

*2 Days of Professional
Development for European
Directors*

**Brussels, 26-27 March 2015
Thon Hotel EU**



New Governance Challenges for Board Members in Europe

Benchmarking, networking and updating

INSEAD

The Business School
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ecoDa

'Are you a board member of a company that is active across Europe?'

'Would you like a better understanding of the workings of European boards and corporate governance systems?'

ecoDa has developed a European module for directors and supervisory board members seeking to gain a European perspective on board functioning and corporate governance. The training programme is targeted at directors with a cross-border mandate in their board activities or looking for such a mandate. Anyone seeking to update their knowledge of recent EU policy developments in the field of corporate governance will also benefit from the module.

As result of global economic forces, modern boards are becoming increasingly diverse in their composition and business perspectives. For companies operating across Europe, directors and supervisory board member must rapidly gain an understanding of unfamiliar corporate governance systems, regulations, and best practices. They also need an overview of the rapidly changing and often complex EU policy debate on corporate governance.

ecoDa's programme promotes the Europeanization of the boardroom. It allows participants to benchmark their own board and governance practices with those of similar companies in other European countries. It offers an expert briefing on significant policy issues in European corporate governance (including regulatory developments). ***Throughout the module, participants are provided with the information and know-how that will be essential in fulfilling a cross-border board mandate.***

*A valuable benefit of the programme is the chance to become part of a unique ecoDa **professional network** consisting of individuals with a distinctive interest and expertise in pan-European corporate governance and board functioning.*

Roger Barker
Chairman of ecoDa's Education Committee
Programme's Director

The European Voice of Directors



The ecoDa programme offers a unique opportunity to learn to understand the multitude of corporate governance regimes and board practices throughout Europe and to obtain hands-on training in analysing and solving complex business problems through group dynamics in a truly multicultural context. It is a perfect complement to national board education for anyone seeking an international board director career.'

Lars-Erik Forsgardh ecoDa, Chairman (Chair of the Swedish Academy of Board Directors)

'The potential impact of director training on board behaviour and director professionalism cannot be underestimated. It is not less important than efforts to establish an effective regulatory framework for boards through corporate governance codes and other legislative measures. Director training should be given a high priority in efforts to improve the overall performance and legitimacy of corporate governance.'

Juan Alvarez-Vijande

ecoDa Honorary Chairman (Executive Director, IC-A - Instituto



"Good corporate governance is about 'intellectual honesty' and not just sticking to rules and regulations. Capital flowed towards companies that practiced this type of good governance"- Mervyn King (Chairman: King Report)

Maarit Aarni-Sirvio

ecoDa Board Member (Secretary General, The Finnish Association of Professional Board Members, Hallitusammattilaiset)

'The program designed by ecoDa meets the need of all company directors throughout Europe to come to grasp with the European legislative and regulatory mechanisms.'

Marie-Jeanne Chevremont

ecoDa Board Member (Board member, ILA - Institut Luxembourgeois des Administrateurs



'Board members in Europe by all means need knowledge about the various Corporate Governance models and the national specifics'

Peter H. Dehnen

ecoDa Board Member (Vice-President of the German Directors' Association, VARD)

'Learning from peers is extremely important for the success of professional directors. Sharing experiences with foreign directors is vital for those pretending to have European mandates'

Jan-Hendrik Ockels

ecoDa Board Member (The Dutch NCD)



'European diversity also reflects in corporate governance. ecoDa's programme module will bring you the understanding of differences and provide you with the knowledge base you can further built on as board member.'

Irena Prijovic

ecoDa Board Member (Secretary General, Slovenian Directors' Association)

These days, companies face the challenges of business growth in an uncertain global environment. Their board members must be able to meet the expectations of the shareholders and all relevant stakeholders. Strategic thinking, systemic view, commitment, experience in team work, corporate manners are fundamental skills that a director must master in order to be open-minded, accepting, responsive, and capable of working with others.

Paola Schwizer

ecoDa board member (President of Nedcommunity, the Italian Association of Non Executive and Independent Directors)



'The ecoDA training program is a most welcome initiative to professionalize the role of BoD in European companies. It also gives a unique opportunity for discussions and sharing of best practice, completely different from single seminars and conferences within the field. The training sessions will provide better insight and understanding of the BoD's role and composition of the Board.'

