



# NEWSLETTER

## News



**Memberships and New Digital Platform! >>**



**Strategic partnership with Board Excellence for Training and Education services >>**

## Upcoming Events



**A Progress Report on Corporate Governance in Poland: 20 Years since Accession to the EU**

23 May 2024, Dinner in Warsaw >>



**How to Succeed in an Interview for a Board Role in Emerging Markets**

30 May 2024, Online Roundtable >>

## Past Events



**Remuneration Committee: How to Attract and Retain Top Talents**

12 April 2024, Online Roundtable >>



**Boardroom Perspective: Navigating Sustainability through Diversity and Succession Planning**

18 April 2024, Dinner in Dubai >>

# IMPACT BOARDS EM NEWS

## Exciting updates from Impact Boards EM!

Thank you for supporting Impact Boards EM's growth since our launch in January 2023 and contributing to our success thus far.

We are a non-profit organisation with a mission to unite board directors and stakeholders to promote best practices of corporate governance in emerging markets. We offer a range of services including events and networking opportunities, training and education modules, as well as recruitment and research services. In April's Newsletter, you can read about an exciting new partnership with a Board Excellence, who share our mission in empowering boards to excel in governance, effectiveness and performance.

While our resources have been complimentary to our registered members since our launch, our funding model will pivot to introduce annual membership subscriptions, in addition to our partnership funding structure. This will ensure

the sustainability of our business, and the quality and delivery of our current and upcoming services.

In order to facilitate this transition, we are pleased to announce the introduction of our new digital platform. We believe that the new platform will enhance our members' experience by improving their ability to network with global business leaders and board directors digitally and by providing access to board education, training and recruitment services under one roof.

We invite our members to explore our online resources and review their profiles on our [website](#).

Our new annual packages have been designed to suit members in their Board career journey. We offer three annual subscription options to choose from:

### AFFILIATES

## £275

Suited to aspiring Board Directors who are currently C-suite and Senior Executives

Valid for 12 months

REGISTER

- ✓ Complimentary online modules to enhance your board skills
- ✓ Participation in online events, conferences and private dinners
- ✓ Network with Board Directors and key stakeholders of CG
- ✓ Discounted bespoke programs with our academic partners
- ✓ Discounted bespoke board trainings with our partners
- ✓ Access to board roles across emerging markets
- ✓ Career coaching and CV writing services
- ✓ Introduction to mentors to help transition to a NED

### DIRECTORS' CIRCLE

## £400

Suited to experienced Board Directors seeking to develop their board career and enhance board skills

Valid for 12 months

REGISTER

- ✓ Complimentary online library to enhance your board skills
- ✓ Participation in online events, conferences and private dinners
- ✓ Network with Board Directors and key stakeholders of CG
- ✓ Discounted bespoke programs with our academic partners
- ✓ Discounted bespoke board trainings with our partners
- ✓ Access to board roles across emerging markets
- ✓ Career coaching and CV writing services
- ✓ Access to an exclusive WhatsApp group for Board Directors

### CORPORATE PACKAGE

## £1,125

Suited to companies who are promoting career growth and skills development for three Directors from one entity (bespoke packages available on request\*)

Valid for 12 months

REGISTER

- ✓ Complimentary online library to enhance your board skills
- ✓ Participation in online events, conferences and private dinners
- ✓ Network with Board Directors and key stakeholders of CG
- ✓ Discounted bespoke programs with our academic partners
- ✓ Discounted bespoke board trainings with our partners
- ✓ Meet board recruitment needs via referrals and search services
- ✓ Opportunity to lead in the CG space by co-hosting events
- ✓ Access to an exclusive WhatsApp group for Board Directors

\*Email us on [info@iboardsem.com](mailto:info@iboardsem.com) for a bespoke package

We are committed to supporting your professional development and networking needs and thank you for your continued engagement.

READ MORE

# Strategic Partnership between Impact Boards Emerging Markets Ltd and Board Excellence

Impact Boards Emerging Markets Ltd (“IBEM”) is pleased to announce that it has entered a strategic partnership with Board Excellence to provide Training and Education services to IBEM’s growing community of Board members in Emerging Markets.

These training seminars will focus on a variety of corporate governance themes, both general and specialist, with practical applications in Emerging Markets Board contexts. Besides typical board dynamics and the ever growing complex challenges posed by regulatory changes, digitalisation, fraud, cybersecurity, AI and sustainability, among others, these seminars will look through the cultural perspectives of EM countries when focusing on specific themes.

