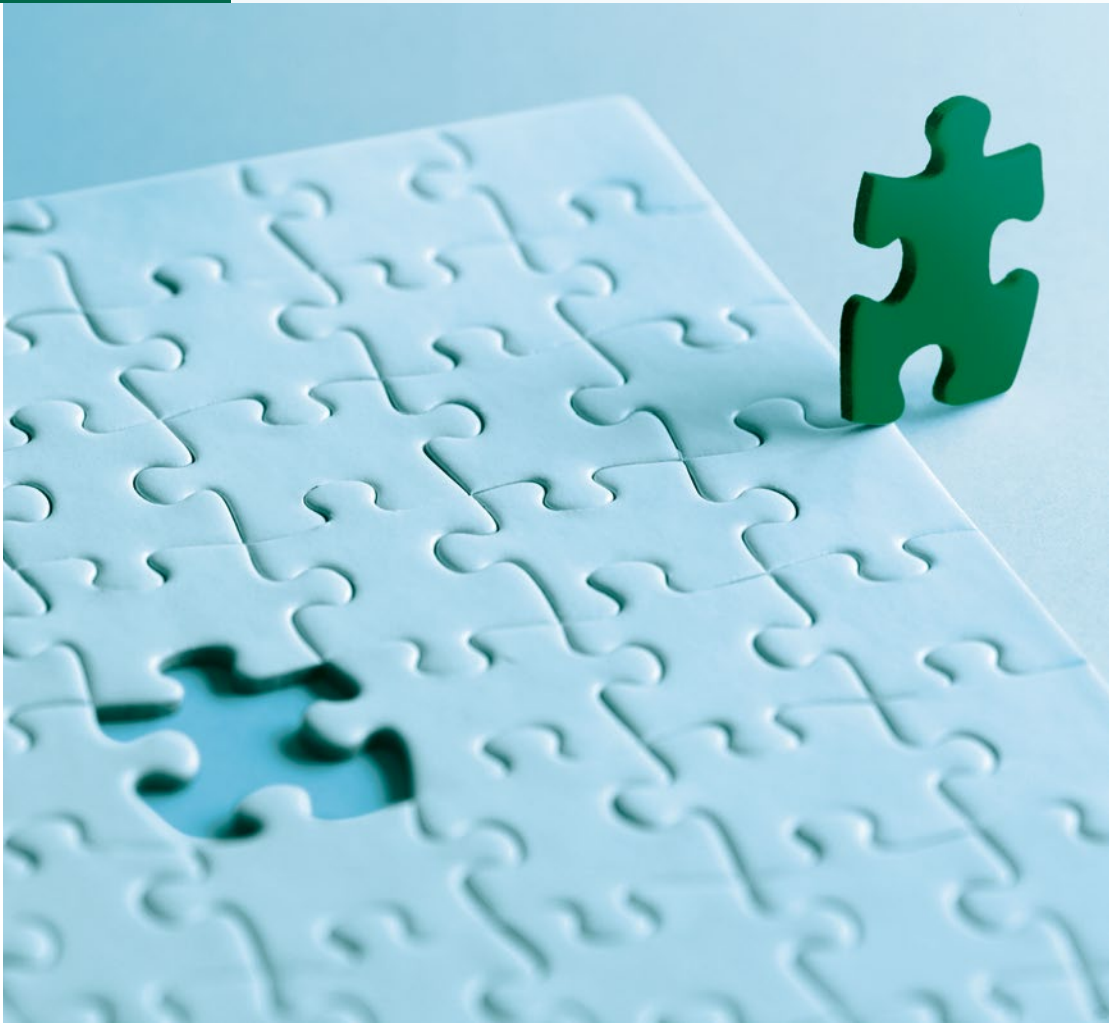


INSEAD

CORPORATE GOVERNANCE

INSEAD CERTIFICATION FOR DIRECTORS



The Business School
for the World®

A GLOBAL NETWORK AND EXPERTISE IN GOVERNANCE



APPLY YOUR LEARNING THROUGH CERTIFICATION

INSEAD Certification in Corporate Governance helps directors from around the world to further develop their effectiveness and excellence as directors. Participants engage in a personal learning and development journey that leads them to gain not only knowledge and skills, but also purpose and commitment in their role. They become exceptionally effective contributors to the boards and organisations they serve, as well as better supervisors for the executives they oversee. Holders of the INSEAD Certificate in Corporate Governance (known as IDP-Cs) are invited to join the exclusive INSEAD Directors' Network which is a global club within the INSEAD alumni community.



