

## Director Education Opportunities – Updated June 2024

Date(s) Offered	Location	Organization	Program Title and Website	Topics
<b>Session 1:</b> July 4, 2024	Virtual	International Corporate Governance Network	<a href="#">ICGN Excellence in Corporate Governance Programme 2024</a>	Session 1: Board roles and responsibilities <ul style="list-style-type: none"> <li>• Role of the board and directors' duties</li> <li>• Effective Board member characteristic</li> </ul>
<b>Session 2:</b> July 11, 2024	Virtual			Board role in setting strategy: short term vs. long term strategy and planning
<b>Session 3:</b> July 18, 2024	Virtual			Board role in risk/opportunities, corporate purpose and culture, capital allocation oversight
<b>Session 4:</b> July 25, 2024	Virtual			AGMs, voting, other shareholder rights
<b>Session 5:</b> July 30, 2024	Virtual			Session 2: Board effectiveness <ul style="list-style-type: none"> <li>• Leadership: chair, CEO, lead independent director</li> <li>• Composition: size, skills, independence, diversity, dynamics</li> <li>• Succession planning: chair, CEO and board directors</li> <li>• Board and CEO evaluation</li> <li>• Operation: board support, access to information</li> </ul> Session 3: Nomination and remuneration committees <ul style="list-style-type: none"> <li>• Action program for accelerating corporate governance reforms</li> <li>• Benefit of committees to the organization: case study examples</li> <li>• Typical structure and members of nomination and remuneration committees</li> </ul> Session 4: Corporate strategy and efficiency <ul style="list-style-type: none"> <li>• Board role in capital allocation oversight</li> <li>• Develop a capital allocation policy</li> <li>• Cost of capital</li> <li>• Cash flow and company resilience</li> <li>• Cross-shareholdings</li> <li>• Conflicts of interest</li> </ul>

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				<p>Session 5: Sustainable value creation</p> <ul style="list-style-type: none"> <li>• Definitions, analyzing and governance of sustainability</li> <li>• Priorities: climate change, social inequality, technological development</li> <li>• Stakeholder identification and engagement</li> <li>• Reporting on financial human, natural capital</li> </ul>
July 8-12, 2024	Fontainebleau, France	INSEAD – Executive Education	<a href="#">Corporate Strategy for Board Members</a>	<ul style="list-style-type: none"> <li>• Profit dynamics in industries and industrial ecosystems</li> <li>• Constructing competitive advantage</li> <li>• Substitution, disruption and digitization</li> <li>• Platform and ecosystems: Building critical mass</li> <li>• The changing nature of the business environment</li> <li>• The influence of the organization on strategy and on its environment</li> <li>• Strategy making in an emerging digital world</li> <li>• Strategy as process</li> </ul>
July 10-13, 2024  November 13-16, 2024	Boston, MA  Boston, MA	Harvard Business School – Executive Education	<a href="#">Making Corporate Boards More Effective</a>	<p>Strengthen the impact of your corporate board:</p> <ul style="list-style-type: none"> <li>• Achieve trust through more positive relationships within the board and with the management team</li> <li>• Create more efficient governance processes</li> <li>• Make the most of each board member’s time, knowledge and experience</li> <li>• Contribute more meaningfully to corporate oversight activities</li> </ul> <p>Expand your personal and professional network:</p> <ul style="list-style-type: none"> <li>• Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe</li> <li>• Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions</li> </ul>

<p>July 14-16, 2024</p>	<p>Boston, MA</p>	<p>Harvard Business School – Executive Education</p>	<p><a href="#"><u>Compensation Committee: New Challenges, New Solutions</u></a></p>	<p>Change the way your company approaches executive compensation</p> <ul style="list-style-type: none"> <li>• Adapt your compensation strategy to fit your business strategy</li> <li>• Make decisions with deeper knowledge of the relationships among compensation plans, employee motivation and long-term value creation</li> <li>• Balance the competing imperatives to attract and retain key executives, adhere to new governmental rules and navigate public sentiment</li> <li>• Ensure that the compensation structure promotes the desired corporate culture</li> </ul> <p>Address external factors influencing compensation strategies</p> <ul style="list-style-type: none"> <li>• Compete effectively for top talent in today's tight labor market</li> <li>• Understand and anticipate hot-button issues and trends in executive compensation</li> <li>• Examine the impact of regulatory issues in different countries</li> <li>• Respond to a more vigilant investor community</li> </ul> <p>Create successful compensation plans and processes</p> <ul style="list-style-type: none"> <li>• Design better incentive systems and know the risks that certain incentive structures can create</li> <li>• Avoid the risks of cookie-cutter executive compensation solutions and external ratings systems</li> <li>• Gain investor buy-in on compensation plans</li> <li>• Get the most value from compensation consultants</li> <li>• Understand and effectively utilize subjective and objective performance measurement systems</li> </ul> <p>Expand your personal and professional network</p> <ul style="list-style-type: none"> <li>• Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe</li> <li>• Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions</li> </ul>
<p>November 17-19, 2024</p>	<p>Boston, MA</p>			

