



NEWSLETTER



HAPPY HOLIDAYS

Wishing everyone a happy holiday season and better governance in 2024!

Impact Boards EM are thankful to our community of board directors and stakeholders of corporate governance for supporting our growth in 2023. We hope to strengthen our collaboration for improving governance practices for EM corporates in 2024 and beyond!

Upcoming events



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



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 >>

Past events



Brazilian Corporate Governance - Perspectives on Banking, Investment and Regulations
7 December, Sao Paulo >>

News



Interview with Olga Pascault >>



Directors view: Diversity and Inclusion by Natalia Barsegiyan >>

IMPACT BOARDS EM FUTURE EVENTS



There is growing evidence that good corporate governance has a proven correlation on the resilience of the business, its long-term prosperity, and credit quality, according to research studies done by reputable institutions. The perception of governance may have a material bearing on the ability of the business to attract or not investment flows. Long-term sustainability considerations are also becoming critical success or risk factors.

Company's boards and top executives are increasingly under pressure from stakeholder capitalism, faced with litigation, reputational damage and regulatory fines. Owners of capital – asset owners, asset managers and individuals – are one of the big drivers of such activism, supported by technology and social media to help broaden their influence.

PWC's 2021 report highlighted that sustainability matters are an important part of the board's agendas. Topics ranging from decarbonisation to diversity and inclusion to linking executive pay to ESG performance are gaining prominence in boardrooms.

As the boards' roles as stewards of the company continue to expand, it is also important to remember that boards are not only influencing the internal corporate strategy but also externally throughout the value chain.

Impact Boards EM and Freshfields will bring together stakeholders that are influencing the flow of capital towards well-run businesses. Speakers will discuss why this will continue to gain momentum, how investors can drive best practices of corporate governance, how boards can influence a top-down implementation of inclusive corporate culture and how better alignment between investors and companies' directors can help in addressing challenges associated with climate change, diversity and risk management.

The full event agenda and speaker profiles will be announced shortly.

Spaces are limited so please sign up early to avoid disappointment!

This event is for Impact Boards EM members only.

Please join our platform to participate in the event:

JOIN US

If you have already registered as our member, please log in, and register for the event:

REGISTER



Uncertainty remains the name of the game in 2024 as global economies continue to grapple with the series of shocks in 2023 – from the Israel-Hamas war to the sharpest tightening cycle witnessed in decades amidst persistently high inflation and banking failures earlier in the year.

The risk outlook remains elevated – geopolitical tensions, also due to the war in Ukraine, trade tensions with China and a heavy election calendar around the globe, are likely to continue creating inflationary pressures and weighing on growth prospects.

Against this backdrop, board directors and executive management teams continue to prioritise resilience against geopolitical risks as a top agenda of their corporate and board strategy. So what are the biggest risks they should expect to face in 2024? With risks impacting activity in some of the largest economic centres in a highly interconnected world, should boards pivot from these markets and to where? Are boards facing skill gaps when it comes to understanding the impact of geopolitics on companies and what are some frameworks they may consider to resolve this gap?

Join us on 25th January 2024 for an interactive, closed door members-only conversation with top economists and strategists from think tanks, investment banks and asset managers where we will delve into this topic in greater detail.

REGISTER



In the ever-evolving landscape of corporate governance, the traditional command and control model within boardrooms is being challenged. Our event aims to delve into the essential elements that define board dynamics and explores strategies for emerging market companies to tap into international markets through high principles and good governance.

We will discuss how to rethink board dynamics through collaboration, strengthen the effectiveness of boards, define their role in organisational culture and improve capital access for companies through better ESG practices.

Join us for this practical and interactive dinner, where industry experts will provide valuable insights into board leadership and capability, empowering attendees to make informed decisions that enhance their organization's governance and sustainability.

