



CORPORATE BOARDS MEMBERSHIP

**£15,000
ANNUALLY**

Impact Boards Emerging Markets has designed a Corporate Boards membership package, for management and supervisory boards (where applicable), to help high-value boards improve their effectiveness, impact and influence through training, knowledge transfer and networking services with the support of our specialist consulting Partners.

AT A GLANCE: MEMBERSHIP BENEFITS*

Introduction to Best Practices on Corporate Governance training module	3 hours of training modules on board governance topics to upskill board directors	Chairs' Circle membership for the board chair	Directors' Circle membership for up to 7 board directors	Aspiring Directors membership for 3 C-suite executives	Access to our global investor network to support fundraising	Leverage on our network and board recruitment specialist partner for board searches
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In addition to a module **Introduction to Best Practices in Corporate Governance** delivered by Impact Boards Emerging Markets, the package includes a 3-hour training package delivered by our selected Partners. Please select from the following standard modules, which are in blocks of 1 hour each (some exceptions apply).

CORPORATE GOVERNANCE

- Board effectiveness
- Management of tensions and conflicts in the boardroom
- Board's role in organisational culture
- Board-CEO interaction
- Effective non-executive director (NED)
- How to evaluate financial statements at board level
- Functions of an audit committee: What board members need to know and oversee

SUSTAINABILITY AND CLIMATE GOVERNANCE

- From compliance to stewardship: Elevating ESG governance at the board level

STRATEGY AND RISKS: AI AND CYBERSECURITY

- Cyber-security for board directors
- AI strategy and readiness assessment
- AI training and board education
- Exclusive board AI advisory session
- AI governance, policy creation and risk

REMUNERATION AND NOMINATION

- Succession planning best practices for board chairs and CEOs
- Strategic recruitment: Finding the board talent your organisation needs
- In parallel NED appointments

Training modules typically include a 45-minute presentation by the trainer, followed by a 15-minute Q&A. Trainings are delivered online although in-person trainings can be arranged, subject to additional fees. Trainings can be adjusted for different time zones, subject to additional fees. Please do get in touch with us if you are interested in a training module not listed above. We collaborate with several consultants with expertise on board governance practices and may be able to expand our offer based on your boards' requirements.



www.iboardsem.com/join-us

*The benefits listed are part of our standard package. Bespoke packages are available upon request, including competitive pricing for additional board directors.

BENEFITS TO THE BOARD'S CHAIR, DIRECTORS AND C-SUITE EXECS

When joining Impact Boards Emerging Markets as a Corporate Board member, board directors get access to the benefits of Aspiring Directors' Circle, Directors' Circle and Chairs' Circle memberships.

ASPIRING DIRECTORS' CIRCLE

Designed for **C-suite and senior executives** seeking to build or advance their board career through **networking, knowledge sharing and education opportunities**.

- Participate in 6 virtual boardroom events and roundtables
- Enhance board skills via trainings from our select Partners
- Network with our global community at online and offline events
- Access trainings and past events on our digital platform
- Become "board ready" by using our bespoke CV service
- Gain knowledge on open board roles in emerging markets
- Mentor introductions to support your board career transition
- Access to an exclusive members-only WhatsApp group
- Membership discounts apply on products and services

DIRECTORS' CIRCLE

Designed for **experienced board directors** seeking to develop their board career and enhance board skills through **networking, knowledge sharing and education opportunities**.

- Includes all benefits of the Aspiring Directors' Circle
- In-person network opportunities in London and in regional venues during the annual membership period
- Speaking opportunities at Impact Boards Emerging Markets online and in-person events
- Membership discounts apply on products and services
- Private WhatsApp group for global directors

CHAIRS' CIRCLE

Designed for **board chairs** seeking to **network and share knowledge**.

- Includes all benefits of the Directors' Circle membership
- Be part of an exclusive global chairs' network
- Access to private online and offline events and discussions
- Exclusive online roundtables led by expert chair
- An exclusive board chairs' WhatsApp group
- Membership discounts apply on products and services
- Private WhatsApp group for global chairs

All supervisory and management board members will have access to our virtual roundtables and selected trainings.

GOVERNANCE TRAINING FOR BOARDS

INTRODUCTION TO BEST PRACTICES IN CORPORATE GOVERNANCE

Strong corporate governance is the foundation of trust, performance and sustainable growth. For companies that aspire to be industry leaders and attract both local and international investors, it ensures that decisions are made responsibly, transparently and in the best interest of all stakeholders.

