

2025 SPRING EDITION



# A TRAINING DAY ON AUDIT COMMITTEES

*designed by ecoDa*

# COURSE

## **AUDIT COMMITTEES: A PERMANENT ADAPTATION**

*4th April 2025*

ecoDa (The European Confederation of Directors' Associations) course on "Audit committees: a permanent adaptation to move away from pure compliance", gives board members, audit committees members and other governance professionals what they need to know to respond to the key challenges EU audit committees have to face.

More granular topics will be explored, including the evolving role of the audit committee in light of the EU Audit Reform and new sustainability reporting requirements, the changes in audit committee responsibilities and key practical tips to enable audit committee members to manage their increasing workload.

This course is part of ecoDa's European Board Diploma, but can be attended on a stand-alone basis.



## **Audit Committees : a permanent adaptation**

*4th April 2025*

### **Confirmed speakers:**



Anne-Hélène Monsellato  
Independent director and  
Chairman of the Audit and Risk  
Committee,  
Euronav, Genfit



Panos Podromides  
Chair of the CEOAB, Director  
General of Cyprus Public Audit  
Oversight Board

## Audit Committees : a permanent adaptation

- 4th April 2025

Time	Discussion points
9:15-9:30	<b>Introduction</b> ( <i>Paola Schwizer, Full Professor in Financial Markets and Institutions at University of Parma and Affiliate Professor Banking &amp; Insurance at SDA Bocconi School of Management</i> ) <ul style="list-style-type: none"> <li>Establish purpose of the day : understanding and responding to the key challenges facing EU audit committees</li> <li>Roundtable presentation of participants</li> </ul>
9:30-10:30	<b>Role of the AC</b> <ul style="list-style-type: none"> <li>Brief overview of the 7 missions under the EU Audit Reform and why they make sense</li> <li>Embracing sustainability reporting - what does it mean practically for the audit committees</li> <li>Beyond compliance : link with strategy execution and stakeholders' dialogue</li> <li>Consequence on audit committees composition and internal outreach</li> </ul>
10:30-10:45	<b>Responsibility of the audit committees - key driving factors</b> <ul style="list-style-type: none"> <li>Changes in audit committee roles and responsibilities</li> <li>Trends and uncertainties : qualified audit report, finding a suitable auditor, own personal reputational risk, uncharted territories of sustainability reporting</li> <li>Associated risks - isolation; confirmation bias (lack of competence); asymmetry of information; work overload; misrepresentation (sustainability reporting)</li> </ul>
10:45-11:00	<b>Break</b>
11:00-12:30	<b>CEAOB expectations and news</b> , <i>Panos Prodromides, Chair of the CEOAB, Director General of Cyprus Public Audit Oversight Board</i> <ul style="list-style-type: none"> <li>General presentation of the CEOAB</li> <li>Survey on the materiality</li> <li>Mandatory rotation of auditors</li> </ul>
12:30-13:30	<b>Lunch break</b>

## Audit Committees : a permanent adaptation

- 4th April 2025

### Reminder of the programme

Time	Discussion points
13:20-15:00	<b>Managing the workload - practical tips</b> <ul style="list-style-type: none"> <li>• Primary objective of a well functioning audit committees</li> <li>• Beyond audit results (monitoring audit quality)</li> <li>• Develop a robust relationship with key internal actors (relationships with senior management, internal audit and board)</li> <li>• Leverage internal audit better</li> <li>• Establish proper dashboards for role management and internal control over financial reporting</li> </ul>
15:00-15:15	<b>Break</b>
15:15-16:15	<b>Managing the workload - practical tips</b> <ul style="list-style-type: none"> <li>• Address internal culture</li> <li>• Share expectations and develop manageable pre-read, information meetings, etc</li> <li>• Liaising with other committees within the board</li> <li>• Ensure robust management of meetings</li> </ul>
16:15-17:30	<b>Conclusion and questions (reinforcing key messages)</b> <ul style="list-style-type: none"> <li>• Composition of audit committees</li> <li>• Expect a lot more attention to internal resources</li> <li>• Expect more time, more meetings, more reading and more scrutiny (from external actors)</li> <li>• A greater level of responsibility for audit committees?</li> <li>• Questions</li> </ul>

# INSTRUCTION DETAILS

## Rules and financial conditions

**The fee for this course is €1000.**

Payment must be done prior to the event by bank transfer only to ING BELGIUM with the IBAN BE97 3630 4531 9349 and BIC BBRUBEBB.

Please use your invoice number as communication.

The payment for the full programme has to be made in full, one month before the start date.

Cancellations occurring 15 days before the training will be followed by a full refund.

Cancellations occurring between the 14th day and the 7th day before the training will be followed by a 50% refund.

Cancellations occurring within 6 days prior to the start of the program will not be followed by any refund.