Turid Elisabeth Solvang

ecoDa Board Member (Managing Director of the Norwegian Institute of Directors)

'The ecoDa program fills an important gap in many director education programmes, by focusing the attention on the European governance scenery and the International Board practices. In an International context and given the important impetus of the European Commission as to setting the principles of corporate governance, such expansion on the European territory is more than welcome'.

Lutgart Van den Berghe

ecoDa Board Member (Executive Director of GUBERNA—l'Institut des Administrateurs / Het Instituut voor Bestuurders)



'Board and director professionalism has never been more important. ecoDa's European module offers a unique chance to adapt the knowledge and experience of board members gained at National level to the European level'

Simon Walker

ecoDa Board Member (Director General, the Institute of Directors, IoD)

Program's Objectives

- To adapt the knowledge and experience of board members gained at National level to the European level, and to provide insight into the latest European developments in Corporate Governance
- To create a **European network of individual board members and to develop a European pool of board members**
- To **provide the skillset** that will assist board members in winning board mandates in other European countries.
- To **exchange** best European board **practices**
- Understanding **National differences in terms of Corporate Governance**, and the functions and duties of board members in differing European countries

Program's Contents

- Benefiting from the feedback and know-how of board members with significant **experience of cross-border board mandates in Europe**
- Gaining an **overview of the EU decision-making process**, particularly in relation to corporate governance
- Updating participants on **recent European developments in Corporate Governance.**

Academic Partner:

As academic partner to ecoDa, the INSEAD Corporate Governance initiative (www.insead.edu/governance) faculty designed and delivers a specific half day session devoted to a board simulation that provides directors with a live experience simulating the workings of real board of directors on a challenging transaction. The ecoDa context ensures that this discussion typically takes place in a board consisting of multi-national directors.

In addition, both organisations engage in exchanging better practices and benchmarks on European Corporate Governance to their respective members.

As part of their partnership, ecoDa is linked to other academic members through its national institutes.

The programme

27 March – Day 1

8:30	Welcoming coffee Thon Hotel EU - Rue de la loi, 75 Germany Room	
9:00	Welcoming speech Course Overview + Introduction of the participants	Roger Barker , Chairman of ecoDa's Education Committee
9:30	Overview of European Corporate Governance: Diversity in the midst of Convergence	Roger Barker , Director of Corporate Governance and Professional Standards, IoD, UK and Senior Advisor to the Board of ecoDa
9:50	Short presentations of the main national CG features	Roger Barker , Chairman of ecoDa's Education Committee Country experts: <ul style="list-style-type: none"> • Roger Barker (UK), Director of Corporate Governance and Professional Standards, IoD, UK and Senior Advisor to the Board of ecoDa • Peter Dehnen (Germany), CEO of GermanBoardRoom GmbH, Vice- Chairman Vereinigung der Aufsichtsräte in Deutschland e.V. (VARD) • Per Lekvall (Sweden), Board member, Swedish Corporate Governance Board • Gorazd Podbevsek (Slovenia), Slovenian Directors' Association (SDA) • Paola Schwizer (Italy), Professor in Financial Markets and Institutions, University of Parma (Italy) and SDA Bocconi School of Management, Chair of Nedcommunity • Jan Hendrik Ockels (The Netherlands), NCD
11:00	Coffee break	
11:15	Group discussion: Serving as a director in different European corporate governance systems	Group facilitators: the country experts
12:30	Presentation of conclusions & specific questions addressed to the experts	<ul style="list-style-type: none"> • Roger Barker • Jean Coroller • Peter Dehnen • Per Lekvall • Gorazd Podbevsek • Paola Schwizer • Jan Hendrik Ockels

13:45	Buffet Lunch (Restaurant, ground floor)	
14:45	From passive to interactive boards – European case studies	Torben Ballegard Sorensen , Board Member of Electrolux, Pandora and Egmont Publishing and other international companies
16:00	Coffee break	
16:15	The role of proxy advisors in corporate governance: perspectives from Europe and the US	Jean-Nicolas Caprassé , Director, ISS Europe Stefan Georgiev , Head of Research, ISS Europe
17:10	Investors' expectations towards European Directors	Daniel Summerfield , USS
17:50	Wrap-up session	Roger Barker , Chairman of ecoDa's Education Committee
20:00	Dinner Beyond Shareholders Venue: L'Atelier Restaurant Rue Franklin 28, 1040 Brussels	Dialogue between Peter Montagnon Associate Director, Institute of Business Ethics (IBE) and Roger Barker , IoD

