

Boardroom professional development

Non-Executive Director Programme

Summer/Autumn 2024

March 2024



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Introduction

The role of a Non-Executive Director (NED) remains challenging in a rapidly changing, interconnected and complex business environment. While supporting their executive team as they respond to challenges, NEDs are also the guardians of the long term sustainability of their businesses and need to have an eye on upcoming opportunities and risks. NEDs' input into strategy and oversight of governance and risk are therefore more important than ever.

The purpose of the PwC NED programme is to make available the firm's deep expertise and external contacts in order to explore topical board matters and support NEDs in their role. The PwC NED programme also provides NEDs with an invaluable opportunity to share ideas and experiences with peers.

The summer/autumn season will start in May with an event for NEDs who are members of the ICAEW, reviewing the new CPD requirements and highlighting how the PwC NED programme can help to fulfil these.

Geopolitics remain front of mind and the landscape is constantly changing with a knock-on effect on economics and the business environment. One recent change is the expansion of BRICS to include Egypt, Ethiopia, Iran, Saudi Arabia and the United Arab Emirates with effect from 1 January 2024 and an event will reflect on the implications of this.

Sustainability is also high on board agendas and two events in June will consider aspects of this. The first will explore net zero transformation, focusing on both strategies and the role of technology. The second will continue our look at the complex area of sustainability reporting including the issue of greenwashing.

Also in June, we will have the opportunity to hear from PwC UK's retiring Alliance Senior Partner, Kevin Ellis. Kevin will reflect on his tenure and share valuable lessons from his frequent dialogue with Chairs and CEOs. He will also discuss the critical roles of trust and purpose in business, as well as social mobility which is a subject close to his heart.

In July we will have an open topic session for NEDs to discuss whatever is front of mind, facilitated by experienced NEDs to allow for a sharing of ideas. There will also be an update for NEDs who are charity Trustees, discussing the hot topics for this sector, including the findings on the Future Charity Chair review from Malcolm McCaig and PwC experts.

Following the summer break, and in view of the significant election period to come, there will be two events. The first with Lord Gavin Barwell and Alan Milburn will look at the UK election and its potential impacts, while the second will focus on the ramifications of the US election.

In October, an event will explore the UK's productivity puzzle and strategies for sustainable growth, building on PwC's Productivity Tracker prepared in conjunction with Brands with Value. Productivity was a theme in our recent CEO Survey which also revealed that 21% of UK CEOs felt their organisations would not be viable in 10 years on their current path, with more than half committing to transformations. As a result, another event will reflect on the NEDs' role in supporting transformational change.


Technology has a key part to play in transformations and several events in October will explore facets of this. There will be a session to explore the eight essential technologies that PwC believes NEDs should reflect on. In addition, there will be a hands-on session exploring generative AI and extended reality as well as a separate event to consider the governance and risk of AI.

The Audit Committee Network will continue to run a series of update workshops to brief members on developments in corporate governance, reporting, accounting and audit reform, as well as other topics relevant to the Audit Committee agenda. For the Remuneration Committee, executive remuneration workshops will provide an update on current trends and future developments, and there will also be a separate session led by an experienced Remuneration Committee Chair to share tips for success in this role.

There are also separate briefings for the financial services sector where NEDs face particular challenges and there will be an event exploring consumer behaviour in the retail sector which has implications more broadly.

I hope you find the variety of board relevant topics of interest and I very much look forward to welcoming you to our events.

Kind regards



Dan Schwarzmann
Chair, Non-Executive Director Programme
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March 2024

Event Series

Summer/Autumn 2024

For the Board				
Event	Format	Date	Time	Location
Navigating the new CPD regulations for ICAEW members	Presentation and Q&A	Tuesday 7 May 2024	9:00am-10:00am	Virtual
BRICS expansion: Exploring the opportunities and risks in a global landscape	Presentation and Q&A	Thursday 23 May 2024	9:00am-10:00am	Virtual
Net zero transformation: Strategies, implications and the role of technology	Presentation and Q&A	Monday 3 June 2024	9:00am-10:00am	Virtual
Sustainability reporting and the issue of greenwashing	Presentation and Q&A	Tuesday 11 June 2024	9:00am-10:00am	Virtual
Leadership and trust: Insights from Kevin Ellis on board responsibility, social mobility and CEO conversations	Lunch discussion	Monday 17 June 2024	12:00pm-2:00pm	Embankment Place
Future of Retail: The impact of consumer behaviour	Presentation and Q&A	Tuesday 25 June 2024	9:00am-10:00am	Virtual
Open session - Navigating boardroom challenges	Lunch discussion	Wednesday 10 July 2024	12:00pm-2:00pm	Embankment Place
Charities: Hot topic for trustees	Presentation and Q&A, followed by lunch	Monday 15 July 2024	10:00am-1:00pm	Embankment Place
Implications of the UK election for business	Presentation and Q&A	Wednesday 11 September 2024	4:30pm-6:00pm	Embankment Place
Assessing the impact of the 2024 US election	Presentation and Q&A	Thursday 19 September 2024	4:30pm-5.30pm	Virtual
Unlocking UK productivity: Strategies for sustainable growth	Panel-led discussion and Q&A	Wednesday 2 October 2024	4:30pm-6:00pm	Embankment Place
Supporting CEOs with transformational change	Presentation and Q&A	Monday 14 October 2024	9.00am-10.00am	Virtual
Eight essential technologies: A strategic overview for NEDs	Panel-led discussion and Q&A	Wednesday 23 October 2024	12:00pm-2:00pm	Embankment Place (Note: space will be provided to work if you also wish to attend the later event)