**Register !**



## ABOUT ECODA

The European Confederation of Directors' Associations (ecoDa) is a non-profit association founded in December 2004 under the laws of Belgium. Through its membership of 20 national institutes of directors (the main national institutes existing in Europe), ecoDa represents around 55,000 board directors from across Europe. ecoDa's member organisations represent board directors from the largest public companies to the smallest private firms, both listed and unlisted.

### *Our Mission*

The missions are fourfold:

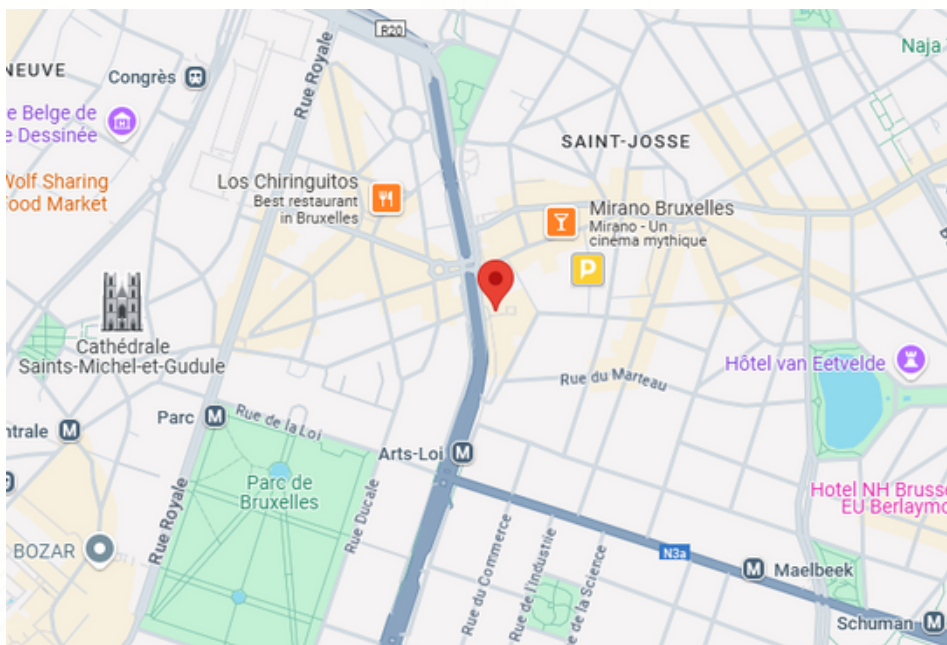
- I. To promote the role of directors, to develop professionalism and European governance standards;
- II. To influence the European decision-making process related to Corporate Governance;
- III. To provide services to its members, mainly by providing information regarding relevant European issues;
- IV. To facilitate the development of national director institutes dealing with Corporate Governance in Europe and attract new members.



# INSTRUCTION DETAILS

## Location

Industrious Building  
Avenue des Arts 6-9  
1210 Brussels



The session is organised on-site at the premises of Industrious, located near the city centre of Brussels and the EU district and is easily accessible by public transport. Madou and Art Loi are the closest metro stations you will find from the venue. If you would like to come by taxi, we recommend the use of Uber or Taxi Vert (0032 2 349 49 49).



# Thank you for your interest

If you have any questions, please contact us to:

**[education@ecoda.eu](mailto:education@ecoda.eu)**

**Béatrice Richez-Baum**  
Director General

**Maya Geneletti**  
Policy Advisor

**Beatriz Floriano Niso**  
Communication and  
Administrative Officer

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**[www.ecoda.eu](http://www.ecoda.eu)**





2025 SPRING EDITION

# A TRAINING DAY ON CLIMATE & SUSTAINABILITY

*co-designed by ecoDa and Chapter Zero Brussels*

# COURSE

## CLIMATE AND SUSTAINABILITY: TOPICAL ISSUES FOR BOARD MEMBERS

11th April 2025

Chapter Zero Brussels and ecoDa (The European Confederation of Directors' Associations) joint course gives board members and other governance professionals what they need to know to become climate-competent to complete their company's transition successfully. More granular topics will be explored, including how to define a differentiating and meaningful corporate purpose, what are the new ESG reporting requirements board members have to comply with, how to spot sustainability risks and opportunities...

This course is part of ecoDa's European Board Diploma, but can be attended on a stand-alone basis.