27 March – Day 2

8:00	Welcoming coffee Thon Hotel EU - Rue de la loi, 75 Germany Room	
8:30	Main CG trends in Canada	Stan Magidson , Chair, Institute of Corporate Directors, Canada (to be confirmed)
9:15	The European Market for Directorships	Dominic Schofield , Senior Client Partner, Korn/Ferry Whitehead Mann And reaction from: Rosa Villalobos , ecoDa's alumni, ILA board member
10:45	Coffee break	
11:00	Challenges, benefits and risks of being a Director in Europe	Jérôme Wigny , Partner, Elvinger Hoss & Prussen, Luxembourg Grant Merrill , AIG Property Causality, Commercial D&O and Crime Manager, EMEA
12:45	The main pending key policy topics in corporate governance at EU level (in comparison to what is happening in the USA and Canada)	Joanna Sikora DG Internal Market and Services, European Commission (to be confirmed)
13:15	Simulation of a real boardroom on the basis of a case study circulated beforehand <u>Presentation of the case study</u>	Ludo Van der Heyden , The Mubadala Chaired Professor of Corporate Governance and Strategy, Director, INSEAD Corporate Governance Initiative
13:30	Lunch (Restaurant, ground floor): Informal meeting before the board meeting	

14:40 ----- 17:40	<u>Board simulation</u> <u>Summary of the discussion</u>	Ludo Van der Heyden
18:00	Closing session – Synthesis	Roger Barker , Chairman of ecoDa’s Education Committee
18:15	End of the programme	

*Permanent Coffee break at Coffee Corner



**BALLEGAARD
SØRENSEN, Torben**

Torben Ballegaard Sørensen Board Member of Electrolux, Pandora and Egmont Publishing and other international companies. Earlier, he was

President and CEO of Bang & Olufsen A/S (plc) and before that executive vice president at LEGO A/S until 2008. He was Managing Director for the IT Company, CCI-Europe, which became the leading provider of large newspaper and magazine publishing systems globally. Torben Ballegaard is and has been non-exec member (chairman, deputy, and ordinary) of a number of international corporations headquartered in Finland, Sweden, Denmark, and the United Kingdom. These companies are of varying size (from small ventures to \$ 20 billion in turn over) and covering a range of industries (from fast moving consumer goods, durable goods, luxury and fashion, to architecture, software engineering, and consulting services). He has acted under a multitude of ownerships (family, private-equity, public, and foundation). The author holds an adjunct professorship at Aarhus University, Denmark, Institute of Organization and Management, from where he originally made his master in business administration, later was supplemented with an executive program at Stanford. Torben Ballegaard published in 2013 the book: "The Value Adding Board – its Focus and Work" discussing board effectiveness beyond formal compliance (Published on Amazon.com, link:

http://www.amazon.com/Value-Adding-Board-Cooperation-performance/dp/8799576139/ref=sr_1_3?s=b ooks&ie=UTF8&qid=1380198893&sr=1-3&keywords=the+value+adding+board)

BARKER, Roger



Dr. Roger Barker is Director of Corporate Governance and Professional Standards at the Institute of Directors (UK). He is Senior Advisor to the Board of ecoDa (European Confederation

of Directors' Associations) and Chairman of the ecoDa education committee. He is a board member of European Women on Boards ASBL. He sits on several corporate governance advisory boards, including those of the Institute of Chartered Accountants in England and Wales (ICAEW) and ISS European Governance Exchange.

Dr. Barker is a visiting lecturer at the Said Business School (University of Oxford), ESSEC

(Paris), UCL (London), Birkbeck (London) and the Ministry of Defence (UK). Dr. Barker's book - *Corporate Governance, Competition, and Political Parties: Explaining Corporate Governance Change in Europe* – was published by Oxford University Press in 2010. He is also the author of the IoD's main guide to the role of the board, *The Effective Board: Building Individual and Board Success* (Kogan Page, 2010).