- **WHY GOOD AND FAIR CORPORATE GOVERNANCE MATTERS:**
How effective governance drives prosperity, resilience and investor trust
- **THE SUPERVISORY BOARD'S ROLE:**
Understanding the board's responsibilities, accountability and contribution to strategic direction
- **DESIGNING EFFECTIVE BOARD STRUCTURES:**
Achieving the right balance of independence, diversity and expertise
- **BUILDING HIGH-PERFORMING COMMITTEES:**
Ensuring real oversight, accountability and strategic alignment
- **RUNNING EFFECTIVE BOARD MEETINGS:**
Turning agendas into informed and timely decisions
- **EVALUATING BOARD PERFORMANCE:**
Tools and approaches to assess effectiveness and drive continuous improvement

MEET THE TRAINERS



Gregorio Saichin
Co-founder, CEO

Gregorio is a veteran emerging markets investor with a career spanning more than thirty years in banking, capital markets and asset management.

He has developed and led two emerging markets franchises at **Pioneer investments** (now part of **Amundi AM**) and **Allianz Global Investors** between 2000-2018. Since mid-2018, his interest has focused on sustainable finance and the path of emerging markets countries in this new development paradigm, advising family offices and institutional investors.



Olga Pascault
Co-founder, Chair

Olga is an experienced Non-Executive Director, Trustee and Chair. Until recently she has been on the boards of such organisations as **AsakaBank Uzbekistan** and **SPB Stock Exchange**. She is a Board Member at **NESST**, a charitable organisation that supports high-impact social enterprises in developing countries.

Throughout her 20+ year executive career in FTSE 100 and EURONEXT 100 banks and investment companies, Olga has managed global teams focusing on financial analysis, investment strategy and ESG across global emerging markets.

BOARD EXCELLENCE

Board Excellence is a leading global board and governance practice, supporting boards and directors across developed and developing markets excel in effectiveness, governance and performance. Through evaluating, training and supporting boards and directors, Board Excellence has developed a strong set of practical best practices to help drive sustained improvement in effectiveness and value add.

The Board Excellence team consists of highly experienced board and governance experts combining experience as practicing board chairs and non-executive directors with a strong track record in board/governance evaluations, training, consultancy, board recruitment and board dispute mediation.

Board Excellence will be providing training modules on a range of board effectiveness and governance themes. They can also offer CPD certified courses to **Corporate Board** subscribers at a discounted fee.



Kieran Moynihan
Managing Partner
Board Excellence



As the founder of Board Excellence, **Kieran Moynihan** has worked extensively with Boards across Ireland, UK and internationally in a wide range of sectors and scale of organisations. He has over 25 years' experience serving on boards as a CEO, Executive Director, Non-Executive Director and Board Chair. He is currently the Board Chair of several internationally focused companies across various industry sectors.

Kieran is an internationally recognised thought leader in board dynamics, effectiveness, performance and corporate governance. He is a regular contributor to leading international board publications and has developed ground-breaking new approaches to optimising the “people equation of the board” and the partnership between executive and non-executive board members, enabling the board and executive team to excel as a high-performing team.

AS PART OF THE 3-HOUR CORPORATE BOARDS TRAINING PACKAGE FOR DIRECTORS, MEMBERS CAN SELECT FROM THE FOLLOWING MODULES

BOARD EFFECTIVENESS

- Characteristics of high-performing boards
- Key best practices in the board combining excellence in oversight, corporate governance, and risk management with providing high-value support, guidance and strategic added-value to the executive team
- The engagement-partnership model at the core of high-performing board and executive team
- Proven practices in executive team reporting, strategy collaboration, board dynamics and decision-making

MANAGEMENT OF TENSIONS AND CONFLICTS IN THE BOARDROOM

- Critical importance of optimising healthy tensions in the boardroom to enable excellent board dynamics, effectiveness and decision-making
- Common problems and challenges which result in tensions escalating to damaging conflict in the boardroom
- Proven techniques to help the board and executive team develop a virtuous cycle of challenge, debate, respect and trust which in turn enables healthy dynamics which optimises the effectiveness and performance of the board
- Managing the “Trust Equation of the Board” and the ability of the board and executive team to navigate the “Zone of Uncomfortable Debate”