For the Board (continued)

Event	Format	Date	Time	Location
Hands-on with GenAI and Extended Reality (XR)	Presentation and Q&A, including practical demos	Wednesday 23 October 2024	4:30pm- 6:00pm	Embankment Place (Note: space will be provided to work if you also wish to attend the earlier event)
Building Trust in AI: Navigating the complexities around governance and risk	Presentation and Q&A	Thursday 24 October 2024	9:00am- 10:00am	Virtual

Audit Committee Network events

Event	Format	Date	Time	Location
Technical update	Presentation and Q&A	Wednesday 19 June 2024	10:00am- 1:00pm	Embankment Place
		Wednesday 26 June 2024	9:30am- 11:00am	Virtual event

Remuneration Committee events

Event	Format	Date	Time	Location
Executive remuneration	Presentation and Q&A	Wednesday 5 June 2024	9:30am- 11:00am	Virtual event
		Thursday 13 June 2024	10:00am- 1:00pm	Embankment Place
What makes a great Remuneration Committee chair?	Lunch discussion	Monday 16 September 2024	12:00pm- 2:00pm	Embankment Place

Financial Services

Event	Format	Date	Time	Location
Cloud transformation: Why is it so difficult?	Presentation and Q&A	Tuesday 28 May 2024	4:30pm- 6:00pm	Virtual event
The value risk gap: A review of PwC's CEO and Global Risk surveys for FS	Presentation and Q&A	Wednesday 26 June 2024	9:00am- 10:30am	More London
Cost and productivity in FS: An update on trends in off and nearshoring and maintaining operational resilience	Presentation and Q&A	Tuesday 16 July 2024	4:30pm- 6:00pm	Virtual event
Generative AI: What is the investment focus in the FS industry and what's next?	Presentation and Q&A	Tuesday 17 September 2024	9:00am- 10:30am	More London
Regulatory change: A revisit of the Edinburgh reforms	Presentation and Q&A	Tuesday 15 October 2024	4:30pm- 6:00pm	Virtual event

Registration

Registration details

If you would like to join us at one or more of these events, please register using the following site address:

<https://cloud.uk.info.pwc.com/ned-programme-registrations-summer-autumn-2024?campaignID=7014L000000IJJQA4>

For queries regarding the NED programme, please email

uk_nedprogramme@pwc.com

If you would like to speak to someone, please contact Symran Raikhy directly using the following details:

Telephone +44 (0) 7483 397 724

Prior to the event, you will receive joining instructions with further details. If you are subsequently unable to attend an event you have registered for, we would be grateful if you could let us know.

Follow-up sessions

There is no charge for any of the NED programme activities included within this brochure. If you would like a specific follow-up session tailored for your company, we are able to provide bespoke training to individual Boards or Committees, subject to certain independence constraints where applicable, on a commercial basis.

Data protection

PricewaterhouseCoopers LLP (UK firm) will process your data as data controller in accordance with applicable data privacy and data protection legislation. We, and other firms in the PricewaterhouseCoopers network, may use your data to contact you with marketing information about PwC's business, services and events, and other information which may be of interest. If you would prefer to opt-out of further communications, please email uk_nedprogramme@pwc.com with 'Unsubscribe' in the subject line.

If you are registering as an attendee for an event, we may include your name and organisations in a list of attendees at the event and this may be circulated to other attendees in order that those present know who else is attending.

Podcasts and webcasts

Available on demand

Engage with our podcast/webcast series on your desktop or mobile device, and subscribe to keep up-to-date with all the latest episodes.

