



NEWSLETTER

Upcoming event



On July 25, 2023, **Impact Boards EM** will hold an online discussion “How to elevate AI awareness and cybersecurity posture at the Board Level”. >>

Past events



On April 20, 2023, **Impact Boards EM** held its online discussion for members only. >>



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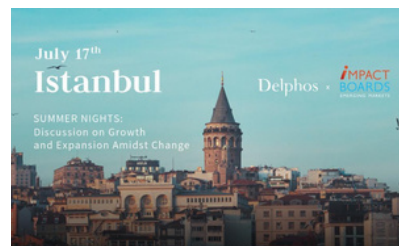
Impact Boards EM & Delphos Across the Globe



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IMPACT BOARDS EM NEWS



Delphos and Impact Boards EM Launch a Strategic Partnership

Delphos and **Impact Boards EM** launch a first of its kind strategic partnership to accelerate positive change starting with corporate boards.

The collaboration will centre upon co-hosted, intimate events with local companies' Board of Directors in aims of elevating sustainability and transparency in business practices, as well as tackling sustainable infrastructure development and the climate transition across Latin America, Africa, EMEA and Southeast Asia.

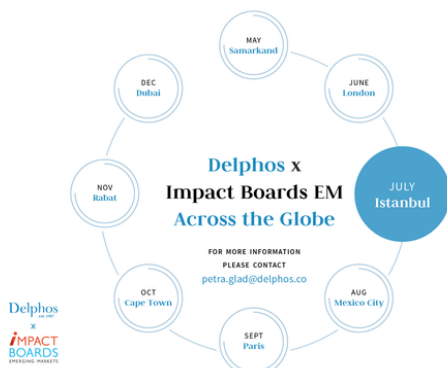


As part of our strategy to bring the best practices of corporate governance, improve diversity and address climate change at the board level, this partnership with Delphos will accelerate our efforts to empower board members, especially women, through engagement and shared expertise across Latin America, Africa, Asia and the Middle East. Our goal is to equip board directors with the tools to navigate challenges and deliver sustainable growth for their companies. We look forward to collaborating with Delphos to make a meaningful impact on corporate governance across Emerging Markets,



said **Olga Pascault**, Co-Founder of **Impact Boards EM**.

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Global events hosted by Impact Boards Emerging Markets and Delphos

Impact Boards Emerging Markets and **Delphos** will host a series of invitation-only dinners with Board members across key Emerging Markets, including Turkey, Brazil, Mexico, South Africa and the UAE to discuss the challenges and opportunities of modern boards.

Delphos and Impact Boards Emerging Markets seek to promote good corporate governance to help EM companies be competent leaders in sustainability, diversity and climate awareness.

To join please contact:

maria.naturina@iboardsem.com

petra.glad@delphos.co



Impact Boards EM and Korn Ferry Kazakhstan Sign a Partnership Agreement

Impact Boards EM and Korn Ferry Kazakhstan launch a strategic partnership, which aims to develop best practices around corporate and climate governance, board independence and diversity across emerging markets in order to help company executives understand the potential risks and business opportunities associated with climate change, as well as other corporate governance issues associated with their ESG agenda.



Impact Boards EM is delighted to launch a partnership with Korn Ferry Kazakhstan, a leading provider of executive search and talent management solutions, to enhance corporate governance practices, promote diversity and help banks and companies implement ESG strategies at the board level in Central Asia. Our joint effort and expertise in the implementation of high standards of corporate governance will undoubtedly prove invaluable to board directors and companies looking to stay ahead of the curve in today's rapidly evolving business landscape. We are confident that this partnership will provide boards access to the best practices and resources needed to achieve sustainable performance and become leaders in the ESG agenda. We look forward to working with Korn Ferry to bring lasting, positive and impactful changes to the business world in Central Asia,



said **Olga Pascault**, Co-Founder of **Impact Boards EM**.

[READ MORE](#)

Contact us about becoming a partner and collaboration:

[JOIN US](#)



WomenExecs on Boards and Impact Boards EM Enter Into a Strategic Alliance to Promote Good Governance Practices

We are delighted to announce the strategic alliance between Impact Boards Emerging Markets and WomenExecs on Boards. Both our institutions remain committed to promoting higher standards of Corporate Governance and Diversity at the Board level as an effective way to manage the challenges imposed by new technologies, geopolitics, and climate change, with a particular focus on emerging markets. The collaboration will enable our member communities to benefit from shared educational programmes, events, and networking opportunities.



