



NEWSLETTER



Upcoming Events

MEMBERS ONLY ONLINE ROUNDTABLE

REMUNERATION COMMITTEE: HOW TO ATTRACT AND RETAIN TOP TALENTS

12 APRIL 2024 15:00-16:00 BST

MODERATOR
Reema Desai
Co-Founder
Impact Boards EM

SPEAKERS

- Kemi Adewole**
S&P Compliance Chair
FBNQuest Systems Ltd & First Securities Ltd
Advisory Board Member
Member Council on Ethics
CICU, Houston
Practitioner
- Jane Williams**
Remuneration Committee Advisor
Global Commodities Holdings Ltd
M&A
People Innovation
Bank of America Merrill Lynch
Jardines International Bank plc
- Genady Vasin**
Managing Partner
Brig

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Remuneration Committee: How to Attract and Retain Top Talents

12 April 2024,
Online Roundtable >>

April 18th

Dubai

Boardroom Perspective:
Navigating Sustainability Through
Diversity and Succession Planning

IF INTERESTED IN JOINING US, CONTACT: events@delphos.co

Delphos x IMPACT BOARDS EMERGING MARKETS

Boardroom Perspective: Navigating Sustainability through Diversity and Succession Planning

18 April 2024, Dinner in Dubai >>

Past Events

MEMBERS ONLY ONLINE ROUNDTABLE

WHAT THE AUDIT COMMITTEE SHOULD NEVER MISS

18 MARCH 2024 15:00-16:00 UK TIME

MODERATOR
Olga Pascault
Co-Founder & Chair
Impact Boards EM

PANELISTS

- Ivan Kukhmin**
Partner
Deloitte Netherlands
- Tatiana Filippova**
Independent Director
& Audit Committee Chair
Sberbank Bank (JSC),
Sberbank Corporate Finance,
CIS & Kazakhstan (JSC) Company
- Alexander Chmel**
Senior Advisor to Board Practice
Korn Ferry

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What the Audit Committee Should Never Miss

18 March 2024, Online Roundtable >>

Amsterdam, March 20th

Delphos x IMPACT BOARDS EMERGING MARKETS

Environmental, Social and Governance Frameworks for Sustainable Investments in Emerging Markets

- Olga Tomash**
Speaker
Non-Executive Director -
Banking, Global Finance
- Amit Mehan**
Speaker
Head of Private Credit,
Climate Fund Managers
- Ivan Kukhmin**
Speaker
Partner, Sustainability practice,
Deloitte Netherlands
- Gregorio Saichin**
Moderator
CEO,
Impact Boards EM

Environmental, Social and Governance Frameworks for Sustainable Investments in Emerging Markets

20 March 2024, Dinner in Amsterdam >>

IMPACT BOARDS EM UPCOMING EVENTS



**MEMBERS ONLY
ONLINE ROUNDTABLE**

REMUNERATION COMMITTEE: HOW TO ATTRACT AND RETAIN TOP TALENTS

12 APRIL 2024 **15:00-16:00 BST**

MODERATOR **SPEAKERS**


Reema Desai
Co-Founder
Impact Boards EM


Kemi Adewole
NED and Committee Chair
FBNQuest Trustees Ltd & Pilot Securities Ltd
Advisory Board Member
MoneyCounsellors.com
CEO & Founder
Protiquette


Jane Williams
Remuneration Committee Advisor
Global Commodities Holdings Ltd
MD
People Innovation
Board Advisor HR Leader
Jordan International Bank plc


Gennady Vanin
Managing Partner
Birge

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Remuneration Committee: How to Attract and Retain Top Talents

12 April 2024, 15:00 BST (British Standard Time)

The remuneration committee on boards plays a pivotal role in designing and overseeing the implementation of an organisation's compensation and benefits programme, which is critical for attracting and retaining their top talents. Evolving regulations and compliance standards, and rising shareholder activism have already resulted in an adaptation of compensation practices in some jurisdictions, including within emerging markets.