Business in focus podcast series

Explore the latest developments and practical advice to help keep your business resilient. As the world responds and adapts to external factors, our podcast series invites industry experts to look at the steps businesses can take.

<https://www.pwc.co.uk/issues/business-in-focus/podcast.html>

The A-Z of tech podcast series

In the A to Z of Tech podcast series, A is for Artificial Intelligence, B is for Blockchain, C is for Cyber Security, etc. Follow our journey through an alphabet of technology trends with PwC's technologists and special guests.

<https://www.pwc.co.uk/podcasts/a-to-z-of-tech-podcast-series.html>

Cyber security podcast series

The cyber security podcast from PwC UK covers the latest developments in cyber risk, resilience and threat intelligence. In each episode our host is joined by special guests to give you practical insight on how to improve your cyber security and create a more resilient business.

<https://www.pwc.co.uk/issues/cyber-security-services/cyber-security-podcast.html>

ESG webcast series

Introducing our new ESG webcast series: 'Good business for a stronger world'

<https://www.pwc.co.uk/issues/esg/esg-webcasts.html>

Economics in business podcast series

In this podcast series we will be exploring the outlook for the UK and global economy.

<https://www.pwc.co.uk/services/economics/insights/economics-podcast-series.html>

How to empower podcast series

This podcast series aims to empower you and others to take action and drive change for a more inclusive workplace.

<https://www.pwc.co.uk/services/human-resource-services/insights/how-to-empower/podcast-series.html>

Board events

Navigating the new Continuing Professional Development regulations for ICAEW members

Format: Virtual briefing

Date: Tuesday 7 May 2024

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Tuesday 7 May 2024 from 9:00am to 10:00am.

Event overview:

This event, tailored for NEDs who are members of the Institute of Chartered Accountants in England and Wales (ICAEW), focuses on Continuing Professional Development (CPD). It aims to provide a thorough understanding of the new CPD requirements and their impact. The chief officer for professional standards at the ICAEW will join us to explain the requirements, answer any questions and explain how PwC's NED programme can assist you in fulfilling these.

Event description:

The revised CPD rules are being introduced in order to maintain professional standards and ensure ICAEW members stay current.

The regulations became effective from 1 November 2023 and require individuals to identify their CPD category based on the work they perform. Each category has a minimum CPD hours requirement, a portion of which must be verifiable.

From 1 November 2023, at least one hour of verifiable CPD annually must be on ethics.

For this session we will be joined by a senior representative from the ICAEW who will take us through the requirements and what this means for NEDs who are members, as well as helpful tools that have been developed.

BRICS expansion: Exploring the opportunities and risks in a global landscape

Format: Virtual briefing

Date: Thursday 23 May 2024

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Thursday 23 May 2024 from 9:00am to 10:00am.

Event overview:

This event will provide NEDs with an understanding of the impact of new countries joining the BRICS alliance. Such geopolitical changes can affect global economic trends and the business environment. This event will help NEDs assess the risks and opportunities, inform strategic decisions and expand business horizons.

Event description:

The expansion of BRICS to include Egypt, Ethiopia, Iran, Saudi Arabia and the United Arab Emirates on 1 January 2024 marks a significant shift in the global economic landscape.

The inclusion of these new members, despite Argentina's withdrawal, has broadened the economic resources and strength of BRICS, potentially opening up new markets and opportunities for trade and investment.

The expanded BRICS now accounts for nearly half of the world's population, giving it substantial economic and demographic weight. This could potentially reshape the global economic order and provide a counterweight to the US and its allies.

The impact of this expansion is uncertain and will depend on various factors, including the policies adopted by the new members and their integration with the existing BRICS countries. The expanded BRICS, which includes six of the world's top oil producers, could influence global energy and provide more opportunities for its members to diversify their partnerships, enabling technology transfer, advancing space research and strengthening the BRICS' New Development Bank (NDB).

Businesses operating in BRICS countries will need to keep up to date with the latest developments and understand their implications. The expansion of BRICS has potential impacts that should be integrated into business strategy and planning. It allows businesses to identify new opportunities, assess risks and develop strategies for sustainable growth.

This session will discuss the BRICS expansion and its impact on UK and global businesses. As a result, it will support NEDs in their strategic decision making and in advising their respective businesses on future growth, stability and long-term success in an evolving global landscape.

Net zero transformation: Strategies, implications and the role of technology

Format: Virtual briefing

Date: Monday 3 June 2024

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Monday 3 June 2024 from 9:00am to 10:00am.

Event overview:

Join us for a session based on PwC's analysis of how businesses are driving net zero transformation. This session is designed to help NEDs understand the practical steps businesses are taking towards achieving their ESG goals. NEDs will also gain insights into how strategic planning and technology are helping businesses reduce costs, drive ESG agendas and achieve sustainability goals.

