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## Agenda

### “Board Effectiveness and Assessments”

Ballroom ‘C’, Ritz Carlton Hotel, DIFC, Dubai, UAE

Time (hrs)	Topic and Speaker
09:00 – 09:15	<b>Registration Tea / Coffee</b>
09:15 – 09:20	<b>Opening Remarks</b> Mr. Yagub Al Serkal, Hawkamah & Mudara IOD
09:20 – 09:50	<b>‘Improving board effectiveness and assessing board performance’</b> Mr. Seamus Gillen, Policy Director, ICSA
09:50 – 10:15	<b>Breakfast</b>
10:15 – 10:45	<b>‘Conducting your first Board Assessment’</b> Ms. Claire Alves FCIS, Chief Administration Officer and Company Secretary, NASDAQ Dubai Ltd.
10:45 – 11:15	<b>‘Business Case Study on Board Evaluation Process – ADCB’</b> Ms. Sonya Santolin, Head Corporate Governance & Corporate Secretary, ADCB, Abu Dhabi
11:15 – 11:30	Q & A

### “Board Effectiveness and Assessments”

Mudara IOD and ICSA International and the ICSA Gulf Forum, with the support of the Hawkamah Corporate Governance Institute will be holding a breakfast seminar to discuss how board effectiveness can be measured and assessed.

The Board is at the very heart of corporate governance. The board’s effectiveness to be able to enhance shareholder and stakeholder value while appropriately monitoring management is an issue being discussed in corporate governance reviews and commissions globally and regionally. Given the evolving nature of corporate governance in the region, how can board effectiveness be measured? Is board effectiveness a concern in the region? Why should regional boards go through a board-level assessment process? How should board assessments be conducted? And more importantly what can boards do with the assessment results? Join us during our next Power Breakfast as we debate, explore, and find solutions on how to advance corporate governance practices in the region.

#### Who should attend?

This will be relevant to Board members, Chairman’s, Vice Chairman’s, Senior Executives or other senior professionals of all companies operating in the Middle East, listed and unlisted, across all sectors of business.

#### Key take aways:

- Define ‘Board Effectiveness’ and its importance for the region
- Understand the various board assessment strategies employed by international and regional companies
- Build the business case for a board assessment for your Board
- Explore how board assessments contribute to board effectiveness.

## Speakers Bios

**Yagub Bin Yousef Alserkal**



Yagub Bin Yousef Alserkal joined Hawkamah, The Institute for Corporate Governance and Mudara Institute of Directors in March 2011. He is closely working with the team on Corporate Governance in analysis and research of regional companies. He led the first Mudara IOD initiative on “Family Business” and interacted with the regional board and families. He joined DIFC as a Future Leader and has previously worked with Deutsche Bank DIFC in the Corporate Investment Banking Coverage department. Apart from this, he has his own family business and holds a position of Managing Director at Madina Mall.

Yagub holds a double major bachelors degree in Finance and Marketing from the Queensland University of Technology in Brisbane Australia.

**Seamus Gillen**



Seamus is Policy Director at the Institute of Chartered Secretaries and Administrators (ICSA). He authored the UK Financial Reporting Council’s guidance on board effectiveness, as well as ICSA’s report on boardroom behaviours. He is also responsible for the ICSA Hermes Transparency in Governance Awards, for companies excelling in their standards of governance disclosure in their Annual Report.

Seamus was originally a senior policy adviser for the UK government, and was Private Secretary to John Gummer MP, Secretary of State for the Environment, and John Prescott MP, Deputy Prime Minister. He has worked on secondment to the French government. In the commercial sector, Seamus held positions as the Company Secretary and Director of Regulation at Anglian Water (later AWG) plc, and as Head of Public Policy and Regulation at O2 plc, now part of the Telefonica Group.

Seamus specialises in the areas of governance, disclosure and reputation, issues of strategic importance to boards in all sectors.

Seamus has a degree in business studies, an MBA from Henley Business School, and is a Fellow of the Institute of Chartered Secretaries and Administrators. He is married, with four children, and lives in Hertfordshire in the UK

**Claire Alves FCIS**



Claire Alves is the Chief Administration Officer and Company Secretary of NASDAQ Dubai and her responsibilities include Marketing and Human Capital. She is also Company Secretary of Borse Dubai Ltd.

Prior to joining NASDAQ Dubai (formerly known as DIFX) in February 2004, Claire was Deputy Company Secretary of Exel plc, a UK FTSE 100 company and global leader in supply chain management prior to its acquisition by Deutsche Post.

Claire is a qualified Company Secretary and a Fellow member of the UK Institute of Chartered Secretaries and Administrators (ICSA). She has 17 years’ experience in the corporate governance and company secretarial field. She is Chairperson of ICSA Gulf Forum, a governance networking group which promotes the role of the company secretary and good corporate governance practice.

**Sonya Santolin**



Sonya Santolin is the Head of Corporate Governance & Corporate Secretary at ADCB, Abu Dhabi. She joined ADCB (‘the Bank’) in Sept 2008 to implement good corporate governance practices in the Bank.

Sonya is a qualified lawyer in Ontario, Canada. Her experience in corporate law and financial services spans several jurisdictions and includes offshore fiduciary services, mutual funds, corporate administration, securities regulation and corporate law. Prior to joining ADCB Sonya held senior managerial roles with JPMorgan in Switzerland and Amicorp BVI, in addition to private practice and in-house roles.

Sonya is a member of the Law Society of Upper Canada, ICSA and STEP