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July 15-17, 2024	London, UK	International Corporate Governance Network	<a href="#">ICGN 2024 Annual Conference</a>	<ul style="list-style-type: none"> <li>• Stewardship focus on artificial intelligence</li> <li>• Attracting IPOs and unlocking growth</li> <li>• Rights and equitable treatment of shareholders for corporate accountability</li> <li>• Social inequality as a systemic risk</li> <li>• Strategic company and investor dialogue for long term value creation</li> <li>• ICGN Awards: Global Governance &amp; Stewardship</li> <li>• Fireside chat: standards on the assurance of sustainability reporting</li> <li>• Assessing high standards of corporate culture</li> <li>• Corporate resilience: what does this mean in practice?</li> </ul>
July 15-17, 2024	National Harbor, MD	Society for Corporate Governance	<a href="#">2024 National Conference - Society for Corporate Governance</a>	<ul style="list-style-type: none"> <li>• What backdrop trends mean for public and private companies, boards and management teams</li> <li>• How governance professionals can play a leading role in helping their organizations succeed in today's environment and beyond</li> </ul>
July 17-19, 2024  November 20-22, 2024	Boston, MA  Boston, MA	Harvard Business School – Executive Education	<a href="#">Audit Committees in a New Era of Governance</a>	<p>Enable the audit committee to play a more strategic role</p> <ul style="list-style-type: none"> <li>• Align financial reporting, compliance and risk management functions with the company's growth and profit objectives</li> <li>• Ensure the integrity of financial information</li> <li>• Foster the right culture regarding compliance and risk</li> <li>• Develop a financial reporting strategy</li> </ul> <p>Improve audit committee effectiveness</p> <ul style="list-style-type: none"> <li>• Develop better tools to manage cybersecurity and other risks</li> <li>• Enhance oversight of the finance, accounting and risk management functions</li> <li>• Improve transparency and the quality of audit and financial reporting</li> <li>• Oversee legal and regulatory compliance more effectively</li> </ul>

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				<ul style="list-style-type: none"> <li>Strengthen collaboration with corporate management and auditors</li> <li>Ensure optimal communication with investors on financial reporting and disclosure</li> </ul> <p>Expand your personal and professional network</p> <ul style="list-style-type: none"> <li>Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe</li> <li>Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions</li> </ul>
July 17, 2024	Minneapolis, MN	National Association of Corporate Directors (NACD)	<a href="#">Leading Minds of Governance</a>	<ul style="list-style-type: none"> <li>Identify and respond to the latest governance issues.</li> <li>Improve board oversight.</li> <li>Understand the latest governance regulations and how they affect your organization.</li> </ul>
July 23, 2024	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Compensation Committee Series</a>	<ul style="list-style-type: none"> <li>Key trends shaping executive and director compensation</li> <li>Develop pay programs that drive business and leadership strategy</li> </ul>
August 19-22, 2024	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	<a href="#">Shareholder Activism: Activating Change for Value Creation</a>	<ul style="list-style-type: none"> <li>Value investing and shareholder activism</li> <li>Current trends and market conditions</li> <li>Measuring the value: assessing the potential for value creation</li> <li>Tactics for campaigning and engaging: the activist pathway and the target defense</li> <li>Applying the activist toolkit: creating the value</li> <li>Fireside chat/guest speaker: investment banks'</li> </ul>

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Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<p>perspective</p> <ul style="list-style-type: none"> <li>• Activism outside the USA: case studies in Canada and Japan</li> <li>• Activism campaign exercise</li> </ul>
September 9-11, 2024	Brooklyn, NY	Council of Institutional Investors	<a href="#">Fall 2024 Conference</a>	<ul style="list-style-type: none"> <li>• Board oversight of capital allocation strategy</li> <li>• Rethinking performance linked shares</li> <li>• Portfolio allocation evolution – drivers and implications</li> <li>• An engagement led approach to carbon emissions</li> <li>• Investor’s edge: an interactive ransomware simulation</li> <li>• Resilience-based stewardship – navigating the energy transition</li> <li>• Investor perspective on collective bargaining rights</li> <li>• Proxy policy providers and the trend towards data-first models</li> <li>• Stewardship in the digital age</li> <li>• Washington outlook and what’s behind India’s rise</li> <li>• The future of shareholder’s rights and the shareholder proposal process</li> <li>• Shareholder advocacy committee’s lighting round</li> </ul>
September 10, 2024	Berlin, Germany	The European Corporate Governance Institute (ECGI)	<a href="#">A Decade After Paris: Accelerating Progress Towards Net-Zero</a>	<ul style="list-style-type: none"> <li>• The way forward from the perspective of boards and markets</li> <li>• Review the progress made in the ten years of Paris Agreement</li> </ul>

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September 10-13, 2024	New York, NY	Columbia Business School	<a href="#">Corporate Governance Program: Developing Exceptional Board Leaders</a>	<ul style="list-style-type: none"> <li>• Appreciate value creation via financial statements</li> <li>• Harness finance to realize the company's strategy</li> <li>• Minimize financial reporting risks as a member of the audit committee</li> <li>• Minimize the threat of litigation for the board and the company</li> <li>• Incentivize the CEO to create long-term sustainable value as a member of the compensation committee</li> <li>• Plan for the succession of the CEO</li> <li>• Best practices for private and early-stage boards</li> <li>• Anticipate and prepare for the next activist challenge</li> <li>• Increase the board's visibility into disruptive technologies and business models</li> <li>• Leverage diversity and inclusion to create long-term value</li> <li>• Board resume workshop</li> <li>• Board recruiting and interviewing process</li> </ul>
September 16-17, 2024	New York, NY	Corporate Board Member	<a href="#">20th Anniversary Celebration Boardroom Summit and Board Committee Peer Exchange</a>	<ul style="list-style-type: none"> <li>• ESG issues and new regulations</li> <li>• Risk oversight in an unsettled time</li> <li>• Strategy: what will win in 2024</li> <li>• Unparalleled networking with director peers</li> </ul>
September 16 – November 1, 2024	Virtual	University of Michigan – Executive Education	<a href="#">Building Board Expertise on Sustainability</a>	<ul style="list-style-type: none"> <li>• Enhance understanding of the increasingly complex fiduciary responsibilities of board members</li> <li>• Examine investor perspectives and expectations on sustainability</li> <li>• Gain insights into current sustainability-related disclosure developments</li> <li>• Learn about resources to respond to evolving disclosure landscape</li> <li>• Gain a deep understanding of how to exercise oversight of climate risks and opportunities</li> </ul>

