



2025 WINTER EDITION

# THE EUROPEAN BOARD DIPLOMA

BY

**ecoda**



The European Voice of Directors

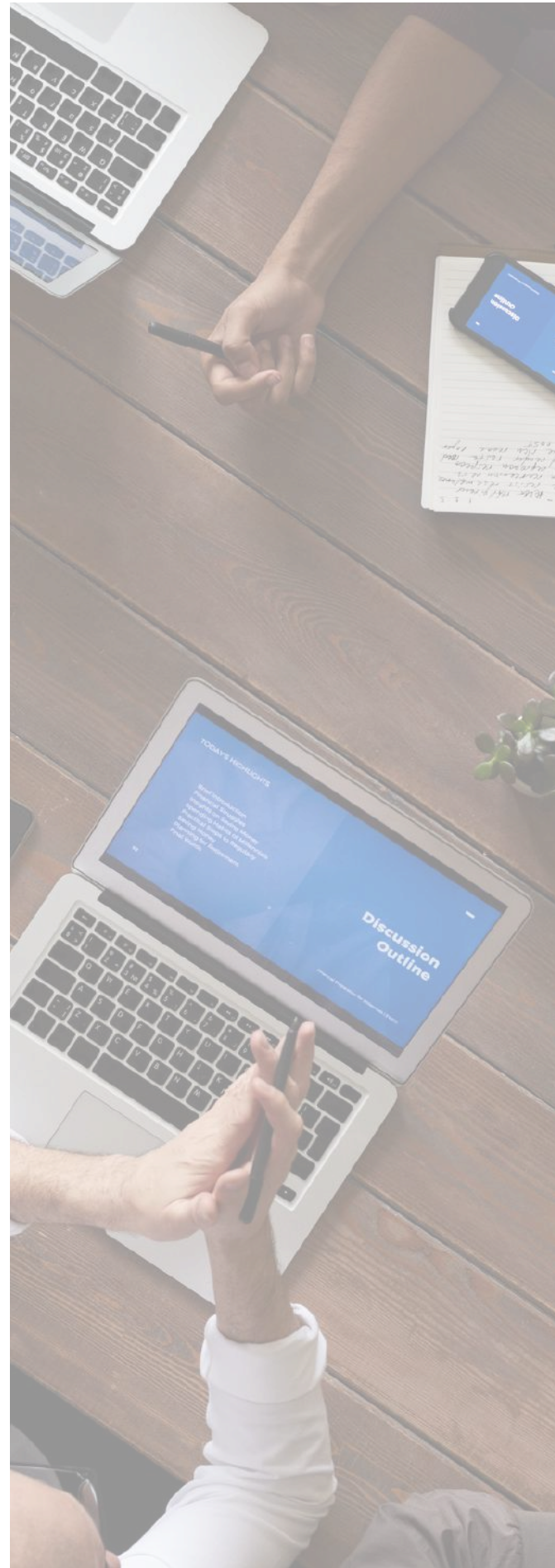
## ABOUT ECODA

The European Confederation of Directors' Associations (ecoDa) is a non-profit association founded in December 2004 under the laws of Belgium. Through its membership of 20 national institutes of directors (the main national institutes existing in Europe), ecoDa represents around 55,000 board directors from across Europe. ecoDa's member organisations represent board directors from the largest public companies to the smallest private firms, both listed and unlisted.