During the first part of his career, Dr. Barker spent 13 years as an investment banker, in London and Zürich, with UBS and Bank Vontobel. He is the holder of a doctorate on corporate governance from Oxford University, where he was a Lecturer at Merton College, and also has undergraduate and postgraduate degrees in economics, finance and political science from the universities of Cambridge, Southampton and Cardiff.



CAPRASSE, Jean-Nicolas

Jean-Nicolas Caprasse is the European business head for ISS. With over 20 years of experience in corporate governance, Jean-Nicolas joined ISS through its 2005 acquisition of Deminor

Rating, of which he had been a co-founder and the Managing Partner since 2000, and a partner of Deminor International since 1993. Prior to joining Deminor, he spent five years with JP Morgan as a Capital Markets Associate in Brussels and New York. He started his business career as an assistant to the CFO at American Petrofina (now Total SA) in Dallas, Texas. Jean-Nicolas has a degree in Commercial Engineering from Solvay Business School ULB/VUB in Brussels (1986) and an MBA from INSEAD in Fontainebleau, France (1992).



DEHNEN, Peter

Peter H. Dehnen is owner and CEO of GermanBoardRoom GmbH, the leading

German full service provider for supervisory Board members.

Peter Dehnen has over 25 years of experience as International tax and Business lawyer, admitted in Düsseldorf (Germany) and Washington, D.C. He is co-chair of the International Development Subcommittee of the ABA Corporate Governance Committee and a frequent lecturer on German and International corporate governance. Peter Dehnen is Vice-Chairman and co-founder of „Vereinigung der Aufsichtsräte in Deutschland e.V. (VARD)“, a

German non-profit organization for supervisory board members.



GEORGIEV, Stefan

Stefan Georgiev is the Head of Research for Russia and Eastern Europe for ISS. Stefan leads the ISS research team that is based in Brussels covering Eastern Europe and the CIS region. He also has a role on ISS' European Policy Committee, which oversees the development of ISS' European Policy, and is a member of ISS' EMEA M&A Team that specializes on proxy fights and M&A transactions. Stefan joined ISS in early 2007 and was a senior analyst covering Germany, Switzerland and Austria prior to his current role. Stefan has a degree in Business Management from the University of Economics in Varna (2004) and M.A. in Economics, Law, and Politics from the University of Hamburg (2007).



LEKVALL, Per

Per Lekvall was the Executive Director of the Swedish Corporate Governance Board from its formation in 2005 until May 2011 and is now a regular member of the same body. Prior to this he was the Head Secretary of the Governmental Commission on Business Confidence and its sub-commission The Code Group, which developed the Swedish Corporate Governance Code. From 1995 until 2006 he served as CEO of the Swedish Academy of Board Directors and now chairs the International Committee of this association. As of January 2012 he is a member of the ecoDa Policy Committee. Per Lekvall is a recurrent lecturer at Swedish universities and business schools and has published books and articles on *inter alia* the role of the board in SME-type companies and corporate governance in Swedish listed companies. Most recently he is the editor and main author of the book *The Nordic Corporate Governance Model*, published in December 2014, the report of a study aimed at defining and describing a joint Nordic model of corporate governance.

MERRILL, Grant

Grant Merrill is Commercial D&O and Crime Manager EMEA. In this role Grant has P&L responsibility for AIG's Commercial Management Liability and Crime portfolio. This includes setting underwriting guidelines, strategy, product development and working with the individual countries to drive innovation and achieve budget and profitability goals. Grant joined AIG in 1999 and has held a succession of underwriting and management positions in the United States and London. Grant graduated from Southern Methodist University with a BBA in Finance and received a Master in Business Administration from New York University's Stern School of Business with a concentration in Finance.



MONTAGNON, Peter

Peter Montagnon has joined the Institute of Business Ethics after three years as Senior Investment Adviser at the Financial reporting Council. He has previously spent ten years as Director of Investment Affairs of the Association of British Insurers. Before that Mr Montagnon was a senior journalist on the Financial Times, including spells as Head of the Lex Column and in charge of coverage of the international capital markets.

Mr Montagnon was a member of the European Commission's Corporate Governance Forum from 2005 to 2011. He is past Chairman of the Board of the International Corporate Governance Network and is also a visiting Professor in Corporate Governance at the Cass Business School of the City University, London. He is also a member of the Council of the Royal Institute of International Affairs.



OCKELS, Jan-Hendrik

He lives in the southern part of the Netherlands and work as business consultant.

