

DAY ONE – TUESDAY 1 JULY 2025	
08:30	Registration and exhibition hall open
09:30	Conference begins
09:35	Welcome address Sara Drake, Chief Executive, Chartered Governance Institute UK and Ireland
09:45	Does growth trump governance In an era marked by rapid geopolitical shifts and economic uncertainties, the balance between growth and governance has never been more critical. This session will explore the complex dynamics of global political risks and their practical impacts on businesses and policymakers. Speaker: Bronwen Maddox, Director and CEO, Chatham House
10:20	Looking ahead: Corporate Governance reform The Chartered Governance Institute UKI's Policy & Research Director, Peter Swabey FCG will discuss the latest developments in corporate governance and other significant changes afoot. Moderator: Peter Swabey FCG, Policy & Research Director, Chartered Governance Institute UK and Ireland Speakers: <ul style="list-style-type: none"> • Tracey Brady, Head of Global Corporate Services, Diligent • Mark Buckley, Implementation Lead – Authorised Corporate Service Providers, Companies House • Miranda Craig FCG, Director of Strategy and Change, Financial Reporting Council • A representative from The Department for Business and Trade
10:50	Refreshment break
11:20	Ministerial Address Justin Madders MP, Parliamentary Under Secretary of State, Department for Business and Trade

11:35	<p>Navigating governance risk</p> <p>This session will delve into the critical aspects of governance risk, focusing on how organisations can effectively manage and mitigate risks through robust governance frameworks. Governance risk encompasses the potential threats to an organisation's ability to achieve its objectives due to inadequate or failed governance structures, policies, and processes.</p> <p>Moderator: Ian Livsey, Chief Executive, Institute of Risk Management (IRM)</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Derek Leatherdale, Senior Geopolitical Risk Adviser, Sibylline Ltd • Habi Patel, General Counsel and Company Secretary, Cancer Research UK
12:15	<p>Governance with Grit: Why the Future Belongs to the Bold</p> <p>A high-energy panel for rule-breakers, change-makers, and future-shapers.</p> <p>Governance is facing a reputation crisis—too often seen as slow, grey, or behind the curve. It's time to flip the script.</p> <p>This won't be your typical panel. Join bold voices who are reshaping leadership—in boardrooms, in business, and beyond.</p> <p>We'll take on trust, transformation, and what it truly takes to lead in a high-stakes, high-speed world. No more sidelines. Governance is stepping into the spotlight—strategic, energising, and indispensable.</p> <p>The future doesn't belong to the passive. It belongs to the bold.</p> <p>Moderator: Erika Eliasson-Norris FCG, CEO, Beyond Governance</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Julian Baddeley, Group Company Secretary, National Grid • Darren Barnett FCG, Assistant Company Secretary, GSK • Lucy Glover ACG, Deputy Company Secretary, Smiths Group plc
12:50	<p>Lunchtime lowdown</p> <p>A five-minute recap on this morning sessions</p>

12:55	Lunch break
14:00	<p>Breakout One: Company Boards and Geopolitical Risk - an Emerging Governance Dimension</p> <p>The business impacts of geopolitical volatility have grown rapidly in recent months and years, with the post-Cold War model of globalisation unfettered by macro unpredictability now replaced by pervasive geopolitical instability across the global economy. The impacts on business can be wide-ranging, often indirect, and can feed into broader macro risk. In many cases, boards are having to play catch-up with this environment, trying to understand how unpredictable external forces may affect their organisation and what can be done in response. But this is a new area for many boards, as they look for advice on what practical steps they can take to re-consider geopolitical exposures.</p> <p>This break-out session will bring forward insights into how other boards have evolved their approach to geopolitical risk considerations and provide those in strategic governance roles with practical suggestions on how they can support their boards in grappling with this agenda.</p> <p>Speaker: Derek Leatherdale, Senior Geopolitical Risk Adviser, Sibylline Ltd</p>
14:00	<p>Breakout Two: All change at Companies House</p> <p>The Economic Crime and Corporate Transparency Act will radically change the way that Companies House works. This session will explain how recent changes to UK company law will affect your organisation and give attendees the forum to ask their burning questions.</p> <p>Speaker: Mark Buckley, Implementation Lead – Authorised Corporate Service Providers, Companies House</p>
14:00	<p>Breakout Three: Board evaluations uncovered: trends & takeaways from the FTSE 100</p> <p>Exclusive insights from Board Intelligence’s research into FTSE 100 board evaluations. In this session, we'll reveal the latest board review trends, explore what they mean for boards and governance teams, and share new evaluation techniques that will help your board stay ahead of the curve.</p> <p>Speaker: Dineshi Ramesh, Director, Board Intelligence</p> <p>Session sponsored by Board Intelligence</p>