### *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 2025

“ *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



## PARTNERS

Our Partners contributing to this programme are:



*As academic partner to ecoDa, the INSEAD Corporate Governance Centre (an INSEAD Centre of Excellence, [www.insead.edu/centres/corporate-governance](http://www.insead.edu/centres/corporate-governance)) faculty designs and delivers a specific session devoted to case study or board simulation that provides directors with a live experience on challenging decisions.*



With the support of:

**A&O SHEARMAN**

**forv/s  
mazars**

**Embedding  
PROJECT**

**Ethics  
& Boards**

# PROGRAMME SUMMARY

Day	Date	Location	Type of event
Day 1	27th November	116 Pall Mall London, SW1 United Kingdom	Central Base
Day 2	28th November	116 Pall Mall London, SW1 United Kingdom	Central Base
Day 3	5th December	Online	Central Base
Day 4 - Option 1	10th October 2025 or 24th March 2026	Avenue d'Auderghem 22, 1040 Brussels, ACE	Optional Module: Audit Committees: a permanent adaptation to move from pure compliance
Day 4 - Option 2	17th October 2025 or 10th April 2026	Avenue d'Auderghem 22, 1040 Brussels, ACE	Optional Module: ICGN Module - Dialogue between boards and shareholders at the heart of all current issues
Day 4 - Option 3	24th October 2025 or 24th April 2026	Avenue d'Auderghem 22, 1040 Brussels, ACE	Optional Module: ESG matters with a special focus on climate and sustainability challenges
Evaluation	Opening of the exam one week after the optional module chosen and for one week	Online	
Closing ceremony	15th December 2025, 11:00 CET	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	Learning objectives
Day 1	<ul style="list-style-type: none"><li>• Developing a global understanding of Corporate Governance issues beyond only the most topical issues;</li><li>• Understanding the key features of the major Corporate Governance models coexisting in Europe;</li><li>• Getting input on how to reshape/reinvent business models in European Companies regarding sustainability regulations development.</li></ul>
Day 2	<ul style="list-style-type: none"><li>• 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;</li><li>• Gaining tools and insights to navigate and lead organizations through times of geopolitical uncertainty;</li><li>• Developing technical and interpersonal skills in board decision-making, essential for effective corporate governance.</li></ul>
Day 3	<ul style="list-style-type: none"><li>• Understanding what European requirements mean in terms of the director's fiduciary duty and independence;</li><li>• Discussing your own challenges with your peers related to artificial intelligence and digitalization;</li><li>• 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.</li></ul>



## OUR MODERATOR



Paola Schwizer

Full Professor in Financial  
Markets and Institutions,  
University of Parma

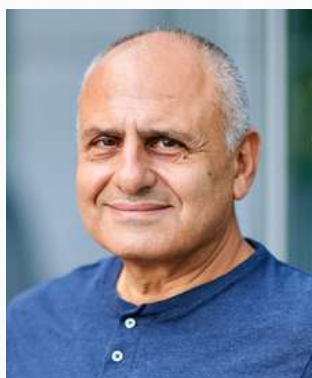
## FACULTY

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.



Homaira Akbari

CEO,  
AKnowledge Partners



Georges Ataya

Vice President, Belgian Cyber  
Security Coalition



Rahul Bhardwaj

President and CEO, Institute of  
Corporate Directors



Anthony Bowen

Senior Associate, A&O  
Shearman



Pascal Durand-Barthez

Senior Advisory Consultant,  
IFA



Lena Henningsson

Director, StableTable Scand. AB  
Chairman, Lund University School of  
Economics and Management



Chris Hodge

Director,  
Governance Perspectives Ltd



Florian Jacques

Senior Manager ESG and  
responsible investment, PwC



## FACULTY



Diane Pytel

Senior Sustainability  
Consultant, PwC



François Reyntens

Leadership Advisor,  
Spencer Stuart



David Risser

CEO,  
Ethics & Boards



Hagen Schweinitz

Chairman, Charvet & Cie



Gudrun Timm

Partner and Director,  
Carpe Diem International



Ludo Van der Heyden

Founding Academic Director of  
INSEAD's Corporate Governance  
Initiative



Erin Young

Head of Tech Policy, UK IoD

# PROGRAMME OVERVIEW

Day 1 (on-site) - 27th November 2025

**8:45:** Welcome / Opening

**9:00:** Introducing ecoDa – **Béatrice Richez-Baum**, *Director General, ecoDa*

**9:10:** Presentation of the programme – **Paola Schwizer**, *Full Professor in Financial Markets and Institutions at University of Parma and Affiliate Professor Banking & Insurance at SDA Bocconi School of Management*

