



CORPORATE BOARDS' MEMBERSHIP

Impact Boards Emerging Markets has designed a **Corporate Boards membership package** to help high-value boards improve their effectiveness, impact and influence through training, knowledge transfer and networking services with our specialist consulting Partners.

AT A GLANCE: MEMBERSHIP BENEFITS*

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| Up to 3 hours of training modules on board governance topics to upskill board directors | Directors' Circle membership for up to 5 directors | Chairs' Circle membership for the board chair** | Access to our global investor network to support fundraising | Leverage on our network and board recruitment specialist partner for board searches |
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As part of the three-hour Corporate Boards training package, our selected consulting Partners will deliver the following standard training modules in blocks of 1-hour each.

- 1 Board effectiveness
- 2 Management of tensions and conflicts in the boardroom
- 3 Succession planning best practices for board chairs and CEOs
- 4 Cyber-security for board directors
- 5 AI strategy and readiness assessment
- 6 AI training and board education
- 7 Exclusive board AI advisory session
- 8 AI governance, policy creation and risk mitigation
- 9 In parallel NED appointment
- 10 Chair succession planning

Training modules typically include a 45-minute presentation by the trainer, followed by a 15-minute Q&A. Trainings will be typically delivered online although in-person trainings can be arranged subject to additional fees. Please do get in touch with us if you are interested in a training module not listed above. We collaborate with several consultants with expertise on board governance practices and may be able to expand our offer based on your boards' requirements.



*The benefits listed are part of our standard package. Bespoke packages are available upon request, including competitive pricing for additional board directors.

Benefits of a **Directors' Circle and **Chairs' Circle** membership includes invitation to exclusive members-only events, participation in online/offline education and networking events and conferences, access to past trainings and third-party research on governance themes on our digital platform, introductions to mentors and inclusion in a WhatsApp group for board directors and chairs. The full list of benefits can be viewed on our website.

BOARD EXCELLENCE

Board Excellence is a leading global board and governance practice, supporting boards and directors across developed and developing markets excel in effectiveness, governance and performance. Through evaluating, training and supporting boards and directors, Board Excellence has developed a strong set of practical best practices to help drive sustained improvement in effectiveness and value add.

The Board Excellence team consists of highly experienced board and governance experts combining experience as practicing board chairs and non-executive directors with a strong track record in board/governance evaluations, training, consultancy, board recruitment and board dispute mediation.

Board Excellence will be providing training modules on a range of board effectiveness and governance themes. Board Excellence can also offer CPD certified courses to **Corporate Board** subscribers at a discounted fee.



Kieran Moynihan
Managing Partner
Board Excellence



As the founder of Board Excellence, **Kieran Moynihan** has worked extensively with Boards across Ireland, UK and internationally in a wide range of sectors and scale of organisations. He has over 25 years' experience serving on boards as a CEO, Executive Director, Non-Executive Director and Board Chair. He is currently the Board Chair of several internationally focused companies across various industry sectors.

Kieran is an internationally recognised thought leader in board dynamics, effectiveness, performance and corporate governance. He is a regular contributor to leading international board publications and has developed ground-breaking new approaches to optimising the "people equation of the board" and the partnership between executive and non-executive board members, enabling the board and executive team to excel as a high-performing team.

AS PART OF THE 3-HOUR CORPORATE BOARDS TRAINING PACKAGE FOR DIRECTORS, MEMBERS CAN SELECT FROM THE FOLLOWING MODULES

BOARD EFFECTIVENESS

- Characteristics of high-performing boards
- Key best practices in the board combining excellence in oversight, corporate governance, and risk management with providing high-value support, guidance and strategic added-value to the executive team
- The engagement-partnership model at the core of high-performing board and executive team
- Proven practices in executive team reporting, strategy collaboration, board dynamics and decision-making

SUCCESSION PLANNING BEST PRACTICES FOR BOARD CHAIRS AND CEOS

- Importance of board chair succession planning, common challenges, optimising the balance of internal and external chair candidates
- Key best practices in succession planning for the board chair role
- Importance of CEO succession planning, common challenges, approach of existing CEO to the process, optimising the balance of internal and external CEO candidates
- Key best practices in succession planning for the CEO role

MANAGEMENT OF TENSIONS & CONFLICTS IN THE BOARDROOM

- Critical importance of optimising healthy tensions in the boardroom to enable excellent board dynamics, effectiveness and decision-making
- Common problems and challenges which result in tensions escalating to damaging conflict in the boardroom
- Proven techniques to help the board and executive team develop a virtuous cycle of challenge, debate, respect and trust which in turn enables healthy dynamics which optimises the effectiveness and performance of the board
- Managing the "Trust Equation of the Board" and the ability of the board and executive team to navigate the "Zone of Uncomfortable Debate"

CYBER-SECURITY FOR BOARD DIRECTORS

- Key trends in cyber-security
- Avoiding board and director complacency of seeing cyber-security as a silo IT risk rather than an enterprise-wide risk
- The board and audit/risk committee's role in oversight of cyber-security
- Engagement model between the board, audit/risk committee and executive team to ensure that the business has adequate cyber resilience to prevent, detect and respond to cyber attacks
- Developing an agile and adaptive approach to cyber-security posture

WSI DIGITAL CONSULTING

WSI Digital Consulting is one of the largest global digital marketing agencies, assisting businesses to better understand the power of digitalisation to drive strategic outcomes in their business models. WSI has worked with over 100,000 clients worldwide through 1,000 franchises in 82 countries since 1995.