JOIN A GLOBAL GROUP OF DIRECTORS

Offering a unique global experience, our governance programmes bring together a high-calibre group of directors who are committed to achieving excellence through personal development and learning. Participants come from a range of backgrounds and are eager to promote good governance across the globe, providing you with a broader perspective on your challenges as a director. This group allows you to compare governance practices in different countries and cultures – the INSEAD Directors' Network is made up of more than 500 international directors from 51 different nationalities. You will also join our worldwide community of more than 54,000+ alumni.



INSEAD CORPORATE GOVERNANCE CENTRE

The INSEAD Corporate Governance Centre was launched in 2010 and undertakes cutting-edge research and teaching. It aims to offer new programmes and events that foster a global dialogue on the challenges of corporate governance and leadership in an international context.



ADDRESS YOUR BOARD CHALLENGES

Our programmes – which are tailored to the needs of board members, and characterised by debate and exchange, relevance and impact — are designed to support you in your aim to make a positive difference as a director. They enable you to gain the skills, knowledge and insights you need for more effective governance in today's fast-changing and globalised world.



LEARN FROM THOUGHT LEADERS

Learn directly from the thought leaders who create theories instead of just teaching them. Our world-class faculty draw upon innovative teaching methods, combining the latest business theory with real-world practice and application to ensure maximum learning impact in the boardroom.



"Common to both programmes is the fact that they provide you with insights into best practice. They help you see what you are doing right but also what you need to do better. You get to see this surrounded by an international group of peers. You realise that, ultimately, we are all confronted with similar issues, and you learn to tackle them effectively."

Doris Albisser (IDP-C)*

Owner and Chair of Evalugloba AG,
co-founder of the CLS Communication AG
and member of the Board of Directors of
Switzerland Global Enterprise
Past Participant, International Directors
Programme and Leading from the Chair

* (IDP-C) Certified from the International
Directors Programme

INSEAD CERTIFICATION FOR DIRECTORS

In today's volatile business environment, organisations need board members with the expertise to guide them towards sustainable value creation. As a leading educational player on the global business stage, INSEAD is uniquely positioned to help directors hone their skills and enable more effective corporate governance in an increasingly fast-changing world. That's why we offer two types of certification for directors – the **Certificate in Corporate Governance** and the **Advanced Certificate in Corporate Governance**. These two certificates complement each other: participants who obtain our Certificate in Corporate Governance can then attend a selection of INSEAD Open Programmes to obtain the Advanced Certificate in Corporate Governance.

INSEAD CERTIFICATE IN CORPORATE GOVERNANCE

This certificate offers directors an opportunity to prove – and improve – their effectiveness and excellence. The Certificate in Corporate Governance is designed to be a global credential for board members operating internationally. It aims to be the first of its kind offered by an academic institution, and underlines our desire to be a part of this educational area, complementing our activities in management education. Participants build on the skills and knowledge they acquired through successfully completing the International Directors Programme. Holders of the Certificate in Corporate Governance understand the foundations of corporate governance. Furthermore, the certificate attests to a director's commitment to continuously develop their effectiveness and excellence.

INSEAD ADVANCED CERTIFICATE IN CORPORATE GOVERNANCE

This advanced certificate is designed for holders of the Certificate in Corporate Governance who wish to further pursue their development across core competencies that are key to effective directorship. It provides participants with a personal development plan at board level over multiple years (up to a maximum of five years) that is both stimulating and engaging. Directors gradually master the different technical and leadership competences and skills needed in the boardroom, and become better equipped to address their duties and responsibilities. Directors can choose from a selection of INSEAD Open Programmes that focus on key areas that bring value to the boardroom, including leadership, strategy and value creation. In addition, active board membership is required to be able to explore and demonstrate effective application of theory and concepts in practice. Holders of the Advanced Certificate in Corporate Governance convey confidence and authority in their professional circles.



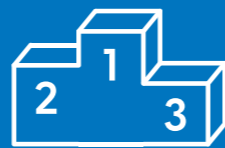
BECOME AN INSEAD-CERTIFIED DIRECTOR

Demonstrate your ability to assume board roles by completing programmes that focus on four core competencies: director effectiveness, leadership, strategy and value creation.



DELIVER VALUE TO YOUR BOARD WORK

Improve your performance and make a positive difference as a director, and show your commitment to your own development and to your organisation.



JOIN OUR GLOBAL NETWORK OF DIRECTORS

Benefit from lifelong networking and learning opportunities through the INSEAD Directors' Network and INSEAD's worldwide community of more than 54,000+ alumni.



"What made the difference with INSEAD was the ability to become a Certified Director in corporate governance. I saw this as a challenge and knew it was something I wanted to work towards. Being certified means you are part of a very select network of very experienced individuals. It was a network I saw as being of very high quality. It has introduced me to people I would have never met otherwise. It helps create very strong connections, both locally and internationally."