FROM COMPLIANCE TO STEWARDSHIP: ELEVATING ESG GOVERNANCE AT THE BOARD LEVEL

- **Establish clear board responsibility for ESG** – define ESG oversight roles at board and committee levels, ensure accountability and confirm alignment with evolving regulatory standards
- **Strengthen ESG risk governance and integration** – ensure ESG risk identification, establish internal controls, monitor risk concentration and inter-dependencies and maintain escalation pathways

- **Align strategy with climate and sustainability goals** – guide management to embed goals directly into long-term strategy and capital allocation and innovation pipelines
- **Ensure high-quality, reliable ESG reporting** – define board expectations for ESG disclosures, oversee adoption of recognised reporting frameworks and align reporting with purpose and strategic priorities to avoid greenwashing
- **Monitor global ESG trends and geopolitical shifts** – anticipate strategic impacts, exposure to evolving regulatory and stakeholder expectations and adjust risk oversight

SUCCESSION PLANNING BEST PRACTICES FOR BOARD CHAIRS AND CEOS

- Importance of board chair succession planning, common challenges, optimising the balance of internal and external chair candidates
- Key best practices in succession planning for the board chair role
- Importance of CEO succession planning, common challenges, approach of existing CEO to the process, optimising the balance of internal and external CEO candidates
- Key best practices in succession planning for the CEO role

CYBER-SECURITY FOR BOARD DIRECTORS

- Key trends in cyber-security
- Avoiding board and director complacency of seeing cyber-security as a silo IT risk rather than an enterprise-wide risk
- The board and audit/risk committee's role in oversight of cyber-security
- Engagement model between the board, audit/risk committee and executive team to ensure that the business has adequate cyber resilience to prevent, detect and respond to cyber attacks
- Developing an agile and adaptive approach to cyber-security posture

BOARD'S ROLE IN ORGANISATIONAL CULTURE

- Key international trends on the board's role in enabling a progressive organisational culture
- Common challenges for boards and directors in the culture area
- Partnership model between the board and executive team in jointly designing an exceptional culture where outstanding treatment of employees and customers becomes a key differentiator
- Practical approaches to the board's oversight role in ensuring that the desired culture is being lived and experienced day to day
- The critical importance of the board's role in aligning, culture, ethics, strategy and leadership behaviours

STANISLAV SHEKSHNIA



Stanislav Shekshnia

Professor of Entrepreneurship and Family Business
INSEAD

Stanislav Shekshnia Stanislav Shekshnia, is a professor at INSEAD, where he is founding faculty of the Corporate Governance Centre and directs board development programmes, including *Leading From the Chair*. He is author, co-author and editor of 11 books on corporate governance and leadership, including *Leading a Board: Chairs' Practices Across Europe*.

He has held numerous chair and director positions at listed and private companies in the USA, France, The Netherlands, Switzerland, Russia, Ukraine and Serbia. Currently he is a board chair at TechnoEnergy AG.

AS PART OF THE 3-HOUR CORPORATE BOARDS TRAINING PACKAGE FOR DIRECTORS, MEMBERS CAN SELECT FROM THE FOLLOWING MODULES

BOARD-CEO INTERACTION

This session explores one of the most critical relationships in corporate governance: the dynamic between the board of directors and the chief executive officer. When functioning well, this relationship drives strategy, performance, resilience and long-term value creation. When misaligned, it can lead to confusion, mistrust, underperformance and even crisis. The module will:

- Clarify the distinct yet interdependent roles of the board and CEO, aligning expectations around strategy, performance, risk, culture and succession
- Identify behaviors, structures and communication practices that strengthen, or undermine, trust and effectiveness in the relationship
- Introduce governance tools for CEO oversight, evaluation, succession planning and crisis management, as well as strategies CEOs use to manage their boards
- Provide a comprehensive check-list to assess and improve the quality of the board-CEO relationship

EFFECTIVE NON-EXECUTIVE DIRECTOR (NED)

This session focuses on the role, responsibilities and impact of NEDs in modern governance. It examines what differentiates a formally appointed NED from a truly effective and value-adding one. The module will:

- Explore the accountabilities, legal duties and core responsibilities of NEDs in strategy oversight, performance monitoring and risk governance
- Present an integrative model of NED effectiveness, enabling structured self-assessment and targeted development
- Examine practical tools and boardroom behaviors that enhance impact, including constructive challenge, committee work and ethical courage
- Offer strategies on securing a first board role and building a balanced, rewarding board portfolio over time

WSI DIGITAL CONSULTING

WSI Digital Consulting is one of the largest global digital marketing agencies, assisting businesses to better understand the power of digitalisation to drive strategic outcomes in their business models. WSI has worked with over 100,000 clients worldwide through 1,000 franchises in 82 countries since 1995.