14:40	<p>Breakout One: Optimising board behavioural dynamics</p> <p>Join us as we launch our Handbook which maps in granular detail how to facilitate the people processes of the Board – appointing, inducting, training & developing, evaluating & acting, NED succession planning, composing & designing, and reappointing. We call this Board Behavioural Dynamics. The Handbook was designed following the analysis of practices in 50 FTSE boards and validation of the maps with over 600 participants (in collaboration with CGIUKI).</p> <p>We will start the session with a celebration of the launch, then have a panel discussion on how and why this will be an invaluable resource to CGI members, and finish with Q&A. Attendees will take away the Executive Summary and an electronic download of the Handbook – this includes a strategic overview, the six detailed process maps, a regulatory overview of Board Behavioural Dynamics in UK, US and Sweden, a NomCom annual planner, and practical Board Behavioural Dynamics questions to consider.</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Andrew Fairhurst FCG, Experienced Governance Professional and Former Director of Company Secretarial at Legal & General • Loretto Leavy FCG, Group Company Secretary and PhD Researcher, University of Exeter Business School • Ruth Sealy, Professor of Leadership, Henley Business School & Honorary Professor, University of Exeter Business School • Peter Swabey FCG, Policy & Research Director, Chartered Governance Institute UK and Ireland
14:40	<p>Breakout Two: Effective board comms</p> <p>This session will provide tips and insights to help your executive board understand and enhance board papers, agenda setting, board induction packs and manage the expectations of the board.</p> <p>Moderator: Terri Le Couteur</p> <p>Speaker:</p> <ul style="list-style-type: none"> • Peter Ho FCG
14:40	<p>Breakout Three: The critical relationship between subsidiary governance and Legal Entity Rationalisation projects</p> <p>This panel session will explore the intricate connection between effective subsidiary governance and the success of legal entity rationalisation projects. Our panellists will discuss best practices, common challenges, and strategic approaches to ensure that governance frameworks support and enhance rationalisation efforts. Attendees will gain valuable insights into aligning governance structures with organisational goals, mitigating risks, and driving efficiency in complex corporate environments.</p>

	<p>Moderator: Kim Hyun Kyung, Client Development Director, Computershare Entity Solutions</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Alex Haynes FCG, Deputy Company Secretary, WPP PLC • Cameron Holloway, Managing Director, JC Consulting • Georgina Mills, Director, Computershare Entity Solutions <p>Session sponsored by Computershare</p>
15:15	Refreshment break
15:45	<p>Breakout One: Ignite passion and inspire growth: Crafting company values that shape your culture</p> <p>Leeds Beckett University and the Worshipful Company of Chartered Secretaries and Administrators have conducted research into the ‘Value of Culture in Governance’, igniting passion and inspiring employees to reach new heights.</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Clare Barrett (MA Oxon) FCG, Group Company Secretary, Quilter plc • Dr Nick Beech PhD, Course Director, Leeds Beckett University • David Lock FCG, Past Master and Research Committee Chair, Worshipful Company of Chartered Secretaries and Administrators
15:45	<p>Breakout Two: AI business models: How to translate the ideas into reality</p> <p>AI has evolved from a futuristic concept to a crucial aspect of modern technology. Businesses across various industries harness AI’s power to enhance processes, make informed decisions, and create innovative products and services. However, the journey from an AI idea to its successful implementation is complex and multifaceted.</p> <p>Moderator: Richard Young</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Harmeen Birk, Founder, Collective 8 AI • Michaela Golden ACG, Assistant Company Secretary, YouGov plc
15:45	Breakout Three: The Future of Governance Teams: Streamlining Structure, Harnessing Expertise, and Embracing Technology

	<p>Join us for this useful panel discussion as we look at:</p> <ul style="list-style-type: none"> • Understanding how to structure an efficient and high-performing governance team. • Exploring strategies to enhance effectiveness and reduce costs. • Identifying key technologies that streamline governance operations and improve compliance. • Learning actionable steps to future-proof your governance setup. <p>Speakers:</p> <ul style="list-style-type: none"> • Chelsea Chivers GradCG, Head of UK Entity Management, LawDeb • Nicola Lambourne ACG, Director, LawDeb • Charlotte Locke ACG, Senior Manager - Company Secretarial, LawDeb
16:20	
16:25	<p>Closing Keynote – Positive Habits</p> <p>We are facing the greatest global pandemic of all time. Burnout, anxiety, and stress are at an all-time high. People are the most important asset. The better people look after themselves, the better they perform in all areas of life. In the recently published Mental State of the World 2023 Report, the UK scored second worst out of 71 countries.</p> <p>Kat is a positive habits international keynote speaker, teacher and consultant. Her life story of workaholism, breakdown and burnout inspires global audiences to make one small habit change. After losing everything in 2016, she had no choice but to start again. With ONE SMALL HABIT CHANGE.</p> <p>Former Global Commercial Director & CEO, Kat now works with organisations, leaders and individuals around the world to create one small positive habit change that actually results in increased wellbeing & resilience.</p> <p>The result? A healthier, happier and high performing work and home life.</p> <p>Speaker: Kat Thorne, The Morning Game Changer</p>
16:55	Closing remarks – conference roundup
17:00	Drinks reception
18:00	After Party at Kindred, Hammersmith - Sponsored by Diligent