He started his career as a teacher in mathematics, physics and information

technology.

While achieving in depth knowledge on IT-systems such as End-User-Computing, He made his first steps into Management.

His next job was to become creative director of a management training company.

He performed serious downsizing and restructuring of the company and after which it was successful again. The next thing to do was to integrate three companies and made them work like one.

Finally he was invited to work within the Randstad Group, one of the largest companies on HR services in the world.

He has been the CEO of several business units; Yacht was the last one before leaving the company in 2009.

Now being a business consultant, he coaches individuals as well as teams to improve their effectiveness and performance.

Furthermore, he is a non-executive board member of two organisations, one in the public sector the other one in the private sector.

As of 1998 he is a member of the NCD, the Dutch organisation for non-executives as well as executives. In 2009, he took a membership of the board of NCD, 2011 to 2014, he was the vice-president.



PODBEVŠEK, Gorazd

Gorazd Podbevšek is a lawyer by occupation and works as a general manager at RMG d.o.o., a firm specialized in corporate law and corporate governance consulting.

He is currently also serving as Chairman of the Supervisory Board of NLB d.d. (a bank) and Chairman of the Board of Directors of SŽ-ŽGP d.d. (a constructions company).

He is the Policy Committee Chair of the Slovenian Institute of Directors and Policy Committee member of European Confederation of Directors Association (ECoDA).

He is one of the authors of the Slovene Corporate Governance Code for Listed Companies, Guidelines for Corporate Governance of Unlisted Companies, Corporate Governance Code for State Owned Enterprises, Slovenian Board Evaluation Manual and some other best practice guidelines.

In addition to working as a consultant for biggest Slovenian companies, he worked as an outside legal expert for the state of Slovenia in drafting the laws on governance of state owned enterprises.



SCHWIZER, Paola

Paola Schwizer is Full Professor in Financial Markets and Institutions at University of Parma (Italy) and Professor at the Banking and Insurance Department of SDA Bocconi School of Management.

Previously, she has been researcher at Bocconi University from 1994 to 1998 and Associate Professor in other Italian universities from 1998 to 2003.

She has been appointed as the chair of Nedcommunity, the Italian Association of Non Executive and Independent Directors. She is member of the board of directors of Credito Emiliano S.p.A. (listed on Borsa Italiana S.p.A.), of the board of statutory auditors of several financial intermediaries and of the board of directors of Università del Salento (Italy). Since 2007 she is member of Editorial Board of the Journal of Management and Governance.

She has extensive experience in training on corporate governance, risk management and internal control systems, in Central Banks, private banks and non-banks listed companies. She is member of the Scientific Committee of the PhD School in Economics and Law, University of Parma (Italy) and of the Faculty Committee of the PhD in Economics and in Management, University of Parma (Italy). She is author or coauthor of several publications on banking strategies and organization, corporate governance, regulation and competition in the financial system.



SIKORA-WITTNEBEL, Joanna

Joanna joined the European Commission in 2007 and works currently as Policy Officer in the Unit "Corporate governance, social responsibility" in the

Directorate General for Internal Market and Services. She is in charge of corporate governance issues. Before joining the Commission, she worked as junior lecturer in civil and business law at the Robert Schuman University in Strasburg. She holds a PhD in business law.



SUMMERFIELD, Daniel

Daniel co-heads the Responsible Investment Team of USS Investment Management, the fund manager for Universities Superannuation Scheme, one of the UK's largest pension funds. He is responsible for leading USS's work to improve

corporate governance performance of companies, hedge funds and markets in which USS invests through the development and implementation of its engagement policy in the UK and overseas. A key focus of USS's responsible investment activity is to integrate extra financial factors into the fund's investment processes addressing key operational, strategic and governance issues in the fund's portfolio.

Daniel serves as a member of a number of committees in the UK and overseas including the NAPF's Shareholder Affairs Committee and the Advisory Committee of the American Corporate Governance Institute.

Previously, he was the head of corporate governance at the Institute of Directors where he was responsible for the IoD's work on corporate governance.

Daniel also currently serves as a trustee and vice-chair of governors of a local school and is an Honorary Visiting Fellow at the Cass Business School of the City University London. In 2008, he was presented with an award in Corporate Governance by the Yale School of Management's Millstein Center for Corporate Governance.