In addition to its different digitalisation practices, WSI has also developed an Artificial Intelligence (AI) strategy practice that pursues a holistic implementation to ensure effective integration. This often demands a review of the entity's business ecosystem in addition to the AI technology.

WSI will be offering training modules on the value of AI to our **Corporate Board** members. WSI can also offer a fully CPD accredited AI course at a discounted fee to subscribing boards, aimed at improving the AI competences of board directors that are responsible for AI policy and implementation.



Hande Ocak Basev
Managing Partner
WSI London & Istanbul



Hande Ocak Basev is the Managing Partner of WSI's London and Istanbul offices, and a member of its Global AI Leadership board where she advises on the strategic use of AI in business. She is a seasoned expert in AI-driven business strategies, management consulting and digital transformation, with 25 years of experience. Hande has successfully managed more than 350 strategic, operational and technological transformation projects and led over 50 business development initiatives. As a board member, she has provided strategic consultancy to various organisations, enabling them to achieve sustainable growth and strengthen their future trajectories. Hande collaborates with Oxford Saïd Business School, co-developing the AI Leadership Readiness Index. She is a regular contributor to Forbes Türkiye, sharing insights on AI trends, governance and business applications. She is a contributor to various publications and platforms on AI thought leadership.

AS PART OF THE 3-HOUR CORPORATE BOARDS TRAINING PACKAGE FOR DIRECTORS, MEMBERS CAN SELECT FROM THE FOLLOWING MODULES

AI STRATEGY AND READINESS ASSESSMENT

Structured evaluation of the company's AI maturity using the AI Readiness Index, developed through the Oxford-WSI collaboration, including:

- Assessment of AI adoption levels and peer benchmarking
- Strategic discussion on AI-driven innovation, efficiency and regulatory alignment
- Sector-specific case study on AI applications

AI TRAINING AND BOARD EDUCATION

Designed to equip board members with a practical understanding of AI's role in strategic decision-making, this module includes:

- Live demonstrations of AI applications in the specific sector, for example AI-powered credit scoring, risk analytics and automated compliance checks for the financial sector
- Sector-specific AI trends, exploring global best practices
- Practical frameworks for integrating AI into governance, decision-making and financial operations

EXCLUSIVE BOARD AI ADVISORY SESSION

Dedicated interactive Q&A session tailored to the board's key concerns and operational challenges, featuring:

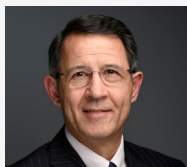
- Insights on optimising operational efficiency using AI-driven automation in loan approvals, asset management and regulatory reporting
- Risk mitigation strategies, including AI-powered fraud detection, cybersecurity and anti-money laundering (AML) applications
- Next steps and AI adoption roadmap, providing actionable guidance for the company's AI transformation journey

AI GOVERNANCE, POLICY CREATION AND RISK MITIGATION

Ensuring responsible AI adoption through well-defined governance structures and compliance frameworks, covering:

- Best practices for AI policy creation, aligned with evolving regulatory requirements
- Bias mitigation and ethical AI, addressing fairness in lending decisions and algorithmic transparency
- Risk and compliance strategies, including AI oversight and regulatory audits

ALEXANDER CHMEL



Alexander Chmel

ACCA, Chartered Director IoD, PhD Econ, Adjunct Professor Finance at NARXOZ Business School (Almaty)

Alexander Chmel is an Adjunct Professor of Finance at NARXOZ Business School (Almaty), Chartered Director (IoD) and Programme Director of national Kazakhstan Corporate Governance Forums in 2023-2025. He is a well-known expert in the field of corporate governance and boards' financial agenda, having authored, translated and edited four books and more than ten articles and publications on corporate governance and board practices in Russia and Kazakhstan. His research focuses on effective corporate governance and audit committees' practices in emerging markets and organisations.