In addition to its different digitalisation practices, WSI has also developed an Artificial Intelligence (AI) strategy practice that pursues a holistic implementation to ensure effective integration. This often demands a review of the entity's business ecosystem in addition to the AI technology.

WSI will be offering training modules on the value of AI to our **Corporate Board** members. WSI can also offer a fully CPD accredited AI course at a discounted fee to subscribing boards, aimed at improving the AI competences of board directors that are responsible for AI policy and implementation.



Hande Ocak Basev
Managing Partner
WSI London & Istanbul



Hande Ocak Basev is the Managing Partner of WSI's London and Istanbul offices, and a member of its Global AI Leadership board where she advises on the strategic use of AI in business.

Hande is a seasoned expert in AI-driven business strategies, management consulting and digital transformation, with 25 years of experience. She has successfully managed more than 350 strategic, operational and technological transformation projects and led over 50 business development initiatives. As a board member, she has provided strategic consultancy to various organisations, enabling them to achieve sustainable growth and strengthen their future trajectories.

She collaborates with Oxford Saïd Business School, co-developing the AI Leadership Readiness Index. She is a regular contributor to Forbes Türkiye, sharing insights on AI trends, governance and business applications. She is a contributor to various publications and platforms on AI thought leadership.

AS PART OF THE 3-HOUR CORPORATE BOARDS TRAINING PACKAGE FOR DIRECTORS, MEMBERS CAN SELECT FROM THE FOLLOWING MODULES

AI STRATEGY AND READINESS ASSESSMENT

Structured evaluation of the company's AI maturity using the AI Readiness Index, developed through the Oxford-WSI collaboration, including:

- Assessment of AI adoption levels and peer benchmarking
- Strategic discussion on AI-driven innovation, efficiency and regulatory alignment
- Sector-specific case study on AI applications

EXCLUSIVE BOARD AI ADVISORY SESSION

Dedicated interactive Q&A session tailored to the board's key concerns and operational challenges, featuring:

- Insights on optimising operational efficiency using AI-driven automation in loan approvals, asset management and regulatory reporting
- Risk mitigation strategies, including AI-powered fraud detection, cybersecurity and anti-money laundering (AML) applications
- Next steps and AI adoption roadmap, providing actionable guidance for the company's AI transformation journey

AI TRAINING AND BOARD EDUCATION

Designed to equip board members with a practical understanding of AI's role in strategic decision-making, this module includes:

- Live demonstrations of AI applications in the specific sector, for example AI-powered credit scoring, risk analytics and automated compliance checks for the financial sector
- Sector-specific AI trends, exploring global best practices
- Practical frameworks for integrating AI into governance, decision-making, and financial operations

AI GOVERNANCE, POLICY CREATION AND RISK MITIGATION

Ensuring responsible AI adoption through well-defined governance structures and compliance frameworks, covering:

- Best practices for AI policy creation, aligned with evolving regulatory requirements
- Bias mitigation and ethical AI, addressing fairness in lending decisions and algorithmic transparency
- Risk and compliance strategies, including AI oversight and regulatory audits

NED CAREER SERVICES

NED Career Services is an advisory service provided by Walgrove Ltd, a recruitment firm specialising in non-executive appointments. NED Career Services was founded by Mike Clancy in 2009. Mike launched the company in 2018 in response to requests from aspiring non-executive directors for direct assistance to make an effective transition to the non-executive phase of their career. The business has worked with over 75 individuals who have embarked on this career journey.

NED Career Services will be offering training modules on managing the transition to a NED portfolio career from a senior executive role and chair succession planning.



Mike Clancy
Director
Walgrove LTD

NED Career Services

Mike Clancy is a member of the Financial Times Board Director Programme faculty and presents one of the leading workshops in the FT's programme for aspiring NEDs. He is an Ambassador for Nurole and WB Directors, both leading online communities in the UK board director space.

AS PART OF THE 3-HOUR CORPORATE BOARDS TRAINING PACKAGE FOR DIRECTORS, MEMBERS CAN SELECT FROM THE FOLLOWING MODULES

IN PARALLEL NED APPOINTMENTS

Organisations work hard to continually train and develop their senior executives to not only increase their contribution to the business, but to also retain them. For senior executives at management levels of board minus 1 or 2, one such development plan is for the board to allow their senior executives to undertake an external independent NED role. The training module helps a board discuss the merits of such a policy and how to undertake it to the mutual benefit of both their own organisation and their senior executives.

CHAIR SUCCESSION PLANNING

All boards must have a chair succession plan. The chair role carries key person risk for any organisation. While the CEO appointment is the most important appointment for the future success a company, the chair appointment is the most important appointment for the future success of board effectiveness. A chair succession may be planned or unplanned, the latter perhaps due to health or other such circumstances. This training module will present an illustrative framework for a chair succession plan and support the board by addressing the issues that arise in the process.

Please do get in touch with us if you are interested in a training module not listed above. We collaborate with several consultants with expertise on board governance practices and may be able to expand our offer based on your boards' requirements.