VILLALOBOS, Rosa

During the last 10 years in Luxembourg her career has been in investment banking having accumulated a significant experience in structuring, refinancing, M&A, disinvestment, etc.

in the context of cross-border transactions. She has acquired significant experience in active asset management.

Prior to coming to Luxembourg, Rosa had 10 years of comprehensive finance and accounting experience in a myriad of diverse enterprises, from a German Chocolate Producer, to a Spanish commercial construction conglomerate. She is Board Member and Chairperson of numerous companies with infrastructure investments. She has a deep understanding across a broad spectrum of diversified industries segregated by geography (Europe, South Africa,

Canada, Russia, and Asia) and sector (toll roads, airports, regulated utilities, renewable energy, telecommunications, port, rail).

She has broad experience of investment decision processes, valuations, definition and implementation of long term strategy, monitoring execution and performance of investment.

Rosa joined Macquarie in December 2008. Prior to joining Macquarie, from 2004 until July 2008, Rosa headed up the Luxembourg office of Goldman Sachs where she was responsible for all of Goldman Sachs' Private Equity, and Real Estate subsidiaries in Luxembourg, she was serving as a board member and acting as a chairperson since 2006.

Rosa, a Spanish native, has completed a BA in Administration and Management from Barcelona University, an MBA in International Business from ESADE Barcelona, a Master of Science in Banking and Finance from the Luxembourg School of Finance and the INSEAD International Directors Programme (IDP).

She obtained the INSEAD Certificate in Corporate Governance and is a Certified Director of the Luxembourg Institute of Directors (ILA) in 2012, being a member of the first class of directors receiving both certificates.

She is Board member at the Luxembourg Institute of Directors, the Institute for Global Financial Integrity (TIGFI), the International School of Luxembourg, and INSEAD Alumni Association Luxembourg. She is also Member of the Advisory Board of the INSEAD IDP Network. She was a founding member of the Luxembourg School of Finance Alumni Association and former Board Member.

She actively participates in various working groups: Luxembourg Young entrepreneurs association (fjd.lu), and Financial Companies of ILA.

She has participated as a speaker in various conferences and workshops such as: Business Ethics: Understanding-Implementation and Monitoring by TIGFI and the Institute of Business Ethics, London; Female Board Pool, Luxembourg; Private Equity, what is next in Luxembourg by Ernst and Young.

Rosa is multilingual and speaks fluently English, French, Spanish and Catalan.



VAN DER HEYDEN, Ludo

Ludo Van der Heyden
Professor of Technology and Operations Management
The Mubadala Chaired Professor in Corporate Governance and Strategy,
Director, INSEAD Corporate

Governance Initiative.

Ludo Van der Heyden leads the INSEAD Corporate Governance Initiative and oversees

the research direction, governance programmes and progress. From 2000-2009, Professor Van der Heyden directed INSEAD's Advanced Management Programme. He was the first holder of the Wendel Chair in the Large Family Firm at INSEAD, which initiated INSEAD's activities in family business and ultimately led to the creation of the Wendel International Centre for Family Enterprise at INSEAD.

He was co-Dean of INSEAD from 1990-1995 and Director of the INSEAD Zentrum Leipzig. He holds an Engineering Degree in Applied Mathematics from the Université Catholique de Louvain and a Ph.D. in Administrative Sciences from Yale University.

Ludo Van der Heyden is a member of the Supervisory Board of NesBic Buyout Fund and of the Advisory Board of Bencis Capital Partners. He is the Chairman of Celpax, and a Director of Calexium, both start-up companies.



VANDOORNE, Christophe

Christophe Vandoorne is a Senior Client Partner and Office Managing Director of Korn/Ferry International's Brussels office. He is a member of our Global Industrial Markets and is the EMEA Sector Leader for Chemicals and Process Manufacturing markets.

Mr. Vandoorne has undertaken a wide range of searches, which have included board-level searches, as well as all levels of functional, technical and financial appointments, including CEO, COO, CFO, sales and marketing, research and development, and innovation roles.

Having joined Korn/Ferry eleven years ago, he has developed a deep experience in executive search, international business management and leadership consulting. He serves multinationals and mid-caps, including the headquarters of international companies, for executive search and talent management consulting services.