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				<ul style="list-style-type: none"> <li>• Learn about tools for the implementation of effective board structures</li> </ul>
September 19-20, 2024	New York, NY	The Conference Board	<a href="#">Executive Compensation in Context</a>	<ul style="list-style-type: none"> <li>• Executive compensation in context: economic, social and consumer trends</li> <li>• Evolving executive compensation – revisiting our guiding principles</li> <li>• Public policy impact and executive compensation</li> <li>• Incorporating ESG and other non-financial metrics into executive incentive plans: where do we go from here?</li> <li>• Top compensation committee priorities for 2024</li> <li>• Hot topics in executive compensation: through the legal lens, pay equity and transparency</li> <li>• Tying sustainability to executive compensation to drive financial value and impact</li> <li>• Re-aligning broad-based and executive incentive plans for greater impact</li> </ul>
September 25-26, 2024	London, UK	International Corporate Governance Network	<a href="#">ICGN Proxy Season Review</a>	<ul style="list-style-type: none"> <li>• Annual voting trends</li> <li>• Appraise the continued increase in shareholder proposals related to corporate sustainability policies, equity audits, corporate political activity and climate related disclosure</li> </ul>
September 30 - October 4, 2024	Fontainebleau, France	INSEAD – Executive Education	<a href="#">Value Creation for Owners and Directors</a>	<ul style="list-style-type: none"> <li>• Ownership and director challenges</li> <li>• Leadership dynamics</li> <li>• Value creation for owners, directors and managers</li> <li>• Managing risk and coping with disruption</li> <li>• Strategic options for growth</li> <li>• Performance evaluation</li> </ul>



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September 30 – October 1, 2024	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Strategy Governance for Boards</a>	<ul style="list-style-type: none"> <li>• Understand the role of boards in strategy formulation and validation, and how it differs from the roles of the management team.</li> <li>• Ensure that your leadership is in tune with external changes and develops and delivers a strategy that is relevant for today and tomorrow.</li> <li>• Enhance organizational performance by ensuring that board governance mechanisms are aligned with your firm's strategic objectives.</li> <li>• Examine case studies of strategy governance failures and learn how to navigate and sidestep common pitfalls.</li> </ul>
March 3-4, 2025	Lausanne, Switzerland			
June 13-14, 2025	Lausanne, Switzerland			
September 29-30, 2025	Lausanne, Switzerland			
September 30 - October 4, 2024	Fontainebleau, France	INSEAD – Executive Education	<a href="#">Aspiring Directors Programme</a>	<ul style="list-style-type: none"> <li>• Understand the main corporate governance systems</li> <li>• Main institutions, roles, and processes in corporate governance</li> <li>• Exercise directors' responsibility in boardroom</li> <li>• Understand the different types of directors</li> <li>• Board fundamentals: responsibility and effectiveness</li> <li>• Board dynamics, efficiency</li> <li>• Board structure and the role of committees</li> <li>• Finance literacy for directors</li> <li>• New challenges for directors: diversity, sustainability, digital</li> </ul>
March 31 - April 4, 2025	Fontainebleau, France			
June 9 - June 13, 2025	Singapore			
October 4-5, 2024	Lausanne, Switzerland	International Institute for Management Development	<a href="#">Boards and Risks</a>	<ul style="list-style-type: none"> <li>• Identify and assess your organization's risks.</li> <li>• Analyze how strategic risk can be assessed and managed.</li> <li>• Gain techniques for setting risk appetite.</li> <li>• Assess the risk behaviors of the board and management.</li> <li>• Evaluate the positive and negative implications of risks</li> </ul>
May 2-3, 2025	Lausanne, Switzerland			
October 1-2, 2025	Lausanne, Switzerland			

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<p><u>January 2025</u>  <b>Module 1:</b> January 21-24, 2025</p> <p><b>Module 2:</b> April 7-10, 2025</p> <p><b>Module 3:</b> June 5-7, 2025</p> <p><u>April 2025</u>  <b>Module 1:</b> April 29 – May 2, 2025</p> <p><b>Module 2:</b> June 16-19, 2025</p> <p><b>Module 3:</b> November 17-19, 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>INSEAD – Executive Education</p>	<p><a href="#">International Directors Programme</a></p>	<ul style="list-style-type: none"> <li>• Understand the broader context in which boards operate and the responsibilities that come with a board mandate</li> <li>• Gain an overview of the knowledge and competencies expected from directors in today’s environment</li> <li>• Develop the specialized skills that contribute to the creation of an effectively performing board culture</li> <li>• Enhance your ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance</li> </ul>
<p>October 1, 2024 (Virtual Portion)</p> <p>October 7-11, 2024 (In Person Portion)</p>	<p>Virtual</p> <p>Evanston, IL</p>	<p>Kellogg School of Management – Executive Education</p>	<p><a href="#">Governing Family Enterprises</a></p>	<ul style="list-style-type: none"> <li>• Define the roles and responsibilities of owners, directors, board chairs, the executive team and the family council</li> <li>• Improve your board’s effectiveness</li> <li>• Learn about critical governance policies needed to sustain the relationship between the enterprise and the family</li> <li>• Learn how a common vision can unite family owners in a long-term commitment to continuity</li> <li>• Learn how governance can be used to gain trust among family owners, directors and top management</li> <li>• Leverage governance as a key competitive advantage of family business</li> </ul>