Abdullah Al Mutrif (IDP-C)*

Corporate Development & Governance Manager, Al Tamimi Holding Company, Saudi Arabia

Past participant, International Directors Programme

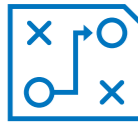
* (IDP-C) Certified from the International Directors Programme

HOW TO GET STARTED



STEP ONE: ASSESS YOUR NEEDS

Talk to our experienced programme advisors for a personal assessment and identify the skills you would like to develop or reinforce.



STEP TWO: APPLY AND GET ADMITTED TO THE INTERNATIONAL DIRECTORS PROGRAMME

Register for the International Directors Programme. You will need to demonstrate your board experience, outline your motivation for applying to the programme and provide two reference letters.



STEP THREE: COMPLETE THE INTERNATIONAL DIRECTORS PROGRAMME AND OBTAIN THE INSEAD CERTIFICATE IN CORPORATE GOVERNANCE*

Successfully complete the International Directors Programme by participating in the following three modules:

- Board Fundamentals: Responsibility, Effectiveness, Decision Making and Strategy
- Board Dynamics, Efficiency and the Role of Committees
- Developing Directors and Their Boards

Obtain the INSEAD Certificate in Corporate Governance and become an IDP-C (Certified Director). You will need to:

- Successfully participate in the three programme modules
- Demonstrate the necessary credibility to assume board roles
- Show evidence of a spirit of continuous self-improvement in board service
- Produce a written report that illustrates your ability to apply the programme learning to actual board contexts
- Provide an oral defence of the report at the discretion of the certification committee

Holders of the INSEAD Certificate in Corporate Governance (IDP-Cs) become part of our alumni community and receive a 30 per cent discount on all Open Programmes.

*Participants who completed the Modern Governance in Banking programme and obtained the INSEAD Certificate in Corporate Governance (IDP-C) can also be qualified to obtain the Advanced Certificate in Corporate Governance.



STEP FOUR: OBTAIN THE INSEAD ADVANCED CERTIFICATE IN CORPORATE GOVERNANCE

Attend at least three Open Programmes from at least two categories of programmes (strategy and value creation) over a five-year period. Relevant programmes include:

Leadership:

- Leading from the Chair
- The Family Enterprise Challenge
- AVIRA: Awareness, Vision, Imagination, Role, Action
- LEAP: Leadership Excellence through Awareness and Practice
- The Challenge of Leadership

Strategy:

- Advanced Strategy for Directors
- Managing Partnerships and Strategic Alliances
- M&As and Corporate Strategy

Value Creation:

- Value Creation for Owners and Directors
- Finance for Executives
- Advanced International Corporate Finance

Provide evidence to show that you currently hold a board seat.

Present a paper that summarises the gradual mastery you have gained through your personal learning and development journey.



INSEAD EUROPE CAMPUS

Margy Fuller, Programme Advisor, Governance Programmes

Boulevard de Constance 77305 Fontainebleau Cedex, France
Tel: +33 1 60 72 41 27

Email: margy.fuller@insead.edu

INSEAD ASIA CAMPUS

Ivy Ng, Manager, Corporate Governance Centre

1 Ayer Rajah Avenue, Singapore 138676

Tel: +65 6799 5170

Email: ivy.ng@insead.edu

DEVELOPING A NETWORK OF INTERNATIONAL DIRECTORS

After successful completion of the **International Directors Programme (IDP)**, participants are invited to join the INSEAD Directors' Network (IDN), a growing community composed of chairs and non-executive directors, CEOs and other C-suite executives, and senior professionals from the institutional investment community and senior partners of professional firms who serve on boards.

Representatives of former classes have formed an official INSEAD alumni group: the INSEAD Directors' Network (IDN). Its mission, in partnership with INSEAD, is to keep this international network active and provide its members with opportunities to share, exchange and deepen their knowledge in order to create better governance practices. The INSEAD Directors' Network provides guidance to the **INSEAD Corporate Governance Centre (ICGC)** on INSEAD's future corporate governance offer and possible partnerships, and also sponsors joint activities with ICGC for IDP members.

Holders of the INSEAD Certificate in Corporate Governance (IDP-Cs) are invited to join the IDP LinkedIn Group, where INSEAD posts updates on its latest research and activities in the field. IDP-Cs are regularly invited to events around the world, and benefit from the INSEAD Directors' Network Advocate and Connect Board Search Initiative.

Events such as the **INSEAD Directors Forum** are organised on a regular basis to hand out certificates and as an opportunity to meet, share experiences and discuss the latest developments with faculty. These meetings are held in France, Singapore and other countries, as determined by the INSEAD Corporate Governance Centre (ICGC), in discussion with the INSEAD Directors' Network.