Event description:

This session offers an insight into how businesses are driving net zero transformation as well as understand the steps they are taking towards achieving their ESG goals.

The significance of net zero transformation to businesses is profound. It can enhance efficiency, reduce costs, improve customer service and build reputation among increasingly sustainability-conscious consumers. It also garners support from investors demanding strong environmental, social, and corporate governance. Businesses with clear commitments to net zero can benefit from greater access to capital, potentially at a lower cost. However, it is also important to understand the wider implications of transformation on a business' market strategy, corporate investment and their operating model.

In implementing net zero transformation, technology is pivotal if businesses are to drive efficient capture of ESG data, provide clear evidence to substantiate their ESG claims and enable businesses to make informed strategic decisions.

The combination of strategic planning and technology will offer NEDs an insight into how they can support their Boards and businesses to reduce costs, drive ESG agendas, achieve sustainability goals, and enhance their business' reputation with stakeholders.

Sustainability reporting and the issue of greenwashing

Format: Virtual briefing

Date: Tuesday 11 June 2024

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Monday 3 June 2024 from 9:00am to 10:00am.

Event overview:

NEDs are invited to a session to explore the complexities of ESG reporting and the implications of greenwashing.

Event description:

In 2023, PwC's Tax and Transparency report highlighted several key changes in sustainability reporting, marking the emergence of the 'big three' standard setters - the EU, the ISSB, and the SEC. This shift saw companies proactively reporting on new areas, reflecting a change in approach from 'what can I report' to 'what should I report'. The link between sustainability performance and finance also strengthened with ESG becoming a key performance factor.

The European Commission's adoption of the first set of European Sustainability Reporting Standards outlined detailed reporting requirements for the Corporate Sustainability Reporting Directive (CSRD), introducing materiality assessments for most data point requirements. The evolving landscape of sustainability reporting was further reflected in the voluntary nature of some reporting requirements and the phased introduction of others, particularly for smaller firms.

Looking ahead to 2024, our experts anticipate further significant changes. The new CSRD law is set to standardise non-financial reporting for all large companies and listed SMEs operating in the EU. The UK is also introducing the Sustainability Disclosure Requirements and the UK Sustainability Disclosure Standards, based on the ISSB's standards. Corporate disclosures about sustainability-related risks and opportunities will be introduced by the FCA for listed companies and the Department for Business and Trade for private companies.

These changes will place businesses under increased pressure to demonstrate commitment to sustainability. Robust reporting will not only ensure compliance but also create value and build societal trust. The new regulations will heighten stakeholder scrutiny and demand for transparency, helping businesses manage their sustainability-related risks and opportunities.

However, the risk of greenwashing - spending more on marketing 'environmental' credentials than on real sustainability measures - remains significant. This can have a substantial negative impact on a company's market value and its reputation. As such, there is an increased importance of transparency and accountability in corporate sustainability practices and the need for businesses to navigate this evolving landscape carefully.

Leadership and trust: Insights from Kevin Ellis on CEO conversations, board responsibility and social mobility

Format: In person

Date: Monday 17 June 2024

Timing: 12:00pm to 2:00pm

Date and location

This lunch discussion for a small number of attendees will be held on Monday 17 June 2024, from 12:00pm to 2:00pm, at our Embankment Place office.

Event overview:

Join us for an exclusive audience with PwC UK's retiring Senior Partner, Kevin Ellis. In this session, Kevin will reflect on his tenure and share valuable lessons including from his conversations with CEOs, politicians and other leaders across UK society. He will also discuss the critical roles of trust and purpose in business, including the importance of social mobility and how Boards can help to drive this agenda.

Event description:

Kevin was elected to Senior Partner in 2016, starting his role just after the Brexit vote and has led the firm through a period of much disruption around the world. Kevin will discuss the changes he has seen in his time in leadership. He will draw on the Edelman Trust index to describe the biggest changes society has seen in this period.

The change in the employer to employee relationship has resulted in an increased expectation that employers comment on a wider range of societal issues than previously. Some may question whether these are areas with which businesses should involve themselves. Kevin will talk about the importance of an organisation's culture and how this is built through trust. Trust fosters a safe environment that encourages employees to express themselves and innovate.

During his time as leader, the professional services sector and PwC have been recognised for their impact on social mobility. PwC was awarded number one in the Social Mobility Employer Index 2023, with the professions making up seven of the top ten. Whilst furthering social mobility is the right thing to do, it is also a business necessity, and Kevin will reflect on his experiences which have strengthened his commitment to this agenda.