If interested in joining us, contact: events@delphos.co

MORE INFO

IMPACT BOARDS EM NEWS



Interview with Olga Pascault

As Impact Board EM (IBEM) gets closer to celebrating our 1st Year Anniversary in January 2024, please take a moment to listen to our Co-Founder and Chair of the Management Board, Olga Pascault, explain the objectives and vision of our organisation. In the interview conducted by Albina Gashi, IBEM's Events Manager, Olga also highlights the benefits of becoming a member of our growing community of board directors and stakeholders of corporate governance.

Our members have benefited from a series of online and offline networking events in 2023, offered in partnership with global advisors and law firms. We have ambitious growth plans in 2024 and will aim to develop our services for our registered members across 4 pillars primarily :

- 1) Events and networking opportunities
- 2) Training modules for becoming an effective board director
- 3) Board role opportunities
- 4) Research on critical governance topics

We remain grateful to our community for their continued support and look forward to strengthening our collaboration in 2024 and beyond.

If you are not a member, we hope you will register for membership in order to access our services. Board directors can register by filling the online form on our website.

You can watch the full interview here:

[WATCH HERE](#)

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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Natalia Barsegiyan, Non-Executive Board Member - Domino's Pizza UK & Ireland Ltd

Directors view: Diversity and Inclusion by Natalia Barsegiyan

The conversation about diversity usually revolves around its obvious benefits of positive impact on the employee experience. But I would like to focus here on its impact on quality of decision-making process and creativity in business.

Indeed, diversity provides access to the different ideas, experiences, and skills but in addition to it also (if managed properly) creates a unique environment by breaking stereotypes and unlocking the new ways of thinking. We know from neuroscience that human brain naturally tends to operate by the templates and could become quite lazy in a familiar comfortable setting but faced with the new circumstances it forced to throw away the templates, analyse and think. Diversity stimulates those different interaction and experiences which drive creativity and fresh ideas, improve decision making across the businesses including the Board rooms.

Looking back into my own career, I had a privilege to be a General Manager of Pizza Hut covering 23 countries from Iceland to Israel and manage a very diverse team: gender, nationality (21 different nationalities!), race, background, school of thoughts... Working in this multi-culture-multi-language environment was extremely fruitful and rewarding. In my every interaction with the team or the partners I could not simply rely on my previous experiences, could not make any superficial assumption about the way of thinking or communication, I had to always keep my mind open and pay real attention to what my counterparty had to say and they actually mean.

As a result of understanding of cultural specifics, the active listening, and focused and mindful interaction the quality of discussion improved and fresh out-of-the box ideas had much better chance to be generated.

At the same time to operate in such a diverse environment is not easy and at times is rather uncomfortable which is not always fully recognized and often overlooked. Furthermore, if not properly managed it can potentially become counterproductive, can lead to misunderstandings and conflicts. To be successful in a complex diverse environment any leader needs to be equipped with a high level of emotional intelligence and self-awareness and to help to develop it within the teams. Regular practice of yoga, meditation and mindfulness are very real and very effective tools I personally leverage and can highly recommend.

IMPACT BOARDS EM PAST EVENTS



Brazilian Corporate Governance - Perspectives on Banking, Investment and Regulations



Impact Boards EM and Delphos wrapped up our final dinner series event for 2023 on 7th December in Brazil. Our CEO and Co-Founder, Gregorio Saichin, was joined by a fantastic community of more than 30 distinguished Board members from across the entire corporate Brazilian spectrum at the Rosewood Hotel in Sao Paulo.

We are grateful to our speakers - Agnes Blanco Querido (Morrow Sodali), Geraldo Affonso Ferreira (NED at Brasilagro Cia Brasileira de Propriedades Agricolas SA and SPTrans) and Carlos Eduardo Lessa Brandão (NED at Santa Angela Construtora and Transpetro - Petrobras Transporte S. A.) for sharing their expertise, knowledge and perspectives on the way forward on how to implement best practices of corporate governance in Brazil. Our huge thanks also to Andrew Brown (President, Delphos) and the Delphos team for making this an evening to remember!