Alexander provides advice and personal coaching to business owners, senior executives and board members. Since 2013, he has been an Independent Chair of Audit Committees and Director at a number of companies in Cyprus and Russia.

AS PART OF THE 3-HOUR CORPORATE BOARDS TRAINING PACKAGE FOR DIRECTORS, MEMBERS CAN SELECT FROM THE FOLLOWING MODULES

HOW TO EVALUATE FINANCIAL STATEMENTS AT BOARD LEVEL

- **Understand the board's financial oversight responsibilities** – build the financial literacy needed to fulfil fiduciary duties, assess going concern, provide effective challenge and hold management accountable, without needing to become an accountant or perform detailed calculations
- **Read and interpret the 3 core financial statements** – understand what the Profit & Loss, Balance Sheet and Cash Flow Statement reveal about performance, financial resilience and cash generation, including revenue quality, margins, profitability, liquidity, debt, working capital and funding
- **Identify financial risks, judgement and warning signs** – understand the role of auditors, accounting estimates and management judgement, and learn to spot red flags such as rising revenue alongside falling cash, increasing receivables, growing debt and weakening liquidity
- **Apply the learning in practice** – work through a set of IFRS financial statements from a board perspective, develop practical questioning and challenge skills, and finish with a 10-question checklist every NED should ask when reviewing financial statements

FUNCTIONS OF THE AUDIT COMMITTEE: WHAT BOARD MEMBERS NEED TO KNOW AND OVERSEE

- **Understand the audit committee's role in effective board governance** – clarify its responsibilities, the distinction between oversight and management, and how it works effectively with the board, management, internal audit and external auditors
- **Oversee financial reporting and external audit** – develop the skills to challenge financial statements, accounting judgements, estimates, disclosures and going-concern assessments, while understanding auditor independence, audit plans, findings, key audit matters and the audit opinion
- **Strengthen oversight of controls, risk and compliance** – understand the internal control and risk-management environment, fraud risks, internal audit, compliance and whistleblowing, including how to monitor management accountability and ensure audit recommendations are followed through
- **Apply practical audit committee challenge and questioning** – work through a real-world red-flag scenario to identify issues requiring board-level challenge, and use a practical checklist of questions covering financial reporting, audit, risk and internal controls

NED CAREER SERVICES

NED Career Services is an advisory service provided by Walgrove Ltd, a recruitment firm specialising in non-executive appointments. NED Career Services was founded by Mike Clancy in 2009. Mike launched the company in 2018 in response to requests from aspiring non-executive directors for direct assistance to make an effective transition to the non-executive phase of their career. The business has worked with over 75 individuals who have embarked on this career journey.

NED Career Services will be offering training modules on managing the transition to a NED portfolio career from a senior executive role and chair succession planning.



Mike Clancy
Director
Walgrove LTD

NED Career Services

Mike Clancy is a member of the Financial Times Board Director Programme faculty and presents one of the leading workshops in the FT's programme for aspiring NEDs. He is an Ambassador for Nurole and WB Directors, both leading online communities in the UK board director space.

MEET OUR PARTNERS

AS PART OF THE 3-HOUR CORPORATE BOARDS TRAINING PACKAGE FOR DIRECTORS, MEMBERS CAN SELECT FROM THE FOLLOWING MODULES

STRATEGIC RECRUITMENT: FINDING THE BOARD TALENT YOUR ORGANISATION NEEDS

- Training and development plans play a significant role in retention of senior executives
- Do you maximise strategies to train and develop your senior executives?
- One underutilised option is to allow senior executives to undertake an external, independent NED role
- The training module helps a board discuss the merits of such a policy and how to implement it
- There is mutual benefit if executed in the right way

IN PARALLEL NED APPOINTMENTS

- Organisations work hard to continually train and develop their senior executives to not only increase their contribution to the business, but to also retain them
- For senior executives at management levels of board minus 1 or 2, one such development plan is for the board to allow their senior executives to undertake an external independent NED role
- The training module helps a board discuss the merits of such a policy and how to undertake it to the mutual benefit of both their own organisation and their senior executives

Please do get in touch with us if you are interested in a training module not listed above. We collaborate with several consultants with expertise on board governance practices and may be able to expand our offer based on your boards' requirements.