As board members, NEDs play an important role in building trust and supporting society. Building trust is not just about communicating values but also about aligning actions to these values. It involves setting clear expectations and following through on them. The journey of building trust and embedding purpose is continuous and requires conscious effort, clear communication and actions that align with the business' values.

Boards have a key role to play in driving the social mobility agenda. They can review a business' socio-economic data on the workforce to understand the challenges and advise on targeted solutions. They can champion the agenda of providing equal access to upskilling and reskilling opportunities, advising HR and the executive to ensure a fair recruitment process is in place with opportunities available to all regardless of social status and background.

Kevin will share his thoughts on these areas and how NEDs can help their executive team to maximise the opportunities from leadership and trust.

Spaces are limited to encourage open and transparent conversation in a small roundtable setting.

Future of Retail: The impact of consumer behaviour

Format: Virtual briefing

Date: Tuesday 25 June 2024

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Tuesday 25 June 2024 from 9:00am to 10:00am.

Event overview:

Join us for a session on consumer outlook, spending intentions and the impact of AI on the retail sector.

Event description:

This session, led by PwC experts from our consumer markets sector, will explore the overall mood of consumers based on our proprietary research and its impact on business strategies. The retail industry in 2023 had a year of mixed fortunes with a challenging second half despite an optimistic start. However, consumer spending exceeded predictions over the Golden Quarter, although it was slightly down from the previous year.

Consumers continue to prioritise food, travel and experiences over "stuff". They are increasingly demanding a seamless and efficient buying experience across all platforms and relevant, and often personalised, interactions with retailers. There remains a desire for value for money but also selective treating and conscious consumerism is on the rise

The industry outlook for 2024 is positive, with opportunities for success despite a slow start to the year for many. With falling inflation, likely cuts to interest rates, and improving consumer confidence, the retail industry is expected to grow but quite muted at between 2 to 4% depending on category.

GenAI has the potential to power the end-to-end retail value chain from buying to merchandising, marketing and selling. AI can drive incremental revenue by enhancing and personalising the customer experience in real time. AI can also unlock operational efficiency by augmenting and automating processes such as supplier negotiations, inventory management and store planograms. However, retailers need to be mindful of the challenges including the return on those investments, responsible AI and the environmental impact.

The session will support NEDs in advising on successful business strategies and understanding the impact of changing consumer behaviours. It will draw on our various research to think about consumer behaviour across different demographic and socioeconomic groups, providing insights to help businesses tailor their offerings to different consumer segments, as well as understand how AI is transforming the retail sector.

An open Q&A session – Navigating boardroom challenges

Format: In person

Date: Wednesday 10 July 2024

Timing: 12:00pm to 2:00pm

Date and location

This lunch discussion for a small number of attendees will be held on Wednesday 10 July 2024, from 12:00pm to 2:00pm, at our Embankment Place office.

Event overview:

This session will be a topic-free, open discussion designed to support NEDs in sharing their challenges, seeking valuable insights, and fostering collaboration with peers in a safe and secure environment. Under the Chatham House rule, the session will give NEDs a unique opportunity to discuss their real-world issues and seek input from others.

Event description:

NEDs can face numerous challenges at both a personal and organisational level, heightened by ever increasing expectations of their role. Their many responsibilities include making timely decisions, assessing the company's financial health, ensuring alignment with business strategy, guiding and motivating the executive team and ensuring appropriate communication with stakeholders.

The complexities and responsibilities of the NED role in today's corporate world are significant, requiring a wide range of skills for successful navigation. Creating a safe, private, and collaborative environment for NEDs to discuss sensitive topics will be helpful in fostering open dialogue, mutual understanding, and effective collective decision-making.

This session is designed as an open forum, without any predetermined subject matter and with the primary aim of providing a supportive space for NEDs. With the support of an experienced NED at each event, and drawing on the input from all participants, NEDs can openly share the challenges they encounter, seek valuable insights from their peers, and foster a collaborative spirit in a secure and confidential environment.

Under the Chatham House rule, this session will offer NEDs a unique opportunity to discuss real-world issues they face in their roles and explore solutions to issues raised through shared wisdom and diverse perspectives, thereby enhancing their effectiveness as NEDs.

Charities: Hot topics for trustees

Format: In person

Date: Monday 15 July 2024

Timing: 10:00am to 1:00pm

Date and location

This interactive discussion for a small number of attendees will be held on Monday 15 July 2024, from 10.00pm to 1:00pm, at our Embankment Place office, followed by lunch.

Event overview:

This interactive discussion will explore hot topics and key developments in the charity sector for those NEDs who are also charity trustees.