**9:30:** Introductions:

- (25 minutes) Update: Overview of European Corporate Governance: Diversity or Convergence? – **Chris Hodge**, *Director, Governance Perspectives Ltd*

**9:55:** Coffee break

**10:10: Pillar 1: European Diversity in Corporate Governance**

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*

[Corporate Governance Framework/Leadership]

- 1.1. (100 min) Insights on key features of national Corporate Governance models in Europe (the UK, Italy, France, Germany, and the Nordic countries): **Gudrun Timm**, *Partner and Director, Carpe Diem International*, **Pascal Durand-Barthez**, *Senior Advisory Consultant, IFA*, **Lena Henningsson**, *Director, StableTable Scandinavia AB, Chairman, Lund University School of Economics and Management*, **Paola Schwizer**, *Full Professor in Financial Markets and Institutions at University of Parma and Affiliate Professor Banking & Insurance at SDA Bocconi School of Management*, **Chris Hodge**, *Director, Governance Perspectives Ltd*
- 1.2. (100 min) Group discussion: How key topical issues are addressed in the different Corporate Governance models? (All participants)

**13:30:** Lunch

DAY 1  
Central Base



Day 1 (on-site) - 27th November 2025

### 14:30: Pillar 2: Board's duties and corporate governance in Europe

#### Staying ahead on the learning curve and the European expectations

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

[Directors' duties, responsibilities and liabilities]

- 2.1 (60 min) Update on directors liability in Europe, **Anthony Bowen**, Senior Associate, A&O Shearman

### 15:30: Coffee break

### 15:45: How the interplay between the parent company and the subsidiaries impact Directors' duties?

*Learning objective: Understanding what it means in terms of the duty of loyalty and independence*

[Board Effectiveness & Role of Independent Directors- in cooperation with the OECD]

- (60 min) Update on CG in Groups including multinational enterprises (MNEs) and state-owned enterprises (SOEs) – **David Risser**, CEO, Ethics & Boards

### 16:45: Pillar 3: Navigating the European governance culture landscape

*Learning objective: Gaining insights into the evolving European governance framework: cultural diversity*

[Strategy]

- (40 min) Cultural differences at board level and the European market for directorships – **François Reyntens**, Leadership Advisor at Spencer Stuart

**17:25:** Key takeaways, **Paola Schwizer**, Full Professor in Financial Markets and Institutions at University of Parma and Affiliate Professor Banking & Insurance at SDA Bocconi School of Management

**17:35:** End of the day

**Networking Cocktail**

## Day 2 (on-site) - 28th November 2025

### 8:45: Welcome / Opening

### 9:00: Pillar 4: Sustainability reporting and strategy

Shaping Corporate Governance of tomorrow in the EU: the roles and responsibilities of the board in sustainability reporting and governance

How to drive good practice in your company, demonstrate robust sustainability governance and performance to investors, and harness Green Deal and sustainable finance opportunities for integration of sustainability in strategy

*Learning objective: Understanding requirements, good practice and pitfalls in sustainability governance and sustainability reporting with a focus on double materiality assessment, sustainability due diligence and transition plans*

#### [Reporting and Risk Management]

- 4.1 (70 min) Case study developed by Embedding Project: Credible action on sustainability as lever for business success (presented by **Gudrun Timm**, *Partner and Director, Carpe Diem International*) – Examining effective board oversight of credible sustainability performance

### 10:10: Coffee break

- 4.2 (115 min) Case Study: Understanding requirements, good practice and pitfalls in sustainability governance and sustainability reporting, PwC (presented by **Florian Jacques**, *Senior Manager ESG and Responsible Investment, PwC*, and **Diane Pytel**, *Senior Sustainability Consultant, PwC*)