The Advisory Committee of **INSEAD Directors' Network** currently comprises:

Helen Pitcher OBE, IDP-C (UK)
President of IDN; Chairman Advanced Boardroom Excellence Consulting, UK

Liselotte Engstam, IDP-C (Sweden)
Non-Executive Director Zalaris, Knowit, etc; Chair Aino Health, Digoshen. Advisor to EU Commission on Digital Corporate Governance; Startup Coach.

Mary Elizabeth Francia, IDP-C (Peru)
Non-Executive Director, SeroWires Consulting USA, Netherlands

Alison Gaines, IDP-C (Australia)
Vice-Chair of IDN; Managing Director, Gerard Daniels Board Consulting/ Australia

Dominic Nixon, IDP-C (UK)
Independent Director; Former Partner of PwC

Christopher de Mattos, IDP-C (UK)
Non-Executive Director, RAB Capital Ltd Funds, UK

Antonio Nieto-Rodrigues, IDP-C (Spain)
Chairman of the Board of Directors, Project Management Institute

Michael Vareika, IDP-C (USA)
Independent Director; Investment Funds, Luxembourg

Louise Beveridge, IDP-C (Ireland/France)
Entrepreneur/self employed; Founding partner, BetterBrandBetterBusiness

Susan Dudley, IDP-C
IDN Administrative Support; Regional Director, Advanced Boardroom Excellence

They are supported by 17 regional ambassadors.



"You learn a lot from the others. You are surrounded by very experienced board members. The experiences that they have and share are very valuable. I have kept in contact with several of the participants. What you see is that you are not alone, and that no matter the market you work in, the industry you are involved with, the challenges are similar and you can learn and get support from others."

Satrijo Tanudjojo (IDP-C)*

CEO of Nexans China, China
Past participant, International Directors Programme

*(IDP-C) Certified from the International Directors Programme

FAQs

I WANT TO APPLY FOR AN INSEAD CERTIFICATE FOR DIRECTORS. WHAT SHOULD I DO?

Whether you have already attended an Open Programme focused on key areas that bring value to the boardroom or you intend to participate in one for the first time, our specialist advisors will work with you to identify the most suitable path to obtaining your certificate. This will help you to design a long-term learning plan, maximising the impact for you and your organisation.

IS THERE AN ADDED COST?

No, there is no additional cost beyond the total programme fees.

WHEN IS THE NEXT SESSION OR START DATE FOR THE ADVANCED CERTIFICATE IN CORPORATE GOVERNANCE?

The start date depends on which programme you choose from a list of 11 Open Programmes. You need to successfully complete the INSEAD Certificate in Corporate Governance and at least three programmes over five years to be eligible for the Advanced Certificate in Corporate Governance.

HOW MANY PROGRAMME DAYS IN TOTAL DO I NEED TO COMPLETE IN ORDER TO OBTAIN THE ADVANCED CERTIFICATE IN CORPORATE GOVERNANCE?

There is no minimum number of programme days needed to obtain the certificate. You need to successfully complete the INSEAD Certificate in Corporate Governance and at least three programmes from INSEAD's selection, over a five-year period.

CAN I COMPLETE THE THREE PROGRAMMES IN LESS THAN FIVE YEARS?

Yes, you can complete the programmes in less than five years, and in whatever order suits your needs. However, we recommend that you start by attending the International Directors Programme, which is the most complete programme in terms of director effectiveness, and which also enables you to join our alumni community with the INSEAD Certificate in Corporate Governance (IDP-C) and receive a 30 per cent discount on further programmes.

IF I AM ALREADY AN IDP-C HOLDER, HOW MANY YEARS DO I HAVE TO COMPLETE THE THREE PROGRAMMES?

If you obtained your Certificate in Corporate Governance prior to 2017, you have until 2022 to complete the three programmes.

For any further information, please contact:

INSEAD EUROPE CAMPUS

Margy Fuller, Programme Advisor, Governance Programmes
Boulevard de Constance 77305 Fontainebleau Cedex, France
Tel: +33 1 60 72 41 27
Email: margy.fuller@insead.edu

INSEAD ASIA CAMPUS

Ivy Ng, Manager, Corporate Governance Centre
1 Ayer Rajah Avenue, Singapore 138676
Tel: +65 6799 5170
Email: ivy.ng@insead.edu

INSEAD Europe Campus

Boulevard de Constance
77305 Fontainebleau Cedex, France
Tel: +33 1 60 72 42 90
Email: execed.europe@insead.edu

INSEAD Asia Campus

1 Ayer Rajah Avenue
Singapore 138676
Tel: +65 6799 5288
Email: execed.asia@insead.edu

INSEAD Middle East Campus

Al Khatem Tower, ADGM Square, Al Maryah Island
P.O. Box 48049, Abu Dhabi, United Arab Emirates
Tel: +971 2 651 52 00
Email: execed.mena@insead.edu

www.insead.edu/executive-education