Event description:

Charities continue to operate in a turbulent environment, with a myriad of challenges. There is a focus on trust and accountability, effective governance, responsible fundraising, operational efficiency and maximising social impact. Charity trustees have a crucial role to play in setting a strategy that is future-proof and ensuring that charitable purpose is at the core in decision-making.

There are several key areas of focus for charities, in particular financial sustainability, people and culture, organisational change and technology. There is a rising expectation around environment, social and governance (ESG) considerations, alongside a changing regulatory landscape with the Charity Commission for England and Wales having launched its strategy for 2024-2029. In considering these themes, we will draw on the latest sector insights, including New Philanthropy Capital's 'State of the Sector 2024' research, which was co-sponsored by PwC. The session will also provide insights from the Future Charity Chair research, which aims to examine the essential attributes that Charity Chairs of the future will need to embrace.

This session, led by PwC charity experts, will provide a forum for charity trustees to share experiences and discuss sector hot topics.

Implications of the UK election for business

Format: In person

Date: Wednesday 11 September 2024

Timing: 4:30pm to 6:00pm

Date and location

This presentation with Q&A will be held in person at our Embankment Place office on Wednesday 11 September 2024, from 4:30pm to 6:00pm, followed by drinks and canapes.

Event overview:

This event will explore the dynamic interplay of the political landscape, the macroeconomic landscape and the business and regulatory environment, considering what this means for NEDs and their companies.

Event description:

The UK is preparing for a general election, most likely to be in the autumn, although the Prime Minister has until January 2025 to hold one. Given the Labour party's current lead in the polls, their recent performance in local elections and Parliamentary by-elections and the challenges the Conservative Government is facing, this could be a moment of political change.

If so, it could have implications for both the macroeconomic environment - growth, inflation, interest rates and unemployment - and for UK public policy, including those that impact industries like taxation, regulations, trade policy, industrial strategy and the net zero transition. These changes could reshape the business landscape, affecting strategic planning and necessitating adjustments to accommodate the changes.

Grasping how these changes could impact businesses is key to enable NEDs to evaluate and incorporate the potential effects of the UK election into strategic planning.

Assessing the impact of the 2024 US election

Format: Virtual briefing

Date: Thursday 19 September 2024

Timing: 4:30pm - 5:30pm

Date and location

This virtual presentation with Q&A will be held on Thursday 19 September 2024 from 4:30pm to 5.30pm.

Event overview:

In anticipation of the upcoming US election in November, NEDs are invited to a discussion on the impact of the US election on key issues such as geopolitical and economic challenges, climate change and sustainability, as well as the implications for NATO and security. NEDs will gain a comprehensive understanding of these matters to make informed decisions where there may be an impact on their businesses.

Event description:

Given the influential role of the United States, its elections have significant implications on the global stage, including in relation to ongoing conflicts, international relations and the macroeconomic environment.

The outcome of the election will have a significant influence on how the US responds to international issues, such as those in Ukraine and Gaza, as well as affecting relations between the US and China and potentially US security guarantees to NATO allies, Japan, South Korea and Taiwan. The global perception of US leadership could be affected with the potential return of Donald Trump and his America First agenda. While some countries may welcome his return, many of America's allies harbour fears about the potential comeback of an unorthodox president they found challenging to deal with during his first term.

It could also have big implications for the global economy with the potential introduction of tariffs on all imports into the US. It could bring about changes in immigration policies and border security measures. And with the US an increasingly polarised country, there is the potential for civil unrest with some on the losing side unwilling to accept the result.

This session will offer NEDs an opportunity to discuss the global implications in more depth and prepare for potential market volatility.

Unlocking UK productivity: Strategies for sustainable growth

Format: In person

Date: Wednesday 2 October 2024

Timing: 4:30pm to 6:00pm

Date and location

This panel led session with Q&A will be held in person at our Embankment Place office on Wednesday 2 October 2024, from 4:30pm to 6:00pm, followed by drinks and canapes.

Event overview:

This will look into the latest productivity trends and how to tackle the productivity puzzle. It will reflect on steps to explore innovation and technology adoption, address skills and training gaps, consider the enhancement of infrastructure connectivity. And foster collaborative partnerships.

Event description:

The UK economy has been facing a productivity puzzle. Rising productivity is needed to fuel economic growth. However, since the year before the pandemic, UK labour productivity has barely increased. In the past decade, the rate of increase in output per hour worked has been just 0.5 percent per annum. This compares with around 2 percent productivity growth in the decade before the 2008/9 Global Financial Crisis.