**Confirmed speakers:**

Olivier Boutellis-Taft  
CEO,  
Accountancy Europe



Thomas Dodd  
Policy Coordinator - Corporate  
transparency, European  
Commission, DG FISMA



Andrew Griffiths  
Director of Community &  
Partnerships, PlanetMark, Chair of  
the UK IoD Sustainability Task Force



Sybille van den Hove  
Executive director, Bridging  
for Sustainability



Dr Kris De Meyer  
Neuroscientist, Director  
Climate Action Unit, UCL



Vincent Jamblin  
Founder,  
Séréus

## Climate and Sustainability: Topical issues for board members

11th April 2025

### Programme

Timing	Session	Content
8:30	Arrival and Coffee	
9:00	Welcome and introduction	<b>Background to the session</b> from <i>Chapter Zero Brussels</i>
9:15	<b>Pillar 1: Climate context:</b> Sciences, causes, emissions, impacts and implications	(75 min) <b>Conversation</b> with Kris de Meyer, Neuroscientist, Director Climate Action Unit, University College London
10:30	<b>Pillar 2: The B Corp model</b>	(60 min) <b>Testimony</b> from Sybille van den Hove, Executive Director, Bridging for Sustainability
11:30	<b>Coffee break</b>	
11:45	<b>Pillar 3: Climate context:</b> policy & regulation, reporting & disclosure	(45 min) <b>Presentation</b> from Thomas Dodd, Policy Coordinator - Corporate transparency, European Commission, DG FISMA



## Climate and Sustainability: Topical issues for board members

11th April 2025

*Reminder of the programme*

Timing	Session	Content
12:30	<b>Lunch</b>	
13:30	<b>Pillar 4:</b> Role of the Boards for effective climate governance	(90 min) <b>Conversation</b> with Andrew Griffiths, Chair of the IoD's National Sustainability Taskforce
15:00	<b>Coffee break</b>	
15:15	<b>Pillar 5:</b> Circularity: best practices	(20 min) <b>Conversation</b> with Vincent Jamblin, Founder, Séréus
15:35	<b>Pillar 6:</b> Business implications: risks, opportunities, strategy, business transformation	(95 min) <b>Case study and Conversation</b> with Olivier Boutellis, CEO, Accountancy Europe
17:10	<b>Pillar 7:</b> Wrap up of the session and key takeaways	(20 min) <b>Conversation</b> with Chapter Zero Brussels, Speaker TBC
17:30	<b>End</b>	

# INSTRUCTION DETAILS

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### *ecoDa's Missions*

- I. To promote the role of directors, to develop professionalism and European governance standards;
- II. To influence the European decision-making process related to Corporate Governance;
- III. To provide services to its members, mainly by providing information regarding relevant European issues;
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## ABOUT CHAPTER ZERO BRUSSELS

Chapter Zero Brussels' vision is to leverage the central position of Board of Directors, the European Union Institutions and the World Economic Forum in the fight against Climate Change, to reduce global emissions and ensure a sustainable future for all.

The non-profit organization empowers Board of Directors across Belgium and the EU to ensure climate accountability and act on reducing GHG emissions resulting directly and indirectly from their companies activities.

### *Activities are focused on:*

- Empowering: Chapter Zero Brussels provides first-class knowledge programs, fact-based content, practical tools and best practices to empower directors to act.
- Connecting: Chapter Zero Brussels provides a network for directors to connect and exchange best practice among themselves, with key experts and stakeholders. Chapter Zero Brussels ensures dialogue with leading EU officials on pertinent climate policy topics.

# INSTRUCTION DETAILS

## Location

Accountancy Europe  
Avenue d'Auderghem 22/28/8  
1040 Brussels





# Thank you for your interest

If you have any questions, please contact us to:

**education@ecoda.eu**

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2025 SPRING EDITION



# THE DIALOGUE BETWEEN BOARDS AND STAKEHOLDERS

*A course co-designed by ecoDa and ICGN*

# COURSE

## THE DIALOGUE BETWEEN BOARDS AND STAKEHOLDERS

4th April 2025

ICGN (The International Corporate Governance Network) and ecoDa (The European Confederation of Directors' Associations) joint course gives board members and other governance professionals what they need to know on the purpose of governance and stewardship through an investor lens. More granular topics will be explored, including engagement between investors and non-executive directors, country differentiations in terms of the shareholders and board dialogue, what investors are looking for with regards to ESG performance...

“ *This course will help board members better understand investors' motivations, perspectives and concerns* ”

George Dallas, Policy Director, ICGN

This course is part of ecoDa's [European Board Diploma](#), but can be attended on a stand-alone basis.