Remuneration committees face an important task of ensuring alignment with the organisation's long-term strategic goals and objectives, particularly with regards to their ESG agenda. They must address the principle of equity and fairness across different levels in the organisation, while remaining transparent on compensation structures.

Moreover, changing workforce dynamics and globalisation demand some level of flexibility and the desire to adapt.

Please join us for a roundtable discussion where our panel of speakers with expertise in remuneration practices on boards will address how committees can address some of the key challenges to attracting and retaining top talents.

REGISTER

April 18th

Dubai

Boardroom Perspective:
Navigating Sustainability Through
Diversity and Succession Planning

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Delphos x **IMPACT
BOARDS**
EMERGING MARKETS

Boardroom Perspective: Navigating Sustainability through Diversity and Succession Planning

18 April 2024, Dubai

Board role in Sustainability:

We will explore the responsibilities and board strategies for steering GCC companies toward sustainable practices, emphasizing the importance of diversity in shaping corporate agendas and fostering innovative solutions for a sustainable future.

Challenges and ways of fostering Diversity at the Board Level in GCC Countries:

Participants will engage in a thought-provoking conversation on the importance of cognitive, cultural, expertise, and background diversity at the Board level. We will discuss international best practices, highlighting challenges and opportunities in the Middle East.

Moreover, this discussion aims to unravel the importance, obstacles, and benefits of setting up and implementing proper succession planning at the board and top management levels.

Our speakers will share their expertise and success cases where diverse boards have contributed to innovation, resilience, and enhanced decision-making in GCC countries and internationally. They will examine the role of board diversity in shaping corporate reputation in the GCC and international context. Finally, they will delve into how a diverse and inclusive board enhances stakeholder trust, contributes to sustainable growth, and aligns with global best practices.

The event is by invitation only for our members and affiliates. To register your interest, please contact events@delphos.co

BOARD DIRECTORS VIEW



Gretta Antonescu

Non-Executive Director, Member of The Board of Advisors – qodeo

BoD Audit & Risk Committee priorities 2024: Navigating Cybersecurity Regulations on monitoring and reporting

The ever-shifting business landscape and stakeholder expectations are driving a continuous update to regulations and reporting standards. This puts immense pressure on Audit Committees (ACs) to stay abreast of these changes and adapt their mandates accordingly.

With cyber threats escalating, cybersecurity has become a top priority for regulators. Consequently, the responsibility for oversight has fallen squarely on the shoulders of boards' Audit and Risk Committees.

In the European Union, the EU's Network and Information Systems Security (NIS2) Directive marks a significant step towards strengthening Europe's cyber defenses by mandating four key actions for organizations: risk management, accountability, incident reporting, and business continuity.

Notably, NIS2 holds both promise and peril for emerging markets (EM). The overall impact will hinge on several factors:

- **Implementation Specificity:** How individual countries translate NIS2 into national regulations
- **Government Support:** The level of government aid, financial or educational, will influence a country's ability to adapt to the new standards.
- **Company Capabilities:** Existing cybersecurity infrastructure and resources within EM companies will determine their ability to comply.
- **Supply Chain Risks:** The NIS2 directive extends to supply chains. EM companies might struggle to ensure regulatory compliance across their entire supply chain (including foreign partners).

While challenges exist, NIS2 could also unlock positive outcomes for EMs:

- **Improved Security Posture:** The regulations could act as a catalyst for improved cybersecurity practices across EMs.
- **Level Playing Field:** Adherence to NIS2 could create a more balanced market for EM companies competing with EU businesses.
- **Increased Awareness:** The regulations may raise the overall cybersecurity awareness within EMs, leading to a more secure digital environment.