The UK is not alone in this trend, with the US and the other advanced economies also experiencing slowdowns. However, the UK slowdown has been more dramatic, with the UK posting the second slowest productivity growth amongst the G7 economies over the 2010 to 2022 period. The root cause is that the UK consistently invests less than its peers in the US, France and Germany. Only the US has achieved an average productivity growth rate of over 1 percent a year this century.

Raising productivity is critical to generating sustainable growth, by boosting output, living standards and tax receipts without fuelling inflation. However, performance varies markedly across the UK. The reasons for the disparities in regional productivity include industry composition (for example, London's productivity is lifted by financial services) and variations in skills levels, labour activity and disposable incomes.

Nevertheless, progress is being made. Our analysis indicates that, with the right investment and strategic planning, productivity can be increased - helping to narrow regional divides. PwC's Productivity Tracker points to the critical importance of investment in skills, technology and decarbonisation in driving regional productivity and sustainable economic growth. The question is how to target the funding where it can have the greatest impact. Furthermore, PwC's productivity analysis produced in conjunction with Brand with Values reviews how aligning organisational and personal values can increase productivity, and approach the issue from a human angle.

This session offers NEDs insights into how to approach the productivity issue from a variety of perspectives, to support strategic decision-making, promote sector-specific strategies, leverage regional opportunities, and improve organisation culture to positively impact productivity.

Supporting CEOs with transformational change

Format: Virtual briefing

Date: Monday 14 October 2024

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Monday 14 October 2024 from 9:00am to 10:00am.

Event overview:

In this session, we will unpack findings from PwC's 27th CEO Survey and latest Value Creation report to explore how NEDs can support their CEOs in driving critical business model reinvention.

Event description:

The role of NEDs in supporting CEOs through strategic change and organisational transformation is more pivotal than ever.

PwC's [27th CEO Survey](#) reveals 21% of UK CEOs believe their organisation will not be economically viable within 10 years on its current path, highlighting the need to deliver a fundamental reinvention of their business model. However, UK CEOs are determined to take a catalytic role, with 53% saying they are taking personal responsibility to drive organisational change.

For many businesses, organic growth will not be enough to secure long-term viability and deals are expected to play a crucial role in driving business transformation at speed. PwC's latest [Value Creation research](#) reveals over half (56%) of senior executives view transactions as the best way to keep up with market developments, suggesting that deals - in the form of M&A, divestments, joint ventures or refinancing - will become integral to many businesses' transformation strategies.

With CEOs increasingly focused on business model reinvention and integrating transactions into their strategic planning, NEDs have a critical role to play. As independent members of the board, NEDs are in a prime position to ensure that transformation efforts align with the company's mission and values, while also monitoring progress to ensure accountability.

In this session, we will reflect on how NEDs can challenge the assumptions and decisions of CEOs, while providing support and encouragement to help communicate the vision and benefits of the transformation to stakeholders. We will also reflect on the role NEDs have in driving adaptability and transformation by supporting initiatives that foster innovation and help shape the business' strategic direction. They can also help balance the focus between organic growth and transactions, recognising the potential benefits of both. By doing so, NEDs can guide their organisations towards successful transformation and value creation.

Eight essential technologies: A strategic overview for NEDs

Format: In person

Date: Wednesday 23 October 2024

Timing: 12:00pm to 2.00pm

Date and location

This panel led session with Q&A will be held in person at our Embankment Place office on Wednesday 23 October 2024, from 12:00pm to 2:00pm, including lunch.

Event overview:

This session will discuss PwC's Essential Eight technology report which highlights the emerging technologies that companies should reflect on to assess their relevance to the business.

Event description:

The technologies highlighted in PwC's Essential Eight technology report are Artificial Intelligence (AI), Internet of Things, (which are essentially wearables and home appliances through to enterprise-level devices), Virtual and Augmented Reality, Blockchain, Advanced Robotics, Quantum Computing and Neuromorphic Computing, (which is computing that mimics the architecture and functioning of the human brain). These are all highlighted as key technologies for businesses to understand, leverage and adopt.

The report groups these technologies into three categories: expand, evaluate, and experiment. The 'expand' category includes technologies that are already used at scale in many enterprises, with many companies ready to expand further. An example of this is AI, including generative AI (GenAI), which is readily accessible, user-friendly and already transforming business models and how work is done.

The 'evaluate' category comprises technologies that have been deployed for an increasing number of use cases but may have been put on the back burner at some companies. Given recent advancements, businesses are encouraged to reassess these technologies' fit within their strategy.

The 'experiment' category includes technologies that are highly promising and rapidly advancing but not yet mainstream. It is crucial for companies to start exploring these technologies and consider how they could impact their business or industry in the coming years.