Impact Boards EM, co-Founder Gregorio Saichin said, “we are delighted to announce the strategic alliance between Impact Boards Emerging Markets and Board Excellence. Our global EM Board community is in need of bespoke education that addresses both technical as well as cultural perspectives that have practical applications in the Boardroom. Board Excellence has an amazing track record of dealing in both Board assessment and Directors’ education across multiple types of entities and geographies. We expect that our joint offering will provide substantial value to our Directors’ community.”



**BOARD EXCELLENCE**

Kieran Moynihan, Managing Partner of Board Excellence said “Board Excellence are delighted to announce an exciting strategic partnership with Impact Boards EM. We have been very impressed by the strong progress Impact Boards EM have made in championing good governance and effective boards in emerging markets. Impact Boards EM have built a wonderful membership community of board directors and executives committed to board and governance best practices. We look forward to providing high-quality practical board best practices training and services that support directors thrive in their roles and enable high-performing effective boards excelling for their shareholders, employees and stakeholders.”

[READ MORE](#)





# IMPACT BOARDS EM UPCOMING EVENTS



## A Progress Report on Corporate Governance in Poland: 20 Years since Accession to the EU

23 May 2024, 18:00-21:30 CEST

Dinner in Warsaw, Poland

Almost twenty years to the date of EU accession, Poland has been on the long road to standards convergence with the bloc's rules and regulations. It has not been straightforward, and convergence has not been in perfect lockstep due to differing political, cultural and regulatory approaches taken by different Polish governments.

Poland has transformed itself over the last twenty years, gradually moving up the value chain. Politically, Poland has also changed, with a more pro-EU party now at the helm of government, likely to accelerate the regulatory and policy convergence with the EU. The evolution is taking place at a difficult junction amidst regional geopolitics and a hot war taking place at its doorsteps.

In this session, we will discuss the main critical progress in corporate governance in the country since accession. We will assess the role of DFI's and PE in accelerating cultural, strategic, and operational changes at Board level. We will also look at the current effectiveness of Boards to adapt to the rapid pace of technological transformation, geopolitical pressure and political change. Finally, we will examine the growing roles of independent directors, and the challenges coming with the change of guard at the Board as founding shareholders pass the baton to the next generation.

If you are interested in joining us, please contact [events@delphos.co](mailto:events@delphos.co)

[READ MORE](#)



## How to Succeed in an Interview for a Board Role in Emerging Markets

30 May 2024, 15:00-16:00 UK

Join us for a dynamic 90-minute moderated event designed to equip aspiring board members with the tools and insights needed to excel in board interviews for positions within companies operating in Emerging Markets. In today's rapidly evolving global landscape, emerging markets offer unparalleled opportunities for growth and innovation, but navigating the intricate process of securing a board position requires a unique skill set and understanding of the market dynamics.

Our panel of seasoned experts, comprised of successful board members and executive recruiters with extensive experience in Emerging Markets, will delve into the essential strategies and tactics to stand out and succeed in board interviews. Through interactive discussions, case studies, and Q&A sessions, participants will gain valuable insights into:

### Understanding the Landscape:

Gain a comprehensive understanding of the unique challenges and opportunities presented by Emerging Markets, including regulatory environments, cultural nuances, and economic trends shaping board dynamics.

### Crafting Your Narrative:

Learn how to effectively communicate your value proposition as a prospective board member, leveraging your expertise, skills, and diverse perspectives to align with the company's strategic objectives and foster sustainable growth.

### Navigating Cultural Sensitivities:

Explore the importance of cultural intelligence in board interviews, and discover strategies for building rapport, fostering trust, and navigating cultural nuances to establish meaningful connections with stakeholders.

### Demonstrating Leadership and Governance:

Gain insights into the key competencies and qualities sought after in board candidates, including leadership, integrity, accountability, and the ability to drive effective governance practices amidst complexity and uncertainty.

### Preparing for the Interview:

Receive practical tips and techniques for preparing effectively for board interviews, including researching the company and its industry, anticipating potential questions, and articulating your vision for contributing to the board's strategic priorities.



**Overcoming Challenges and Pitfalls:**

Explore common challenges and pitfalls encountered in board interviews, and learn how to navigate them with confidence and resilience, leveraging setbacks as opportunities for growth and learning.

By the end of the event, participants will leave with a deeper understanding of the intricacies

of board interviews in Emerging Markets, along with actionable strategies and insights to position themselves as compelling candidates poised for success in the dynamic world of corporate governance. Join us as we embark on a journey to unlock the pathway to boardroom excellence in Emerging Markets. .