Proactive Engagement is Essential

Whilst the overall impact of NIS2 on emerging markets will depend on several factors, at company level, **by proactively engaging with management in preparation for upcoming disclosures, boards can ensure they are well-informed, compliant, and prepared to effectively communicate with stakeholders.**

For boards seeking a proactive stance on cybersecurity, the Audit and Risk Committees can:

- Conduct a comprehensive cybersecurity self-assessment to evaluate the organization's cybersecurity posture across people, processes, and technology.
- Implement a robust cybersecurity checklist to identify key controls and best practices, and to be used for ongoing monitoring and improvement.
- Schedule regular reviews and validations of the self-assessment and checklist to ensure ongoing effectiveness and adaptation to evolving threats.

By taking these proactive steps, the Audit and Risk Committee can empower the board to make informed decisions and ensure the organization is well-prepared to address evolving cyber threats.

IMPACT BOARDS EM PAST EVENTS

**MEMBERS ONLY
ONLINE ROUNDTABLE**

WHAT THE AUDIT COMMITTEE SHOULD NEVER MISS

18 MARCH 2024 **15:00-16:00 UK TIME**

MODERATOR


Olga Pascual
Co-Founder, Co-Chair
Impact Boards EM

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Ivan Kukhnin
Partner
Deloitte Netherlands


Tatiana Filippova
Independent Director
& Audit/Compliance Chair
Ipoteka-Bank JSCMB,
Ijara Company Kyrgyzstan,
CJSC & Kazakhstan Ijara Company


Alexander Chmel
Senior Advisor to Board Practice
Korn Ferry

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What the Audit Committee Should Never Miss 18 March 2024, 15:00 GMT

During this interactive online event, we discussed the latest developments in audit and corporate governance reforms and what they mean for companies within Emerging Markets and their audit committees.

We also considered the growing importance of ESG reporting and how proposed changes to auditing could meet shareholders' needs and those of other key stakeholders.

Main topics addressed by our panellists:

1. The most recent trends in Financial Reporting with a particular focus on rapidly evolving Integrated reporting, including non-financial ESG-related matters.
2. Independent audit of financial statements (including integrated FSs) – What is the most efficient way to interact with external auditors, and where should the audit committee focus?
3. Risk governance/management and internal controls systems.
4. Internal audit (risk-oriented) – Steps, Challenges and Opportunities of switching to Risk-oriented audit.
5. Whistle-blowing possibilities and fraud risk indicators – What is the right process for establishing risk awareness in the company and how to get early signs of fraud?

A video recording of the entire event can be made available on request.

Environmental, Social and Governance Frameworks for Sustainable Investments in Emerging Markets



Olga Tomash
Speaker

Non-Executive Director -
Banking - MSME Finance



Amit Mohan
Speaker

Head of Private Credit,
Climate Fund Managers



Ivan Kukhnin
Speaker

Partner, Sustainability practice,
Deloitte Netherlands



Gregorio Saichin
Moderator

CEO,
Impact Boards EM

Environmental, Social and Governance Frameworks for Sustainable Investments in Emerging Markets 20 March 2024, Amsterdam

Delphos and Impact Boards EM's around-the-world dinner series held on 20th March 2024 in Amsterdam focused on how to build "ESG Frameworks for sustainable investments in Emerging Markets."

Our panel of experts Ivan Kukhnin, Amit Mohan and Olga Tomash, moderated by CEO and Co-Founder Gregorio Saichin, discussed how to address the cultural gaps between the host country and the investors groups', the role of local banks as intermediaries of domestic and foreign capital in promoting new governance frameworks, among several other topics.

Our heartfelt thanks to our participants for engaging in this discussion and our partners, Delphos, for organising an excellent event.

[READ MORE](#)

IMPACT BOARDS EM & DELPHOS ACROSS THE GLOBE



Impact Boards EM is a partnership-based, non-profit organisation with an objective to engage with Board members in Emerging Markets to improve governance practices, raise climate awareness, and board independence and diversity.

Join Impact Boards EM if you are an Emerging Market Board member:

MEMBERSHIP

Contact us about becoming a partner and collaboration:

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