### 12:20: Lunch break

DAY 2

Central Base





Day 2 (on-site) - 28th November 2025

### 13:20: Pillar 5: Corporate Governance in action: Board simulation (250 minutes)

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

- 5.1 Preparation of the Board simulation (rules of the game), **Ludo Van der Heyden**, *Founding Academic Director of INSEAD's Corporate Governance Initiative*

### 15:15: Coffee break

- 5.2 Inducing Positive Board Dynamics through Fair Process Leadership
  - Development of attitudes and behaviours towards a better decision-making process;
  - Experimenting with working in groups the collegiality and mindset to adopt in a multicultural board;
  - Peer and facilitator's feedback.

**17:30:** Key takeaways, **Paola Schwizer**, *Full Professor in Financial Markets and Institutions at University of Parma and Affiliate Professor Banking & Insurance at SDA Bocconi School of Management*

**17:50:** End of the day



## Day 3 (online) - 5th December 2025

**8:45:** Welcome/Opening - Networking Time

### **9:00: Pillar 6: Topical issues**

*Learning objective: Time to express your own challenges with your peers*

- (30 min) EU Update from **Jeroen Hooijer**, *Active Senior Advisor at DG JUST*

### **09:30: Pillar 7: Geopolitics, AI, and cybersecurity**

- 8.2 (30 min) Update on the geopolitical situation and its challenges for board members, **Jakob Haesler**, *Forvis Mazars Global Consulting Leader*, and **Clémence Valleteau**, *Global Head of Public Affairs, Forvis Mazars*
- 8.3 (60 min) Case study and group discussion (break-up groups) led by **Jakob Haesler**, *Forvis Mazars Global Consulting Leader*, and **Clémence Valleteau**, *Global Head of Public Affairs, Forvis Mazars*

### **11:00: Virtual coffee break**

### **11:15: Pillar 8: Cybersecurity and the board level**

**How to define the strategy and develop the landscape of the Information Security Function in terms of Actors, how to define KPI/ dashboard and periodicity of reporting, how to build and maintain a Governance model**

*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*

[Risk Management]

- 4.1 (120 min) Case study: **Georges Ataya**, *Vice President, Belgian Cyber Security Coalition*

### **13:15: Virtual lunch break**



## Day 3 (online) - 5th December 2025

### 14:15 Pillar 9: AI at board level

- 9.1 (35 min) Testimony of artificial intelligence and cybersecurity risks, Homaira Akbari, CEO of AKnowledge Partners and author of The Cyber Savvy Boardroom and Hagen Schweinitz, Chairman, Charvet & Cie
- 9.2 (60 min) How to define the risk appetite on AI, **Erin Young**, Head of Tech Policy, UK IoD; **Faisal Khan**, Non-executive chair of Veritas GRC; **Pauline Norstrom**, CEO of Anekanta AI and Anekanta Consulting, and **Rob Noble**, Chair of The Webinar Vet and Fidem Consulting

### 15:40: Virtual coffee break

### 15:55: Pillar 10: A non-EU perception on Corporate Governance Do my peers outside the EU have the same concerns?

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

- (60 min) CG in North-America, **Rahul Bhardwaj**, President and CEO, Institute of Corporate Directors