DAY TWO – WEDNESDAY 2 JULY 2025	
08:30	Registration and exhibition hall open
09:30	Conference begins
09:40	<p>AI and regulation: Shaping the future</p> <p>As AI continues to advance at an unprecedented pace, the need for robust and adaptive regulatory measures becomes increasingly critical. This opening address will look at AI development, ethics, law, and policy and discuss the challenges and opportunities that lie ahead.</p> <ul style="list-style-type: none"> Emily Campbell-Ratcliffe, Head of AI Adoption, Governance and Skills, Department for Science, Innovation and Technology Tracey Brady, Head of Global Corporate Services, Diligent <p><i>Session sponsored by Diligent</i></p>
10:20	<p>Integrating culture after crisis</p> <p>Over the last year, the Chartered Governance Institute ran a series of in-depth workshops exploring trustworthiness. This session shares the findings, and how those in corporate governance can assist in fostering a culture of trustworthiness and purpose.</p> <p>Speakers:</p> <ul style="list-style-type: none"> Laura Higgins FCG, Founder, The CoSec Coach Charles Wookey, Director, Charles Wookey Associates
10:55	Tea and coffee break
11:25	<p>Doing good, whilst doing business: The future of ESG</p> <p>With new regulatory and legislative updates coming into action in 2025, criticism surrounding ESG initiatives and reporting continues to be a prevalent topic amongst governance professionals.</p> <p>This session will discuss the challenges and ongoing debate surrounding the implementation and effectiveness of ESG policy, such as a lack of standardisation, complexity and achievability, and greenwashing.</p> <p>Speaker: Iraj Abdul Aziz, Senior Associate, S&P Climate and Sustainability Services</p>

12:05	<p>Generational diversity and workplace dynamics</p> <p>Our workplaces are more diverse than before, with up to five generation types, working alongside one another each with their own nuances, which can leave us scratching our heads and wondering, how we can work better together by embracing these differences.</p> <p>Speaker: Dr. Elizabeth Consultancy, Psychologist, speaker, executive consultant and coach</p>
12:45	<p>Lunchtime Lowdown</p> <p>A five-minute recap on this morning sessions</p>
12:45	Lunch break
13:40	<p>Breakout One: Preparing your framework: Internal controls and risk management</p> <p>From 1 January 2026, companies will have to provide significantly more information about their internal controls, to comply with the new Provision 29, in the Corporate Governance Code.</p> <p>This session looks at the changes that companies will need to understand, should report on and what that means in practice for boards and their organisations.</p> <p>Moderator: Maureen Beresford, Head of Corporate Governance, Financial Report Council (FRC)</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Lyn Colloff FCG, formerly Company Secretary, Wincanton • Victoria Whyte FCG, SVP & Company Secretary, GSK
13:40	<p>Breakout Two: The new Charity Governance Code: What's changed and why it matters</p> <p>Several significant developments are expected to impact the charity sector in 2025. This session explores the proposed and forthcoming changes to the Charity Governance Code and will also look at reporting.</p> <p>Moderator: Radojka Miljevic, Partner, Campbell Tickel</p> <p>Speakers:</p>

	<ul style="list-style-type: none"> Valentina Dotto, Policy Adviser at the Chartered Governance Institute UK and Ireland Ruo Wu, Senior Associate – Charities & Social Enterprises, Winckworth Sherwood
13:40	<p>Breakout Three: Tech-powered transparency: How smart reporting builds better governance</p> <p>Why do reporting cycles still feel harder than they should? An open and practical conversation about the friction points that persist - and how smarter use of technology is helping teams strengthen internal controls, reduce risk, and meet the evolving demands of good governance.</p> <p>Speakers:</p> <ul style="list-style-type: none"> Sam Spivack, Growth Consultant, Atticus Lawrence Hagan ACG, Senior Assistant Company Secretary, NEXT plc Phoebe Stamford-Moroz FCG, Deputy Company Secretary, Rentokil Initial plc <p>Session sponsored by Atticus</p>
14:20	<p>Breakout One: Ethics code and culture</p> <p>Codes of ethics have become a staple of the modern business toolkit - but what are they for, and are they effective? Using data on FTSE 350 companies, this session will present new evidence about codes' influence on employee satisfaction and organisational culture, and provide insights into best practice.</p> <p>Speakers:</p> <ul style="list-style-type: none"> Professor Chris Cowton, PhD, DLitt, ACG, Associate at Institute of Business Ethics and Emeritus Professor University of Huddersfield Dr. Samuel Tosin Lawal PhD, Researcher, Institute of Business Ethics Dr. Zezeng Li, Assistant Professor in Accounting, Queen Mary University of London
14:20	<p>Breakout Two: Building and cultivating a culture prepared for AI</p> <p>Incorporating AI into core operations has become imperative for organisations navigating the ever-evolving business and technology landscape. Adopting new technologies is not the only aspect of an AI-first culture. It involves completely changing the organisation's</p>

