

## HCGC AND NESTOR ADVISORS TRAINING - COMPREHENSIVE GOVERNANCE FOR BOARD MEMBERS AND SENIOR EXECUTIVES

### INDICATIVE AGENDA – PART 1 (3PM-6PM ATHENS TIME)

Chapter	Topic	Sub-Topics
Introduction		
Purpose, Expectations & the Case for CG	What it is and why we need it	<ul style="list-style-type: none"> <li>• Definition of corporate governance (“CG”)</li> <li>• Fundamental principles of CG</li> <li>• Benefits of good CG and pitfalls of bad CG</li> </ul>
	The elements and sources of good CG	<ul style="list-style-type: none"> <li>• Key dimensions that affect corporations: type of industry, ownership structure, family involvement &amp; level of maturity</li> <li>• Pillars to good CG and elements of good CG</li> <li>• Shape and models of CG (high-level)</li> <li>• High level hot topics/trends in CG</li> </ul>
	Corporate culture and purpose: how far will new trends take you?	<ul style="list-style-type: none"> <li>• Emerging CG trends: ESG</li> </ul>
	The benefits of CG from the perspective of the company’s various stakeholders	<ul style="list-style-type: none"> <li>• The importance of managing stakeholder relations</li> <li>• The role of the board in stakeholder management</li> <li>• Reputational risk</li> </ul>
Break		
Organising Leadership & Ensuring Accountability	The role and responsibilities of the board of directors, and its different types of directors	<ul style="list-style-type: none"> <li>• Responsibilities of the board</li> <li>• Directors’ duties</li> <li>• Difference between the responsibilities and accountability between senior management and the board</li> <li>• Roles and responsibilities of different types of directors - chair, executive vs non-executive directors, independent directors</li> </ul>
	Board size & composition, and director nomination	<ul style="list-style-type: none"> <li>• Best practice expectations and trends on board size and composition (diversity, mix of expertise, independence, mix of executives and non-executives)</li> <li>• Competency matrix example</li> </ul>
Concluding remarks		

## INDICATIVE AGENDA – PART 2 (3PM-6PM ATHENS TIME)

Chapter	Topic	Sub-Topics
Introduction		
Board functioning and support	Board functioning, leadership and support	<ul style="list-style-type: none"> <li>Trends in meeting frequency, virtual meetings etc.</li> <li>Role of the company secretary in supporting the board</li> </ul>
	Organising board information	<ul style="list-style-type: none"> <li>Board materials and best practice expectations as to exec. summaries, delivery deadlines etc.</li> <li>Key elements of information that gets to the board</li> </ul>
Board Committees	Why committees	<ul style="list-style-type: none"> <li>Roles and responsibilities of committees generally</li> <li>Benefits of committees, as well as legal obligations to have some</li> <li>Trends in new committees</li> </ul>
	Audit committee	<ul style="list-style-type: none"> <li>Key responsibilities, composition, functioning etc.</li> </ul>
	Remuneration committee	
	Nomination committee	
Other committees		
Break		
Board Evaluations	Maintenance: board evaluations	<ul style="list-style-type: none"> <li>Best practice approach to self- and facilitated evaluations</li> </ul>
Case study		
Concluding remarks		