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<p>October 2-3, 2024</p> <p>March 7-8, 2025</p> <p>June 11-12, 2025</p> <p>November 21-22, 2025</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><a href="#">Finance for Boards</a></p>	<ul style="list-style-type: none"> <li>• Explore the main determinants of value creation (operational and financial KPIs and the relevant value drivers)</li> <li>• Review the financials of several companies and make sense of the numbers</li> <li>• Discuss asset-based measures of financial performance (ROIC and/or ROCE) and market-related KPIs, such as PE and PEG ratios</li> <li>• Address cost of capital considerations (including WACC)</li> <li>• Address capital structure and risk appetite</li> <li>• Examine the determinants of capital structure choices</li> <li>• Look at the options available to companies striving to finance a green transition</li> <li>• Understand the key success factors in M&amp;A and learn best-in-class practices</li> <li>• Participate in an M&amp;A simulation</li> </ul>
<p>October 2-3, 16-17, 29-30, 2024</p>	<p>Virtual</p>	<p>Ozone Advisory Group</p>	<p><a href="#">Private Company Governance Program</a></p>	<ul style="list-style-type: none"> <li>• Understand principles of governance</li> <li>• Enhance awareness of how a board adds value</li> <li>• Address the roles of management, shareholders and directors</li> <li>• Advance understanding of the board's role in strategy, risk, talent and succession</li> <li>• Explore directors' responsibilities in board room finance including financing strategies, enterprise valuation and exit strategies</li> <li>• Gain awareness of how a high-performing board can contribute to the success of an organization</li> <li>• Network with like-minded individuals from a broad range of industries and geographies</li> </ul>

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<p>October 2-5, 2024</p> <p>April 23-26, 2025</p>	<p>Boston, MA</p>	<p>Harvard Business School – Executive Education</p>	<p><a href="#">Preparing to Be a Corporate Director</a></p>	<ul style="list-style-type: none"> <li>• Maximize your contribution as a board director</li> <li>• Expand your leadership capabilities</li> <li>• Analyze board opportunities</li> <li>• Develop a personal strategy for your board career</li> <li>• Expand your personal and professional network</li> </ul>
<p>October 6-9, 2024</p>	<p>Washington, DC</p>	<p>National Association of Corporate Directors (NACD)</p>	<p><a href="#">NACD Directors Summit 2024</a></p>	<p>Program Tracks:</p> <ul style="list-style-type: none"> <li>• Audit and compliance</li> <li>• Board governance and investor engagement (lead director)</li> <li>• Board governance (new director)</li> <li>• Climate and sustainability</li> <li>• Compensation and human capital</li> <li>• Geopolitical and economic risk</li> <li>• Private company</li> </ul> <p>Speech Topics:</p> <ul style="list-style-type: none"> <li>• The transformative impacts of generative AI</li> <li>• Managing risk in an unstable world</li> </ul> <p>Workshops:</p> <ul style="list-style-type: none"> <li>• Audit committee: SEC, investor expectation and relationship</li> <li>• The board’s role in governing dynamic risks</li> <li>• Compensation and human capital committee</li> <li>• Cyber-threat exercise: attacking ransomware head-on</li> <li>• Nominating and governance committee</li> <li>• Prepare for strategy: challenges ad long-term growth</li> </ul>
<p>October 7-8, 2024</p>	<p>Brussels, Belgium</p>	<p>The European Corporate Governance Institute (ECGI)</p>	<p><a href="#">2024 ECGI Annual Conference</a></p>	<ul style="list-style-type: none"> <li>• Corporate governance issues</li> <li>• General assembly meeting and lecture featuring Anat Admati, Professor of Finance and Economics at Stanford University</li> </ul>

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<p>October 7-10, 2024</p> <p>November 25-28, 2024</p> <p>February 10-13, 2025</p> <p>May 5-8, 2025</p> <p>June 16-19, 2025</p> <p>October 6-9, 2025</p> <p>November 24-27, 2025</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</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><a href="#">High Performance Boards</a></p>	<ul style="list-style-type: none"> <li>• The four pillars of effective boards</li> <li>• Best practices and behaviors of leading boards</li> <li>• Best risk practices for boards</li> <li>• The board's role in strategy</li> <li>• Board dynamics: psychological safety and constructive dissent</li> <li>• Making board processes meaningful</li> <li>• Refining the role of the chair</li> <li>• Stewardship: delivering long-term social and economic impact</li> <li>• Boards in crisis</li> <li>• Managing CEO succession</li> <li>• Effective board oversight of management</li> </ul>
<p>October 8-9, 2024</p> <p>March 10-11, 2025</p> <p>June 2-3, 2025</p> <p>October 13-14, 2025</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>	<p>IMD - International Institute for Management Development</p>	<p><a href="#">Driving Sustainability from the Boardroom - ESG Board Program</a></p>	<ul style="list-style-type: none"> <li>• ESG literacy: lead and ask right questions</li> <li>• ESG upsides: identify and leverage ESG opportunities for long-term success and reputation</li> <li>• ESG stewardship: how ESG expands fiduciary and accountability duties</li> <li>• ESG crisis management: handle difficult ESG conversations and respond to ESG crises</li> </ul>