	<p>mindset, procedures, and tactics to fully capitalise on AI's amazing potential. It requires an effective AI strategy, and this session explores how.</p> <p>Moderator:</p> <ul style="list-style-type: none"> James Harley, Principal Product Manager, Nasdaq <p>Speakers:</p> <ul style="list-style-type: none"> Moya Hayhurst FCG Keti Khukhunashvili ACG, Senior Company Secretary Europe, Schroders <p><i>Session sponsored by Nasdaq</i></p>
14:20	<p>Breakout Three: Reshaping the future: Cossecs as architects of strategic transformation</p> <p>Join us for a dynamic breakout session where we'll dive into the critical forces reshaping corporate strategies in today's volatile global landscape. Drawing on exclusive insights from our 2025 Global Business Complexity Report, this session will explore how governance professionals can lead with agility and foresight in an era of geopolitical turbulence, regulatory evolution, and stakeholder-driven priorities.</p> <p>Key Discussion Points:</p> <ul style="list-style-type: none"> Portfolio Transformation GCs as Strategic Leaders Building Global Resilience Beyond Compliance <p>Speaker: Ben Fielding, Market Head of Corporate BIIL and Corporate Clients, TMF Group</p> <p><i>Session sponsored by TMF Group</i></p>
14:55	Tea and coffee break
15:25	<p>Breakout One: Sustainability and beyond: Non-financial reporting</p> <p>Sustainability reporting is on the rise. Driven by the information needs of investors, consumers, regulators and other key stakeholders, businesses are increasingly committing significant time and resources to non-financial reporting.</p>

	<p>But what makes a GREAT sustainability report? How can your organisation derive real value from the process of preparing a sustainability report? What are your key stakeholders really looking to understand? And what are the pitfalls to be avoided?</p> <p>In this session, our expert panellists will share practical insights and best practices to help your organisation achieve excellence in sustainability reporting.</p> <p>Moderator:</p> <ul style="list-style-type: none"> Joshua Simons, Senior Manager - Environmental Lead, Bank of England <p>Speakers:</p> <ul style="list-style-type: none"> Josh Domb, Lawyer, Gen-R Law Lucy Glover ACG, Deputy Company Secretary, Smiths Group plc
15:25	<p>Breakout Two: Encouraging challenge in the boardroom</p> <p>This session looks at giving individuals the tools and confidence to speak up, deal with difficult board members and how to be more impactful in board meetings.</p> <p>Moderator: Sharon Constançon FCG, CEO, Genius Boards</p> <p>Speakers:</p> <ul style="list-style-type: none"> Samira Chambas-Yusuf ACG, Senior Assistant Company Secretary, Diageo Anthony Corriette FCG, Company Secretary – Commercial, BBC Studios Limited
15:25	<p>Breakout Three: End of an era for the Physical AGM</p> <p>The traditional physical AGM — held in a hired venue, with lowering attendance and little relevant engagement — is nearing its end. The UK regulator’s potential move to formally allow virtual-only AGMs for listed companies represents a pivotal moment. But legal reform alone won’t modernise meetings — strategy and technology must lead.</p> <p>In this session, Lumi Global brings together leading company secretaries who’ve already made the leap to digitally enabled AGMs. We’ll</p>

explore what it means to break free from the constraints of physical venues and embrace formats that increase participation, improve voting integrity, and give your board back control of the shareholder experience. Whether hybrid or virtual-first, this is your AGM — redefined.

Speakers:

- Ben Riley, UK Sales Director, Lumi Global
- Adaeze David, Chartered Corporate Secretary, Haleon
- Camilla Johnstone ACG, Deputy Company Secretary, AstraZeneca

Session sponsored by Lumi

16:00	
16:05	Building Better Conversations A lively and practical session on how to create better conversations through appreciating different perspectives, aligning desired outcomes, asking great questions (and really listening to the answers), and investing in our human relationships. Speaker: Beth Stallwood
16:45	Closing remarks