**REGISTER**



## BOARD DIRECTORS' VIEW



### Geraldo Affonso Ferreira

NED, Member of the Fiscal Council at BrasilAgro,  
Member of the Audit Committee at SPTrans and CET

While Corporate Governance (CG) and Stewardship are two sides of the same coin, they remain very incipient in Brazil. Although CG has been part of the best business practices for more than 30 years, it has become a “Box Ticking” exercise in many Brazilian companies – a matter of compliance, supervised by legal departments, with the strict objective of keeping companies in accordance with the rules, standards, and laws.

We do not have an effective Law Enforcement in Brazil’s capital markets as yet. The Securities and Exchange Commission (CVM) does not have the human and financial resources necessary to supervise the compliance with best practices in companies’ relations with their investors.

The means to increase investor confidence in local companies will be through effective CG practices. However, as the realities and contexts of each company are different, there is no guide for standards to be followed by all of them. Moreover, the concept of Stewardship is still practically unknown, as well as viewed with prejudice and almost non-existent in Brazil.

The following numbers prove this situation: the Brazilian Association of Financial and Capital Market Entities (Anbima) represents more than 900 asset managers, of which only 27 are signatories to the Brazilian Stewardship Code. Furthermore, Brazil still does not have a resolution from the capital market regulator (CVM) that is, at least, in line with the “comply or explain” model practiced in other countries.

I believe that only with the wide dissemination of the best practices of CG and Stewardship, to the point that they are part of the daily culture of companies and investors, will we progress towards a better and more reliable capital market, with long-term benefits for the development of the Brazilian economy. The following excerpts published by UK’s Financial Reporting Council (FRC) in their “Corporate Governance and Stewardship mythbuster” are essential for these purposes:

“Corporate governance... involves a framework of legislation, regulation, codes and voluntary action for companies and their shareholders. It includes important issues such as directors’ duties and remuneration, audit, shareholder rights, capital structure and corporate reporting”.

“Stewardship is the responsible allocation, management and oversight of capital to create long-term value for clients and beneficiaries leading to sustainable benefits for the economy, the environment and society. It exists to set high standards for investors to demonstrate the effectiveness of their stewardship and allows investors to demonstrate successful engagement with companies”.

“All companies are different, and we recognise that there may be circumstances where companies can achieve a high standard of governance without strict compliance with a provision. If you choose not to comply with a provision, you must say so and explain why. It’s important that any explanations are clear and appropriately high-quality”.

# IMPACT BOARDS EM PAST 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

[www.iboardsem.com](http://www.iboardsem.com)

## Remuneration Committee: How to Attract and Retain Top Talents

12 April 2024

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.

Our roundtable discussion featured an experienced panel of speakers with expertise in remuneration practices on boards who addressed how committees can tackle some of the key challenges of attracting and retaining top talents. The video recording is available to view on our website for our registered members.

[READ MORE](#)



# Boardroom Perspective: Navigating Sustainability Through Diversity and Succession Planning



**Elissar Farah Antonis**  
Speaker

Board Member -  
Dubai International Chambers,  
Chairperson - INJAZ UAE



**Maher Al Kaabi**  
Speaker

Advisor to Group Chairman &  
Independent Board Member - Alserkal Group,  
Council Member - UAE Circular Economy Council



**Gennady Vanin**  
Speaker

Managing Partner -  
Birge



**Olga Pascault**  
Moderator

Chair of the Management Board -  
Impact Boards EM

## Boardroom Perspective: Navigating Sustainability through Diversity and Succession Planning

18 April 2024, Dubai

We will surely remember the event in Dubai for the rest of our lives. First, shortly after arriving, the airspace was threatened with closure due to the escalation of conflict between Iran and Israel. Second, the UAE recorded the most rain in a single day for 75 years, bringing the city to a standstill.

Our dinner with experienced board directors and stakeholders of corporate governance practices was a huge success despite this challenging backdrop of heightened geopolitical risk and evidence of climate change. We all agreed that diversified boards are more important than ever, providing a model that will survive in this increasingly unpredictable world.

Our speakers shared their expertise and success cases where diverse boards contributed to innovation, resilience, and enhanced decision-making in GCC countries and internationally. They examined the role of board diversity in shaping corporate reputation in the GCC region and in an international context. They also delved into how a diverse and inclusive board enhances stakeholder trust, contributes to sustainable growth, and aligns with global best practices.

A big thank you to all of you for braving the conditions and attending our event.

[READ MORE](#)

# IMPACT BOARDS EM & DELPHOS ACROSS THE GLOBE



Impact Boards Emerging Markets is a non-profit organisation that aims to create an ecosystem for non executive directors in emerging market companies to network, share knowledge, develop professionally, and find their next board position.

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

**MEMBERSHIP**

**Contact us to become  
a partner:**

**EMAIL US**

