



NEWSLETTER



Upcoming events



How to start your Journey as a Board member in Emerging Markets
 15 February, Online Conference >>



How to Navigate & Mitigate Board Missteps
 29 February, London >>

Past events



Boards and Stakeholders: The Secret to a Happy Relationship
 31 January 2024, Geneva >>



Board's 2024 Strategy Amidst Geopolitical Risks & Macro Uncertainty
 25 January 2024, Online Conference >>



Capital access for EM companies - tapping into international markets through ESG and good governance.
 18 January 2024, London >>

IMPACT BOARDS EM FUTURE EVENTS



MEMBERS ONLY ONLINE CONFERENCE

HOW TO START YOUR JOURNEY AS A BOARD MEMBER IN EMERGING MARKETS

15 FEBRUARY **15:00 UK TIME**

MODERATOR


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

Rinat Abdrasilov
Independent NED at **Ukrposhta, Ability Housing Association and Wallet Factory**, Senior Partner at **Cambridge Management Consulting**, Board Adviser and Investor at **Nippy Groceries**

SPEAKERS


Mike Clancy
Owner / Director, **Walgrove Ltd**


Jessica Stockford
Associate Director, Non-Executive and Governance Lead, **Prospectus**, Trustee at Hackney CVS, Chair at All Nations House Residents Association, Visiting Tutor, **Goldsmiths University of London**

www.iboardsem.com

If you are an experienced executive focusing on Emerging Markets, the next logical step may be to share your expertise with the companies that need your skills and expertise.

However, this transition journey is not easy for most professionals, and the success rate of becoming a board member is lower than one might expect.

Nevertheless, in our discussion “How to start your journey as a board member in Emerging Markets”, we will talk about the most significant challenges and the ways to tackle them, with industry experts and experienced EM board members.

REGISTER



How to Navigate & Mitigate Board Missteps

29 February 2024

Boardroom disasters can manifest in various ways and are often a combination of factors, ranging from leadership shortcomings and poor corporate culture to weak internal controls to concerns around succession planning and ownership structure. A post-mortem of the historical corporate scandals indicates that often, while the board and/or executive management have been aware of the risks, they have remained complacent due to unhealthy board dynamics or external pressures.

Understanding and addressing the precise reasons for these failures are critical for boards to navigate the complexities of today's business landscape and thus avoid disasters that can have severe consequences for the organisation and its stakeholders. Bankruptcy, regulatory and legal fines, reputational damage, loss of investor confidence and employee morale – these are just some of the adverse consequences of board failures.

Mitigating these risks requires robust governance practices, effective risk management, and a commitment to ethical conduct at the board level. Boards must continuously assess their performance and adapt to changing circumstances while prioritising the best interests of the organisation and its stakeholders.

Please join us for this engaging and interactive dinner, where board directors and experts in board governance practices will delve into this topic using examples from their own experience.

The event will be held on 29th February 2024 and is by invitation only for our members and affiliates.

To register your interest, please contact events@delphos.co.

[MORE INFO](#)

IMPACT BOARDS EM RESEARCH AND PUBLICATIONS

PODCAST

Brazilian Corporate Market Access at the Crossroads, with Corporate and Climate Governance in the Era of Expensive Capital



Gregorio Saichin

CEO and Co-Founder, Impact Boards EM



Geraldo Affonso Ferreira

Non-Executive Director, Member of the Fiscal Council at BrasilAgro, Member of the Audit Committee at SPTrans and CET – Companhia de Engenharia de Tráfego



Carlos Eduardo Lessa Brandão

Partner at Celb77, Member of Advisory Board at Santa Angela Construtora and JJR Empreendimentos e Participações, Independent Board Member, Chair of the Audit Committee at Transpetro - Petrobras Transporte S. A.



Please tune in to listen to our expert perspectives on the current state of corporate governance in Brazil moderated by CEO and Co-Founder of Impact Boards EM, Gregorio Saichin, with guest speakers Carlos Eduardo Lessa Brandão and Geraldo Affonso Ferreira.

