate change, biodiversity, social justice and the ecological transition

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<p>Multiple Dates</p> <p><i>3 Sessions per event</i></p>	Virtual	International Corporate Governance Network	ICGN Stewardship Fundamentals	<ul style="list-style-type: none"> • What is stewardship and what is its purpose? • Applying ESG analysis and the tools of stewardship • Stewardship in practice
<p>Multiple Dates</p> <p><i>3 Sessions per event</i></p>	Virtual	International Corporate Governance Network	ICGN Governance Fundamentals	<ul style="list-style-type: none"> • Foundations of governance, the board's role and effectiveness, corporate culture • Risk, oversight of sustainability, reporting and audit • Remuneration, assessing performance and investor rights
<p>Events throughout the year;</p> <p>Invitation only</p>	In-person and virtual	G100	G100 BoardExcellence	<p>G100 provides directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards</p>
<p>On your own schedule</p>	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 • Habits of highly effective directors: Tying it all together • Board-shareholder engagement • Diversity, equity and inclusion • Cyber-risk oversight

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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
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

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				<ul style="list-style-type: none"> • 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 and ethics program • Recall laws and regulations that serve as frameworks for

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				<p>compliance and ethics programs, regardless of industry</p> <ul style="list-style-type: none"> • 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"> • Cybersecurity threat landscape • Responsibilities of the board and management in cyber-risk oversight • Cyber-crisis simulation
On your own schedule	Virtual	Korn Ferry	Webinars	Korn Ferry's on-demand webinars feature thought leadership and industry insights on a variety of topics, including diversity, equity & inclusion, ESG & sustainability, workforce transformation and talent management
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"> • Cybersecurity and risk management: are you chasing your tail? • Crisis = Opportunity. what public company CEOs need from their boards right now • Debunking HR issues for boards part 1: Labor acquisition • Debunking HR issues for boards part 2: Labor retention • Debunking HR issues for boards part 3: Succession planning
On your own schedule	Virtual	KPMG	KPMG Board Leadership Center Webcast	<p>Recordings of past webcast events are available as a free resource. Recent topics include:</p> <ul style="list-style-type: none"> • Ian Bremmer on geopolitical risk • Boardroom climate competence: advancing the board-management conversation • On the 2023 board agenda

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On your own schedule	Virtual	Private Directors Association	Private Equity Portfolio Company Governance Course	<ul style="list-style-type: none"> • Insights on the changing competitive environment for private equity companies • Updates on fresh thinking about private equity company board composition • Overview of fiduciary responsibilities • Introduction to private equity imperatives and operations • Primer on private equity finance • Guide to boardroom behaviors designed to enhance cross-function understanding, collaboration, conflict resolution and value creation
On your own schedule	Virtual	Private Directors Association	ESOP Governance Essentials Course	<ul style="list-style-type: none"> • Describe the ESOP structure and benefit to company and employees • Realistic look at the responsibilities of serving on an ESOP board • Describe ESOP oversight by the Department of Labor • Discuss board's oversight role in the financial management of ESOP owned companies
Own your own schedule	Virtual	Deloitte Dbriefs Webcast	Dbriefs Webcast Private Companies: Navigating What's Next	<p>Upcoming "Dbrief" webcasts include:</p> <ul style="list-style-type: none"> • 2024 banking and capital markets outlook: Consumer/retail banking • Real estate accounting in a dynamic regulatory and macroenvironment • What to do today to prepare for Pillar Two
On your own schedule	Podcasts	KPMG	KPMG Board Insights Podcast Series	<ul style="list-style-type: none"> • Takeaways from the 2023 proxy season • Fool me once: A discussion with author and forensic accounting expert Kelly Richmond Pope • Civil rights and racial equity audits

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Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Podcasts	Private Directors Association	Shine: Governance Illuminated Podcast	In this series of 15-20-minute podcasts, you will hear Private Directors Association members—owners, executives, independent directors and service providers—share their passion for governance based on healthy accountability, respect for process and collaborative behavior
On your own schedule	Podcasts	Private Directors Association	ESG Insights Podcast	Explore new options and imperatives with a long-time expert in corporate integrity practices