**16:55:** Wrap up: main take-aways from the core program & opening up to the optional modules

**17:10:** Closing of the session

## INSTRUCTION DETAILS - CENTRAL BASE

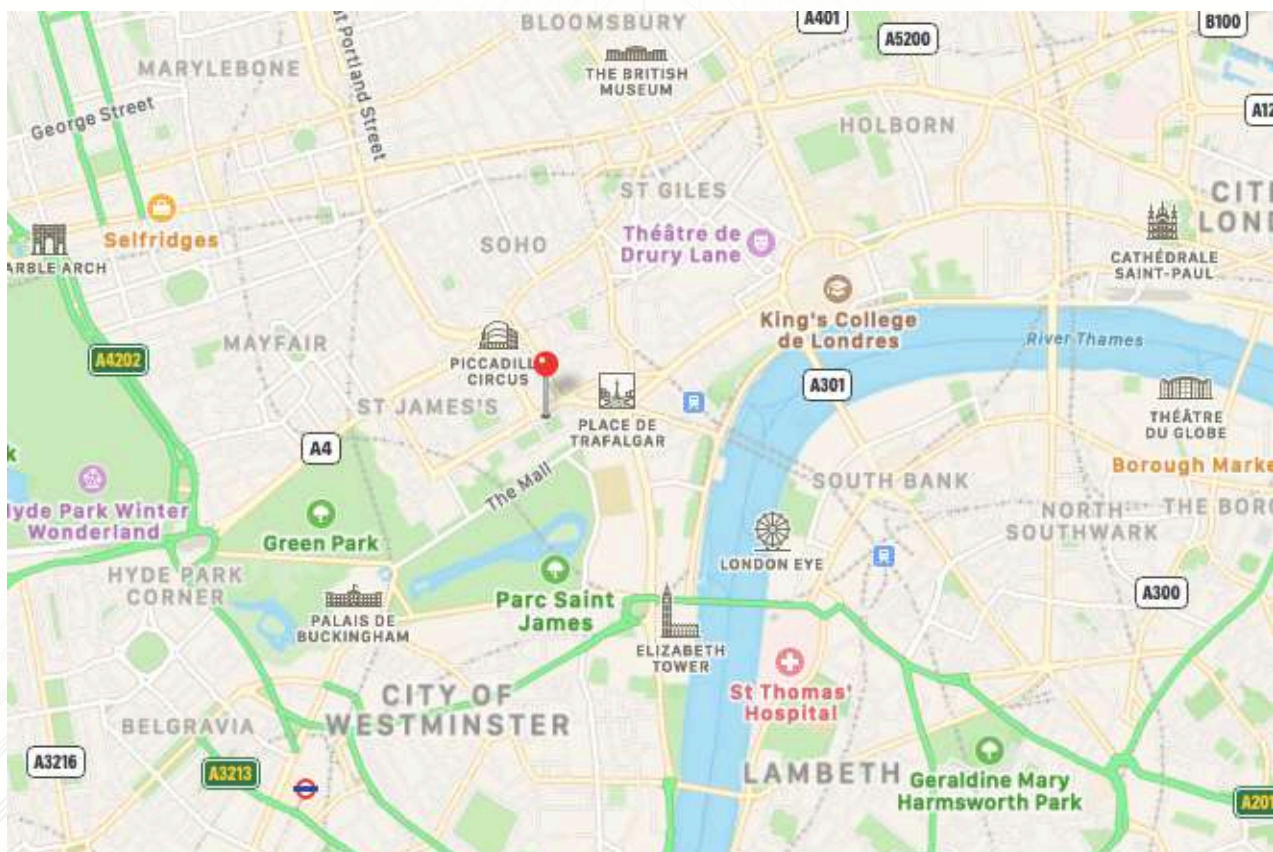
- 27th and 28th November 2025

### Location

Institute of Directors  
116 Pall Mall  
London SW1Y 5ED

The training program will be held both on-site and online. The two first days of the central base of the training will be taking place at the Institute of Directors UK, 116 Pall Mall London SW1Y 5ED. No hybrid solutions will be offered for those who are unable to come on-site.

**Participants are kindly reminded that entry into the United Kingdom may require a visa. Please check the requirements applicable to your nationality before travelling.**



**The third day will be held via Zoom.**



# INSTRUCTION DETAILS

## 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 you 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

If you have any questions, please contact us to:

**[education@ecoda.eu](mailto:education@ecoda.eu)**

**Béatrice Richez-Baum**  
Director General

**Maya Geneletti**  
Junior Policy Advisor

**Beatriz Floriano Niso**  
Communication and  
Administrative Officer

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