Discussion was held about the current structure of boards of directors, their evolution in the face of these changes, and the expectations of foreign investors to obtain greater transparency and more rigorous corporate governance standards as a necessary condition in the analysis of investment cases. Leading companies shared their experience on their way to international corporate governance standards.

[READ MORE](#)

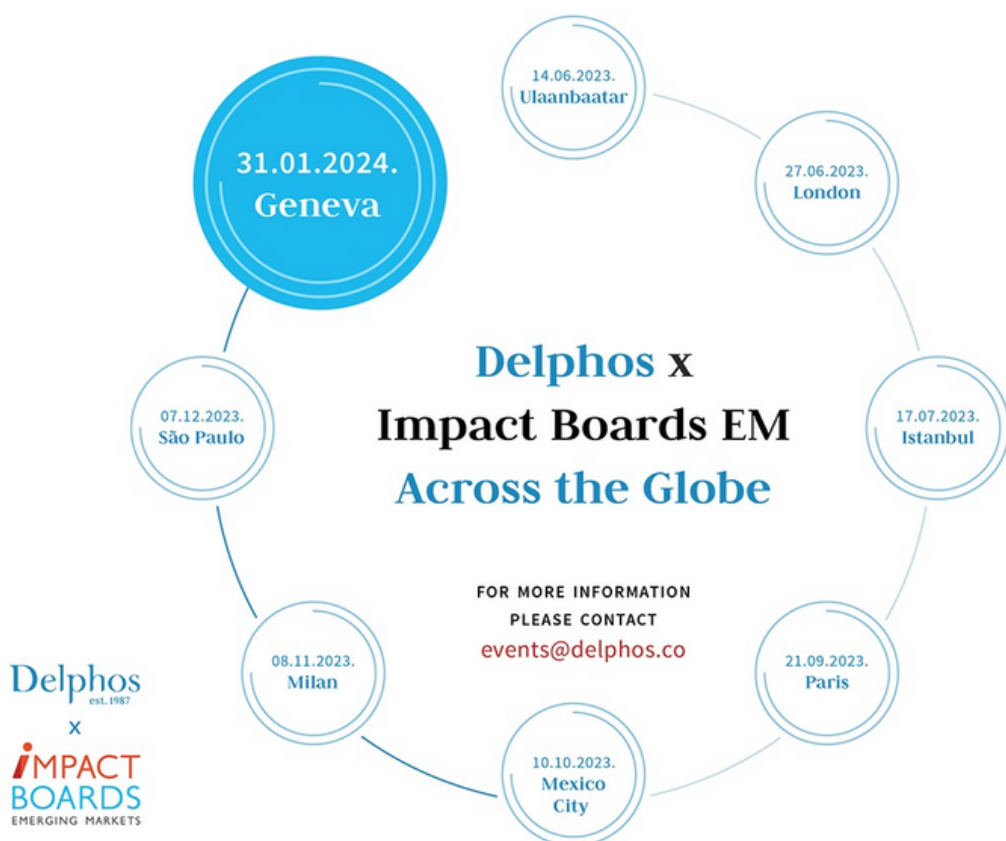
IMPACT BOARDS EM RESEARCH AND PUBLICATIONS

Brazilian Corporate Governance - Perspectives on Banking, Investment and Regulations

Our CEO and Co-Founder at Impact Boards EM, Greg Saichin, moderated a podcast with experienced NEDs and Executive Directors in Brazilian companies, Geraldo Affonso Ferreira and Carlos Eduardo Lessa Brandão, to discuss the perspectives on banking, investment and regulations in the context of improving governance practices across Brazilian corporates. Geraldo Affonso Ferreira is a NED at Brasilagro Cia Brasileira de Propriedades Agrícolas SA and SPTrans. Carlos Eduardo Lessa Brandão is a NED at Santa Angela Construtora and Transpetro - Petrobras Transporte S. A.

WATCH HERE

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.

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Contact us about becoming a partner and collaboration:

MEMBERSHIP

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