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October 14-18, 2024  <i>Private board cohort &amp; Public board cohort options available</i>	Stanford, CA	Stanford Business School – Executive Education	<a href="#">Directors' Consortium</a>	<ul style="list-style-type: none"> <li>• Financial reporting, compensation, fiduciary duties</li> <li>• Governance and liability risk</li> <li>• CEO succession and executive compensation</li> <li>• Board oversight and advisory roles</li> <li>• Mergers and acquisitions</li> <li>• ESG, stakeholder activism and cybersecurity</li> <li>• Post Covid-19 work management</li> <li>• Team building and group dynamics</li> </ul>
October 15 – November 19, 2024	Virtual	UCLA Anderson School of Management	<a href="#">Women in Governance: Preparing for Board Service</a>	<ul style="list-style-type: none"> <li>• Understanding the boardroom and your role as a director</li> <li>• Case studies in board effectiveness</li> <li>• Managing diversity from the boardroom</li> <li>• Financial acumen for board directors</li> <li>• Leading effectively / influencing without authority</li> <li>• The science (and the art) of networking</li> <li>• Decision-making in the midst of multiple perspectives</li> <li>• Current issues in corporate governance</li> <li>• Building your personal brand and board resume</li> </ul>
Virtual Portion: October 22, 2024  In Person Portion: November 4-8, 2024	Virtual Evanston, IL	Kellogg School of Management – Executive Education	<a href="#">Family Enterprise Boards</a>	<ul style="list-style-type: none"> <li>• Role of the board in understanding family business strategy</li> <li>• What is different about a board decision for a family enterprise</li> <li>• How to select family for board roles</li> <li>• How to link the board with the family</li> <li>• Board room etiquette and effectiveness</li> <li>• Different models of the board's role in governance</li> <li>• Board best practices in family enterprises</li> </ul>

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October 28 – December 1, 2024	Virtual	International Institute for Management Development	<a href="#">Mastering Board Governance</a>	<ul style="list-style-type: none"> <li>• Gain a solid understanding of how governance drives organizational performance.</li> <li>• Expand your knowledge of the role and responsibilities of a board and all other governance participants and stakeholders.</li> <li>• Know how to identify and assess the four underlying pillars of board effectiveness using a concrete framework.</li> <li>• Learn how to proactively identify governance risks and mitigate them effectively.</li> <li>• Explore core areas of board work such as strategy, risks, stakeholders, M&amp;A, succession, ESG and stewardship.</li> </ul>
February 24 – March 28, 2025	Virtual			
May 26 – June 27, 2025	Virtual			
October 27 – November 28, 2025	Virtual			
October 31- November 1, 2024	New York, NY	NYU Law Program on Corporate Compliance and Enforcement	<a href="#">4<sup>th</sup> Annual Directors' Academy</a>	<ul style="list-style-type: none"> <li>• Deep examination of corporate governance, AI, compliance, cybersecurity, accounting, ESG, DEI, activist investors, the changing legal and regulatory landscape, and succession planning.</li> <li>• Current regulatory matters as well as actionable, academic-backed research that takes a critical look at emerging legal liabilities for boards.</li> <li>• Comprehensive coaching in the necessary skills and cutting-edge issues that impact the governance of enterprise and legal risk and financial performance.</li> </ul>
November 4-7, 2024	Evanston, IL	Kellogg School of Management – Executive Education	<a href="#">Corporate Governance: Effectiveness and Accountability in the Boardroom</a>	<ul style="list-style-type: none"> <li>• Different models of governance</li> <li>• Legal issues</li> <li>• Executive compensation issues and trends</li> <li>• Cybersecurity</li> <li>• Board and committee responsibilities</li> <li>• Recruiting new board members</li> <li>• Audit committee issues</li> <li>• Activist investors</li> </ul>

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> <li>• The board's role in a crisis</li> </ul>
November 5-6, 2024	Singapore	ACGA - Asian Corporate Governance Association	<a href="#">The Asian Business Dialogue on Corporate Governance</a>	<ul style="list-style-type: none"> <li>• Japan, Korea and the pathway for other markets</li> <li>• The rise of activism in Asia</li> <li>• The role of investors and corporates in effective stewardship</li> <li>• ESG and political analysis</li> <li>• Corruption and fraud: getting to robust whistleblower policies</li> <li>• Transparency and executive compensation structures to drive share holder in Asia</li> <li>• Challenges for boards and investors from AI</li> <li>• How to be effective INED in a controlled company</li> <li>• Gender diversity in Asia</li> <li>• Regulatory role versus corporate commitment to meet Asia's NDCs and Net Zero pathway</li> </ul>
November 6-8, 2024	Virtual	Korn Ferry	<a href="#">High-Impact Communication (EMEA)</a>	<ul style="list-style-type: none"> <li>• Determine your own communication styles</li> <li>• Identify audiences' communication styles</li> <li>• Craft persuasive messages, facilitate dialogue and make powerful presentations</li> </ul>
November 9-10, 2024	Tempe, AZ	International Corporate Governance Society	<a href="#">The 10th Annual ICGS Conference: An Integrative View of Corporate Governance Theory and Research</a>	<ul style="list-style-type: none"> <li>• Integrative behavioral models of executives, directors, owners and governance intermediaries (analysts, ratings agencies, etc.)</li> <li>• Political and institutional models to include the role of legal institutions, societal norms and historical political systems' influence on governance</li> <li>• Configurational approaches for governance conditions and outcomes</li> <li>• Qualitative understanding of directors, auditors and other key actors tasked with governance oversight</li> <li>• Quantitative and evidence-based insights of governance effectiveness</li> </ul>



Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> <li>• The effects of technology, artificial intelligence and machine learning on the governance ecosystem</li> <li>• Theoretical predictions: theories that work, those that don't and new theories</li> </ul>
November 12-14, 2024	Melbourne, AU	International Corporate Governance Network	<a href="#">ICGN Melbourne Conference</a>	<ul style="list-style-type: none"> <li>• Corporate social license to operate and the role of the board of directors</li> <li>• How boards drive effective values and behaviors in their organizations</li> <li>• Workers' voice in corporate decision-making</li> <li>• Artificial intelligence and the digital transformation</li> <li>• Climate change and natural capital: governance and transition planning</li> <li>• Global governance regulatory trend</li> <li>• Director selection and nomination</li> </ul>
November 13-15, 2024	Evanston, IL	Kellogg School of Management – Executive Education	<a href="#">Women's Director Development Program</a>	<ul style="list-style-type: none"> <li>• Examine characteristics of the most effective board members</li> <li>• Develop and deliver value proposition</li> <li>• Prepare for board interview</li> <li>• Earn board nomination</li> <li>• Be an effective director</li> </ul>
November 18-19, 2024 March 5-6, 2025 June 9-10, 2025 November 17-18,	Lausanne, Switzerland Lausanne, Switzerland Lausanne, Switzerland Lausanne,	International Institute for Management Development	<a href="#">Stakeholder Management for Boards</a>	<ul style="list-style-type: none"> <li>• Explore the role of key stakeholders and how to effectively engage with them</li> <li>• Gain a robust understanding of nonmarket players: the dynamics, risks, opportunities and how to add value</li> <li>• Navigate diverse and often incompatible stakeholder demands while aligning organizational purpose with key performance indicator</li> <li>• Ask the right questions and identify new opportunities in the nonmarket landscape</li> </ul>

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2025	Switzerland			
November 20-21, 2024  April 28-29, 2025  November 19-20, 2025	Lausanne, Switzerland  Lausanne, Switzerland  Lausanne, Switzerland	International Institute for Management Development	<a href="#">Team Dynamics for Boards</a>	<ul style="list-style-type: none"> <li>• Understand the formal behavior dictated to board members by governance frameworks compared to the informal dynamics of a team.</li> <li>• Explore unconscious assumptions and hidden motivations that can derail board work.</li> <li>• Find the right balance for your board between supporting and challenging the CEO and executive team.</li> <li>• Gain insights into your board's team dynamics and the behaviors required to improve team effectiveness.</li> </ul>
November 22-23, 2024  April 30- May 1, 2025  October 3-4, 2025	Lausanne, Switzerland  Lausanne, Switzerland  Lausanne, Switzerland	International Institute for Management Development	<a href="#">Digital Transformation for Boards</a>	<ul style="list-style-type: none"> <li>• Grasp the potential impact of digital technologies on your company's performance</li> <li>• Understand the new competitive dynamics disrupting your industry</li> <li>• Identify the competencies and behaviors needed to lead successfully in a digital age</li> <li>• Prepare to advise and support your management on digital transformation</li> </ul>
November 25-29, 2024	Fontainebleau, France	INSEAD – Executive Education	<a href="#">M&amp;As and Corporate Strategy</a>	<ul style="list-style-type: none"> <li>• Evaluate your business portfolio and determine the appropriate businesses to acquire, restructure or divest.</li> <li>• Select acquisition targets that fill your capability gaps and fit with your corporate strategy.</li> <li>• Evaluate acquisition opportunities by quantifying the value of the acquisition targets.</li> <li>• Understand and choose different integration approaches for different acquisition targets.</li> </ul>

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December 2-6, 2024	Boston, MA	Harvard Business School – Executive Education	<a href="#">Women on Boards: Succeeding as a Corporate Director</a>	<ul style="list-style-type: none"> <li>• Understand how boards work and best practices</li> <li>• Develop board-critical skills</li> <li>• Navigate the selection process</li> <li>• Raise your profile</li> </ul>
December 3-11, 2024	Virtual, live event	The Wharton School of the University of Pennsylvania – Executive Education	<a href="#">Women on Boards: Building Exceptional Leaders</a>	<ul style="list-style-type: none"> <li>• Executive compensation</li> <li>• Diversity, equity and inclusion</li> <li>• Market yourself: building your CV</li> <li>• Lead through uncertainty</li> <li>• Environmental governance</li> <li>• Balance stakeholders: making complex decisions</li> </ul>
December 16-18, 2024	Fontainebleau, France	INSEAD – Executive Education	<a href="#">Leading from the Chair</a>	<ul style="list-style-type: none"> <li>• Achieve deeper understanding of how board and chair roles are changing – and exchange best practices with international peers</li> <li>• Improve your ability to organize and conduct effective meetings</li> <li>• Acquire tools for coaching and developing the CEO and senior executives</li> <li>• Enhance your ability to challenge executives and board members through positive exchanges on the key issues that underpin corporate performance</li> <li>• Become better able to address pressures when facing a crisis</li> </ul>
February 4-5, 2025	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	<a href="#">Boards That Lead: Corporate Governance That Builds Value</a>	<ul style="list-style-type: none"> <li>• The new role of the board</li> <li>• CEO and director selection</li> <li>• Designing effective boards</li> <li>• How to succeed in the boardroom</li> <li>• Board principles</li> </ul>