WomenExecs on Boards is excited to co-operate with Impact Boards Emerging Markets to better serve the interests of our members and the boards on which they serve,



said **WEoB** co-Chair **Rosie Bichard**.



We share a commitment to raising corporate governance standards in boardrooms across the globe. Active partnerships such as this are a powerful way of achieving our joint goals.



Impact Boards EM CEO and Co-Founder **Gregorio Saichin** said:



We are delighted to announce the strategic alliance between Impact Boards Emerging Markets and WEoB. Both our institutions remain committed to promoting higher standards of Corporate Governance and Diversity at the Board level as an effective way to manage the challenges imposed by new technologies, geopolitics, and climate change, with a particular focus on emerging markets.



[READ MORE](#)



Stanislav Shekshnia is joining Impact Boards EM as an Advisor

We are delighted to announce Stanislav Shekshnia is joining Impact Boards EM as an Advisor. With his academic, non-executive director and consultant experience Stanislav Shekshnia is an invaluable addition to our team of reputable advisors.

Stanislav Shekshnia is a Professor at INSEAD and director of Leading from the Chair and Scandinavian Executive Institute Executive Board and Advanced Board development programs.

His research concentrates on leadership and corporate governance at emerging markets and organizations. Shekshnia is the author, co-author, and editor of 11 books, including *Leading a Board* (2nd edition, 2021), *CEO School* (2018), *Athletic CEOs* (2018), and more than 50 articles on corporate governance, entrepreneurship, leadership, people management and intercultural management. His involvement will be a great contribution to achieving our ambitious goals and creating a tangible impact at scale in emerging markets.

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 FUTURE EVENTS



HOW TO ELEVATE AI AWARENESS AND CYBERSECURITY POSTURE AT THE BOARD LEVEL

25 JULY 2023 15:00 BST
Online Conference

www.ibrdssem.com



EVENT MODERATOR



Helena Haykin,
Co-founder,
Impact Boards EM

Open Online Event

Impact Boards Emerging Markets is delighted to invite Board members to discuss how the success of any companies' future prospects in navigating rapid growth and securing competitive advantage can be greatly influenced by new technologies, such as AI, and the risks of cyberattacks.

Education and awareness are key to implementing best practices as early as possible in the fast-changing environment. The 60-minute discussion will focus on the challenges traditional companies face in front of new technologies and security risks. The round table will feature the speakers with diverse expertise in the field of finance, technology, corporate governance and cybersecurity.

The speakers will share their insights and experiences on the following:

- the role of corporate governance in building awareness about new technologies;
- how can AI balance the need for innovation and agility with the requirements of good corporate governance? What is the special role of the Board of Directors in this environment?
- is there any valuation adjustment for / lack of strong tech awareness at the board level?
- the role of regulators in ensuring good corporate governance practices in the AI environment;
- cyber resilience is everyone's business. How do Boards of Directors get involved to build resilience across every business function?

Register for the event here:

REGISTER

IMPACT BOARDS EM PAST EVENTS



On April 20, 2023, Impact Boards EM held its online discussion for members only “What is Wrong With the Banks”.

Impact Boards EM gathered Board Members and banking industry experts from **Asia, Latin America and EMEA** to share their insights on **the potential risks impacting the Emerging Markets banking sector** in light of recent banking issues in developed markets.

Our panel of 5 experts– **Bruno Balvanera** (Independent Board Member **Liberty Bank, Qishloq Qurillish Bank**), **Ashot Osipyan** (Independent Director **Asakabank, Nominee Director EBRD**), **Jose Guimaraes Monforte** (Partner **Emax Consulting**), **Inessa Tolokonnikova** (Principal Banking Specialist **IFC**) and **Olga Pascual** (Co-Founder **Impact Boards EM**, ex-Board Member, **SPB Exchange, Asakabank**) - discussed their experiences from a global and regional perspective on the recent banking crisis in the developed world and any potential spill-over risks into emerging countries.

Most participants view **contagion risks in their regions and countries to be limited**, given the lessons learned from past crises and actions taken by the central banks and regulators to mitigate exposure.

They acknowledged that the cost of funding will increase amidst tighter financial conditions, resulting in higher non-performing loans.

All stakeholders have an important role to play in ensuring a healthy and well-functioning banking system. Banks’ management teams must take a cautious approach by making provisions and writing-off bad loans. The Board has a **fiduciary responsibility towards shareholders** and should play a **monitoring and advisory role**, providing guidance to the management but not micromanaging the operational risk management process as this is the responsibility of the risk management team.