An interesting discussion takes place at 46:30, where they talk about the key shareholder responsibilities of boards and the rising risk of litigation for board directors. Some of the key takeaways from this discussion are highlighted below:

- Activist investor groups are starting to take legal action against the board of directors. In Europe, individual board directors from oil and gas companies are being targeted for their lack of credible climate transition commitments and actions. In EMs, mining companies are falling victim for their weak environmental sustainability and community engagement policies.

- Carlos states that Directors should take the “back of basics approach” and act in line with their fiduciary duties. They should understand the legislation, document the most important decision in the minutes, etc. They need to be strategically prepared to face such risks as well as the new risks from technological innovations such as AI.
- Geraldo concurs with the views of Carlos and adds that while it is the responsibility of board directors to take action, they should also be considering how to minimise personal liability risk. He emphasises the need for robust committees, along with the appropriate expertise on the board to help them manage such risks.
- Greg concludes with stressing the importance of corporate culture, agency duty and individual responsibility.

The full podcast can be viewed [HERE](#).

IMPACT BOARDS EM PAST EVENTS



Boards and Stakeholders: The Secret to a Happy Relationship 31 January 2024, Geneva

Impact Boards EM's Co-Founder and Co-Chair Helena Haykin was in Geneva with our partners Delphos to engage board directors and stakeholders of corporate governance in an honest and thought-provoking discussion around managing relationships.

We are grateful to our speakers Nadya Wells and Jean-Dominique Bütikofer for the invaluable contribution to the discussion! Our sincere thanks to Delphos for organising an impactful event aimed at bringing best practices in corporate governance to our member community.

Helena Haykin "What impressed me the most was the honesty, depth, and transparency with which the speakers addressed these questions. The audience did not shy away from asking challenging questions either. I am grateful to have been a part of such a dynamic and impactful event. The insights shared during the panel discussion will undoubtedly contribute to fostering better relationships

between boards of directors and stakeholders."

[READ MORE](#)



Board's 2024 Strategy Amidst Geopolitical Risks & Macro Uncertainty 25 January 2024, Online Conference

Impact Boards EM were delighted that our community of board directors and stakeholders of corporate governance were able to join us and participant in an engaging discussion led by our CEO and Co-Founder Gregorio Saichin with expert global macro strategists, Arnab Das and Timothy Ash. We would like to thank our members for their contribution on this important topic. For those who missed the event, we have posted the video in the link below.

[WATCH HERE](#)



Capital access for EM companies - tapping into international markets through ESG and good governance.
18 January 2024

Our heartfelt thanks to our speakers, participants and hosts at Freshfields Bruckhaus Deringer for helping us put together this high calibre event to discuss how public and private companies in emerging markets can improve access to investor capital through better ESG practices and good governance.

Freshfields' Peter Allen (Partner) moderated our first panel "How Market Participants can bring Good Governance in Emerging Markets". Panellists discussed how effective boards that take corporate governance seriously are able to steer clear of scandals and avoid trading at a discount due to higher perceived risks by investors.

The significance of cognitive diversity, board refreshment, succession planning, culture and board evaluation were discussed in the context of the board's role and purpose in delivering shareholder value. The panel also noted the role of the chair as a key success factor of a high performing board and that of investors in influencing better governance practices by helping to align different stakeholders' interests.

Our second panel, "Boards View: How to Succeed in Stakeholders' Engagement" was moderated by Impact Board EM's Co-Founder and Co-Chair, Olga Pascault. Speakers highlighted the importance of managing the tricky balance in modern corporate governance, which should consider the interests of not only key equity investors but also other stakeholders such as customers, suppliers, employees, unions and communities. These stakeholders demand greater transparency, more engagement and improved oversight. The legal opinion suggests effective stakeholder governance is an integral part of directors' fiduciary duties. Moreover, there is an expectation that board directors not only understand and engage with their key stakeholders but also consider impacts and dependencies on those stakeholders when making strategic decisions.

Contact us about becoming a partner and collaboration:

JOIN US

IMPACT BOARDS EM & DELPHOS ACROSS THE GLOBE



Ready to make a positive impact as a Board member in Emerging Markets?

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.

Contact us about becoming a partner and collaboration:

JOIN US



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:

Contact us about becoming a partner and collaboration:

MEMBERSHIP

JOIN US