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February 20-21, 2025	San Diego, CA	Directors Summit	<a href="#">Directors Summit 2025</a>	<ul style="list-style-type: none"> <li>• The evolution of the boardroom</li> <li>• Frameworks to transform and innovate</li> <li>• The next generation of AI for the Enterprise</li> <li>• Guiding innovation</li> <li>• Activism in the boardroom</li> <li>• Workforce dynamics</li> <li>• Geopolitics and the supply chain</li> <li>• Decision-making in crisis</li> <li>• The collective intelligence of the boards</li> <li>• Inclusion journey to the boardroom</li> <li>• Thrive by unlocking purpose</li> <li>• Re-imagining the talent pipelines</li> </ul>
March 6-7, 2025	Brooklyn, NY	The Conference Board	<a href="#">Corporate Communications: Driving the Business Forward</a>	<ul style="list-style-type: none"> <li>• Engage both internal and external stake holders to envision a pathway forward</li> <li>• Concrete strategies for leveraging strategy, technology, data and story</li> </ul>
April 22-25, 2025	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	<a href="#">Corporate Governance: Essentials for a New Business Era</a>	<ul style="list-style-type: none"> <li>• Overview of board structure, committees and emerging best practices</li> <li>• Enterprise challenges and risks including climate change, job displacement, global trade, disease, epidemics and social responsibility</li> <li>• Creating opportunities for those who have been underrepresented in the boardroom</li> <li>• Characteristics of successful board leaders</li> <li>• Overseeing management</li> <li>• Building diversity, equity and inclusion in the boardroom</li> <li>• Leading boards through legal issues and other crises</li> <li>• Succession planning</li> <li>• Bringing environmental and social issues into the boardroom</li> <li>• Designing political and social strategies</li> </ul>

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

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<i>event</i>				social justice and the ecological transition
Multiple Dates <i>3 Sessions per event</i>	Virtual	International Corporate Governance Network	<a href="#">ICGN Stewardship Fundamentals</a>	<ul style="list-style-type: none"> <li>• What is stewardship and what is its purpose?</li> <li>• Applying ESG analysis and the tools of stewardship</li> <li>• Stewardship in practice</li> </ul>
Multiple Dates <i>3 Sessions per event</i>	Virtual	International Corporate Governance Network	<a href="#">ICGN Governance Fundamentals</a>	<ul style="list-style-type: none"> <li>• Foundations of governance, the board's role and effectiveness, corporate culture</li> <li>• Risk, oversight of sustainability, reporting and audit</li> <li>• Remuneration, assessing performance and investor rights</li> </ul>
On your own schedule	Virtual	50/50 Women on Boards	<a href="#">50/50 Women on Boards Workshops</a>	<p>Virtual and interactive workshops with high-performing corporate directors and experienced faculty. Topics include:</p> <ul style="list-style-type: none"> <li>• Board fundamentals: what it takes to serve on a board and how to develop a roadmap to achieve your board goals</li> <li>• Get on board: showcase your skills and expertise with a strategically crafted board profile</li> <li>• Personal brand and digital presence: optimize your professional brand and LinkedIn profile</li> <li>• Mastering the board recruitment and interview process: fiduciary responsibility, impactful board resume and interview preparation</li> <li>• Workshops for corporate groups: equip employees or clients with the tools, connections and confidence</li> <li>• The networking hub: harness the power of connection with exclusive platform</li> </ul>
Events throughout the year; Invitation only	In-person and virtual	G100	<a href="#">G100 BoardExcellence</a>	G100 provides directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards

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On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Virtual Director Professionalism</a>	<ul style="list-style-type: none"> <li>• Roles and responsibilities of the board members</li> <li>• The board's operating model</li> <li>• Fiduciary duties of corporate boards</li> <li>• Introduction to finance and accounting</li> <li>• The nominating and governance committee</li> <li>• Compensation committee roles and responsibilities</li> <li>• The audit committee</li> <li>• Strategy from a board perspective</li> <li>• Risk oversight</li> <li>• Corporate transformations</li> <li>• Talent oversight</li> <li>• Habits of highly effective directors: Tying it all together</li> <li>• Board-shareholder engagement</li> <li>• Diversity, equity and inclusion</li> <li>• Cyber-risk oversight</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">The Art of Directorship: Strategy &amp; Long-Term Value Creation</a>	<ul style="list-style-type: none"> <li>• Guidelines on how frequently strategy should be discussed among company leaders and the board</li> <li>• Examples of metrics and other information that directors should consider in order to facilitate the effective oversight of strategy by their board</li> <li>• How to apply leading practices which contribute to an organization's long-term value, in the selection of board members and the CEO</li> <li>• How to evaluate whether a board is effectively overseeing its organization's strategy or stewarding the creation of long-term value</li> <li>• Effective questions to ask as a director in order to provide well-grounded input on strategy</li> <li>• The difference between board practices that facilitate and hinder the alignment of an organization's short-term and long-term strategies</li> </ul>

Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">The Art of Directorship: Adaptive Governance</a>	<ul style="list-style-type: none"> <li>• Four practices that characterize the exercise of adaptive governance by a board of directors</li> <li>• Characteristics that tend to distinguish disruptive risks from more routine risks faced by organizations</li> <li>• Types of risk often considered to be disruptive</li> <li>• Common phrases used to categorize types of potentially disruptive risks</li> <li>• Strategies and practices that are likely to help a board more successfully confront and adapt to disruptive risks and their effects</li> <li>• The four elements of a risk-management framework</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">The Art of Directorship: CEO Succession</a>	<ul style="list-style-type: none"> <li>• NACD's guidelines for boards on when it is appropriate to discuss CEO succession planning among company leaders and the board</li> <li>• Ways to facilitate CEO succession planning discussions among the board</li> <li>• Opportunities for the board and company leaders to consider CEO succession in the context of company strategy</li> <li>• Risks in the CEO succession process</li> <li>• The intangible leadership qualities which NACD recommends boards assess in CEO candidates</li> <li>• Recommended strategies for a successful CEO transition</li> <li>• Differentiate between financial and nonfinancial metrics that may be used to set CEO compensation</li> <li>• Recommendations for how directors can position a new CEO for success</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Directorship Essentials: Risk Oversight</a>	<ul style="list-style-type: none"> <li>• Distinguish the role of directors from the role of management in an organization's management and oversight of risk</li> <li>• Identify practices for delivering effective board oversight of risk and identify how to apply several of those practices in</li> </ul>



Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<p>common situations</p> <ul style="list-style-type: none"> <li>Name the role that each standing board committee (i.e., audit, compensation, nominating/governance) fulfills in delivering risk oversight</li> <li>Choose effective questions to ask as a director to facilitate effective risk oversight by your board</li> <li>Identify situations that may indicate whether an organization's board should improve its risk oversight</li> <li>Define the terms "risk appetite" and "risk profile"</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Directorship Essentials: Compliance and Ethics</a>	<ul style="list-style-type: none"> <li>Identify examples of a director's appropriate role in an organization's compliance and ethics program</li> <li>Distinguish between poor and leading practices for effective oversight of an organization's compliance and ethics program</li> <li>Identify the typical elements of an effective corporate compliance and ethics program</li> <li>Recall laws and regulations that serve as frameworks for compliance and ethics programs, regardless of industry</li> <li>Identify acts that are considered misconduct by board members and executives</li> <li>Identify risks that emerge for organizations when their compliance and ethics program falters</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Cyber-Risk Oversight Certificate</a>	<ul style="list-style-type: none"> <li>Cybersecurity threat landscape</li> <li>Responsibilities of the board and management in cyber-risk oversight</li> <li>Cyber-crisis simulation</li> </ul>
On your own schedule	Virtual	Korn Ferry	<a href="#">Webinars</a>	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

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On your own schedule	Virtual	Silicon Valley Directors Exchange	<a href="#">Webinars</a>	<p>Recordings of past webinar events are available as a free resource. Recent webinar topics include:</p> <ul style="list-style-type: none"> <li>• Compliance is Not De-Risking: Lessons Learned (or Not) from SVB Failure</li> <li>• The Real Economy for Board Directors</li> <li>• Headline News You Want: Public Relations for Boards of Directors</li> <li>• Life Cycle of Female Leadership: From Founder to Board Member</li> </ul>
On your own schedule	Virtual	KPMG	<a href="#">KPMG Board Leadership Center Webcast</a>	<p>Recordings of past webcast events are available as a free resource. Recent topics include:</p> <ul style="list-style-type: none"> <li>• Ian Bremmer on geopolitical risk</li> <li>• Boardroom climate competence: advancing the board-management conversation</li> <li>• On the 2023 board agenda</li> </ul>
On your own schedule	Virtual	Private Directors Association	<a href="#">Private Equity Portfolio Company Governance Course</a>	<ul style="list-style-type: none"> <li>• Insights on the changing competitive environment for private equity companies</li> <li>• Updates on fresh thinking about private equity company board composition</li> <li>• Overview of fiduciary responsibilities</li> <li>• Introduction to private equity imperatives and operations</li> <li>• Primer on private equity finance</li> <li>• Guide to boardroom behaviors designed to enhance cross-function understanding, collaboration, conflict resolution and value creation</li> </ul>

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On your own schedule	Virtual	Private Directors Association	<a href="#">ESOP Governance Essentials Course</a>	<ul style="list-style-type: none"> <li>• Describe the ESOP structure and benefit to company and employees</li> <li>• Realistic look at the responsibilities of serving on an ESOP board</li> <li>• Describe ESOP oversight by the Department of Labor</li> <li>• Discuss board's oversight role in the financial management of ESOP owned companies</li> </ul>
On your own schedule	Virtual	Deloitte Dbriefs Webcast	<a href="#">Dbriefs Webcast Private Companies: Navigating What's Next</a>	<p>Webcasts are archived for 180 days after the live broadcast. Available "Dbrief" webcasts include:</p> <ul style="list-style-type: none"> <li>• Organizational transition from a job-based model to a skill-based model</li> <li>• Can your private company board respond to the speed of business?</li> <li>• Getting ahead of change: a guide to buy sell agreements</li> <li>• What's your return on risk?</li> <li>• Breaking down ethical generative AI for private companies</li> <li>• 2024 economic outlook: resilience, risks &amp; recommendations</li> </ul>
On your own schedule	Podcasts	KPMG	<a href="#">KPMG Board Insights Podcast Series</a>	<ul style="list-style-type: none"> <li>• Takeaways from the 2023 proxy season</li> <li>• Fool me once: A discussion with author and forensic accounting expert Kelly Richmond Pope</li> <li>• Civil rights and racial equity audits</li> </ul>
On your own schedule	Podcasts	Private Directors Association	<a href="#">Shine: Governance Illuminated Podcast</a>	<p>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</p>

# GIBSON DUNN

Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Podcasts	Private Directors Association	<a href="#">ESG Insights Podcast</a>	Explore new options and imperatives with a long-time expert in corporate integrity practices