## Dialogue between boards and stakeholders is at the heart of all current issues

### *Confirmed speakers:*



George Dallas  
Head of Content,  
European Corporate Governance  
Institute (ECGI)



Fiona Ellard  
Senior Advisor,  
The Investor Forum



Cemre Aksu  
ESG Analyst,  
CANDRIAM

## Dialogue between boards and stakeholders is at the heart of all current issues

4th April 2025

Programme

Timing	Session	Content
9:00	ecoDa Welcome (Paola Schwizer, Full Professor in Financial Markets and Institutions at University of Parma and Affiliate Professor Banking & Insurance at SDA Bocconi School of Management)	Background to the session and to the current economic and political climate
9:15	ICGN Introduction	Introduction to ICGN and why the board/stakeholder dialogue is so important
9:45	Overview	Session aims and objectives Learners' objectives and experiences
10:15	Overview	<ul style="list-style-type: none"> <li>What is the purpose of corporate governance and stewardship?</li> <li>Role of the board from a shareholder perspective: what are shareholder expectations? Including reference to ICGN's Global Governance Principles</li> </ul>
11:05	<b>Break</b>	

## Dialogue between boards and stakeholders is at the heart of all current issues

4th April 2025

Reminder of the programme

Timing	Session	Content
11:20	Presentation: investor perspective by Cemre Aksu, <i>ESG Analyst, Governance Specialist Voting and Engagement, CANDRIAM</i>	
12:00		<ul style="list-style-type: none"> <li>• Engagement between investors and non-executive directors</li> <li>• Role of the Lead Independent Director</li> <li>• Country differentiation in terms of shareholder/board dialogue</li> <li>• Concert parties and other legal obstacles</li> <li>• What investors are looking for regarding ESG performance and the governance of sustainability</li> <li>• How to address ESG/sustainability factors in investor roadshows and investor engagement</li> <li>• Stakeholder relations and 'double materiality'</li> <li>• How to reconcile shareholder versus creditor engagement</li> <li>• 'Active' versus 'Activist' shareholders</li> <li>• What evidence says about governance and stewardship</li> </ul>
13:30	Lunch	



## Dialogue between boards and stakeholders is at the heart of all current issues

4th April 2025

*Reminder of the programme*

Timing	Session	Content
14:15	ESG metrics and board engagement	Concrete talk about ESG metrics, the underlying philosophy and why it is conceptually problematic
15:05	VW Case Study Introductory Presentation and breakout groups	An opportunity to play the role of one of the various stakeholders in this (in)famous case study
16:50	Summary and final Q&A	
17:20	Concluding remarks	

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## ABOUT ICGN

Established in 1995 and led by investors responsible for assets under management of around US\$70 trillion, ICGN advances the highest standards of corporate governance and investor stewardship worldwide in pursuit of long-term value creation, contributing to sustainable economies, societies, and the environment. This is achieved through a comprehensive international work programme based around three core activities:

- Influence: Promoting ICGN Principles as investor-led global standards for governance and stewardship and influencing public policy and professional practice;
- Connect: Delivering high-quality global events and webinars with unrivalled opportunities for networking, knowledge-sharing and collaboration;
- Inform: Enhancing professionalism in governance and stewardship practice through information and education.

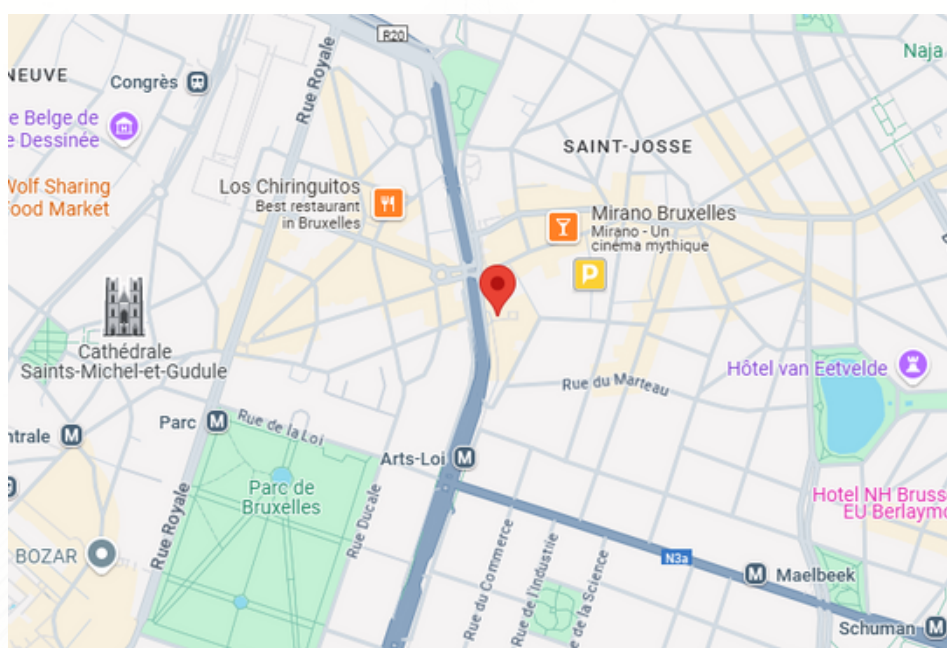
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