Regulators and central banks also have an important role to play in these stressed situations. **Central banks, as lenders of last resort, must provide liquidity** using the various tools at their disposal, given the systemic nature of banks. **Regulators should be more vigilant** and take a more **“hands-on” approach to understand potential weaknesses.**

[EVENT MATERIALS](#)



On **May 17, 2023**, **Impact Boards EM** and **Korn Ferry Kazakhstan** held an online panel discussion, where our experienced speakers delved into the challenges faced by frontier market companies in raising foreign capital and the role that boards can play in raising their profile with foreign investors.

Ayuna Nechaeva, Head of Europe at **LSEG** and Chair for **TheCityUK's EMEA MAG**, kicked off the discussion encouraging companies to aspire to the highest international standards in governance to help address investors' concerns on the perceived risks related to frontier markets.

Marc Kasher, NED of **Kazatomprom**, provided salient examples of companies that were able to command better market valuations for having a high governance ethos, including board diversity and #transparency.

Kevin Kim, NED of **Navoiuranium**, asserted that some frontier markets such as Kazakhstan offer a good benchmark for other countries in the region. However, #implementation remains a barrier to success and hence education and collaborative discussions among key #stakeholders are key.

Rud Trabjerg Pedersen, CFO at **Korzinka**, called for the importance of stakeholder alignment on the company's governance strategy and use of different incentivisation approaches for management teams to focus on governance, based on the circumstances.

Carlos Eduardo Lessa Brandão, Partner at **Celb77 Consulting Ltda**, explained that to ensure that regulations are enforced effectively, the quality of regulators is of utmost importance. Carlos also stated that board members should make decisions collectively and in the best interests of the company.

Gennady Vanin, Head of **Korn Ferry Kazakhstan**, stated that ideally, a majority of directors on boards in frontier markets should bring previous board experience as well as share a common vision and trust with the executive team.

Founder and Co-Chair of **Impact Boards EM** **Helena Haykin** concluded on a positive note that frontier market companies were progressing steadily on their governance agenda. However, the road to sustainability will be gradual.

Our panellists provided some helpful suggestions for new and prospective board directors in frontier market companies:

- Patience will be a virtue, particularly for directors not familiar with the country's culture
- Persistence is key; be ready to get hands-on as frontier markets are still nascent in setting their corporate governance strategy
- Be culturally sensitive; while boards' independent views are critical, a collaborative approach will produce the best results
- Set the right tone and culture where opinions can be shared and decisions can be challenged in a collaborative manner

EVENT MATERIALS

IMPACT BOARDS EM & DELPHOS ACROSS THE GLOBE

15 May 2023 | Samarkand

Preparing for Privatisation: Best Board Practices & Listing Considerations



“

Uzbekistan is on the way to a significant business transformation and rapidly developing capital markets, where the implementation of proper corporate governance plays a key role. Impact Boards EM and Delphos help Board members of Uzbek companies stay on top of the most recent developments in global trends in corporate governance,

”

said **Olga Pascault**, Co-Founder and Co-Chair of **Impact Boards EM**.

27 June 2023 | London

Board Strategies in the Face of Global Disruption



“

We are at the crossroads of material change due to geopolitical realignment, climate adaptation and wholesale disruption due to new technologies, such as AI. Boards, particularly in EM jurisdictions, need more than ever to be vigilant and reactive to these changes. Our NED dinner series, in partnership with Delphos, allows us to raise awareness and spur debate among corporate governance leaders. Our London event set the benchmark for this sort of intellectual exchange,

”

commented **Gregorio Saichin**, CEO and Co-Founder of **Impact Boards EM**.

17 July 2023 | Istanbul

Summer Nights: Discussion on Growth and Expansion Amidst Change



Helena Haykin, Co-Founder and Co-Chair of **Impact Boards EM**:

“

We look forward to the dinner with EM Board members hosted by Impact Boards EM and Delphos in Istanbul on July 17th.

We will have a conversation on the future and role of corporate governance in the fast changing geopolitical landscape, as well as discuss AI trends and cybersecurity risks relevant for the board of directors education and awareness.

”

To join Impact Boards EM & Delphos global events, please contact:

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petra.glad@delphos.co



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

Contact us about becoming a partner and collaboration:

MEMBERSHIP

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