In the Industrial Market, Mr. Vandoorne serves companies with activities in Materials, Chemicals, Infrastructure, Manufacturing, Transportation, Utilities, Building & Construction, Automation, Logistics & Supply Chain, etc.

Previously, he worked for Procter & Gamble as purchasing manager in the EMEA central procurement organization, where he focused on chemicals and packaging materials.

Mr. Vandoorne earned a master's degree in economics from the Louvain School of Management (UCL) in Belgium and a Bachelor of Science degree in law from the Free University of Brussels (VUB/ULB).

He is fluent in Dutch, French and English.



WIGNY, Jérôme

Jérôme Wigny holds a "licence en droit belge" from the Université Catholique de Louvain-la-Neuve. He became a member of the Luxembourg Bar in 1994 and worked as an assistant with Slaughter and May (London)

in 1995. He became a partner of Elvinger, Hoss & Prussen in 2001.

He specialises in the field of investment funds, in particular UCITS and alternative investment funds.

He is Co-chairman of the Hedge Fund Working Group and a member of various other commissions of the Luxembourg Association of Investment Funds (ALFI).

He is a regular speaker at conferences and seminars, in particular in relation to investment fund-related topics, and is an invited professor at Hautes Etudes Commerciales (HEC), Liège (Belgium).

Registration Form (to be fully completed)

First Name	
Last Name	
Email address	
Invoicing address (+ Country)	
Private postal address	
Mobile Phone Number	
Nationality	
Current Position	
Mandates as board member (specify the company, its size, location and if you are acting as executive or non executive)	
National certification program already followed (if any)	
Affiliation to one ecoDa's association of Directors	
Please specify any particular request concerning your diet	
Are you submitted to VAT	Yes <input type="checkbox"/> No <input type="checkbox"/>
Your VAT Number :
Short biography (around 200 words) + Photo (to be sent apart with this form)	

The seminar will be conducted in English

Please fulfil the above registration form and send it to
Xiaoji Zhang: xiaoji.zhang@ecoda.org

Terms and Conditions

Training costs:

€1,331 (incl. VAT) for people not affiliated to one of ecoDa's member associations.

€1,131.35 (incl. VAT) for people affiliated to one ecoDa's member associations

To be paid by **bank transfer only** before March 15, 2015 **(Please note that we do not accept cheques)**

Cancellations within 15 days before the event will require payment of 50 % of the training cost.

Cancellations within 5 days before the event will require payment in full.

Here below are the bank details to facilitate the payment:

IBAN Number: BE15 0014 4588 5030

Swift/BIC Code: GEBABEBB

Beneficiary: ecoDa

Address: Avenue des Arts 41, 1040 Brussels, Belgium

Bank Name: BNP Paribas Fortis

Bank Address: Avenue Louise 58, 1050 Brussels, Belgium

The programme fee covers tuition, course, materials, lunches and coffee breaks.

It does not include travel costs and accommodation

What is ecoDa?

ecoDa, the European Confederation of Directors' Associations, is a not-for-profit association acting as the "European voice of directors", active since March 2005 and based in Brussels .

Through its national institutes of directors (the main national institutes existing in Europe), ecoDa represents around fifty-five thousand board directors from across the EU. ecoDa's member organisations represent board directors from the largest public companies to the smallest private firms, both listed and unlisted.

ecoDa's mission is to promote good Corporate Governance at large, to promote the role of directors towards shareholders and corporate stakeholders, and to promote the success of its national institutes.

To perform its mission, ecoDa is committed

- 1- to influence the European decision-making on corporate governance by reacting to pending issues in the European pipeline or by pro-actively taking own initiatives to generate European debate and reflection,
- 2- to develop European governance standards by acting as a standing body where national experiences are shared and discussed in detail and
- 3- to provide services to its members, mainly by providing information regarding relevant European issues
- 4- to promote the development of new national director institutes and attract new members in order to strengthen its European representativeness

Behind ecoDa, there are well-known institutes of directors which have already developed competences and reputations in organising national training programs for directors.

www.ecoda.org

ecoDa's programme is supported by:



INSEAD

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Institut Luxembourgeois
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STYRELSEAKADEMIEN



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* An internationally renowned University of social sciences, Sciences Po supports this ecoDa programme as part of IFA and Sciences Po joint Corporate Director Certificate.

ecoDa

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