The ethical implications these technologies bring will be an important factor in the years to come, particularly as leadership and stakeholders seek assurance of the technologies' value, compliance and alignment with corporate values. This session will support NEDs to understand the evolving landscape and make informed decisions to support the growth of their businesses.

Hands-on with GenAI and Extended Reality (XR)

Format: In person

Date: 23 October 2024

Timing: 4:30pm to 6:00pm

Date and location

This presentation with practical demonstrations will be held in person at our Embankment Place office on Wednesday 23 October 2024, from 4:30pm to 6:00pm, followed by drinks and canapes.

Event overview:

This session takes a deep dive into two of the emerging technologies identified in PwC's Essential Eight technology report. NEDs are invited to an immersive, tech-driven session looking at the latest developments in GenAI and Virtual Reality / Augmented Reality - collectively named Extended Reality (XR).

Event description:

The event will explore the importance of GenAI and XR technology adoption for businesses and how these technologies are revolutionising business operations.

NEDs will have the opportunity to have hands-on experience with GenAI where they can interact with the GenAI platform in our Frontier space, in an interactive group activity where GenAI is used to solve a business problem. NEDs will then be introduced to Extended Reality where they will interact with the XR platform. NEDs will wear VR headsets and be taken through various demos with PwC experts to understand where this technology can be deployed for real world use in business applications such as training or product design.

The session will conclude with Q&A and discussion with our PwC experts to reflect on how they can be effectively adopted in a business context, taking into account the people, culture, cost and risk aspects of adoption.

Building Trust in AI: Navigating the complexities around governance and risk

Format: Virtual briefing

Date: Thursday 24 October 2024

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Thursday 24 October 2024 from 9:00am to 10:00am.

Event overview:

The pace at which AI technologies advance brings unparalleled opportunities for innovation, efficiency and growth. Yet, these advancements are not without their complexities, introducing a spectrum of risks that organisations must adeptly navigate to harness AI's full potential safely.

Event description

Building on the foundation laid by our introductory session on AI, this session delves deeper into the critical aspects of AI governance and risk management. The briefing aims to equip board members with the latest insights and best practices in navigating the AI landscape. NED participants will engage in comprehensive discussions on regulatory developments and leading market practices in governing and managing the use of AI within organisations.

Recent surveys underscore a critical juncture in AI adoption, revealing a nuanced perspective among business leaders. While the promise of AI in driving transformative change remains undisputed, there is an increasing awareness of the need for robust governance and risk management frameworks. This balancing act between seizing AI opportunities and mitigating associated risks has never been more crucial, especially as regulatory bodies worldwide heighten their scrutiny of AI applications.

In this context, the role of the Board becomes instrumental. Boards are tasked with a dual mandate: challenging organisational strategies on AI adoption to ensure alignment with broader business objectives and overseeing the implementation of governance structures that effectively manage AI-related risks. This oversight is essential not only for regulatory compliance but also for sustaining long-term trust and ethical considerations in AI deployments.

Audit Committee Network events

Making sure you stay ahead

The FTSE 350 Audit Committee Network is an extension of our NED programme, with a greater focus on the role of this important Committee. Given the fast moving regulatory, governance, audit and accounting environment, we believe that it is important for FTSE 350 Audit Committee Chairs and members to have access to our governance, corporate reporting and technical accounting update workshops throughout the year.

Technical update workshops

These workshops will cover the most recent developments in governance, corporate reporting and technical accounting, as well as other topics relevant to the Audit Committee agenda.

Dates:

Wednesday 19 June 2024 – 10:00am - 1:00pm, including lunch at our Embankment Place office

Wednesday 26 June 2024 – 9:30am - 11:00am, as a virtual alternative over Teams

Preparing for an Audit Committee Chair role

This will be an opportunity to hear from an experienced Audit Committee Chair over lunch – invitation to follow.

FTSE 350 Audit Committee Chair evening briefings

A series of evening briefings over dinner for Audit Committee Chairs will be held in our Embankment Place office. These provide an opportunity for debate around topics on the agenda for the Audit Committee. Separate invitations have been sent for these briefings.

Remuneration Committee events

Executive remuneration

Date: Wednesday 5 June 2024
Virtual briefing: 9:30am - 11:00am

Date: Thursday 13 June 2024
In person: 10:00am - 1:00pm

Date and location

This presentation with Q&A will be held as a virtual event on Wednesday 5 June 2024, from 9:30am to 11:00am, and again in person at our Embankment Place office on Thursday 13 June 2024, from 10:00am to 1:00pm including lunch.

Executive remuneration update

As we navigate through 2024, the executive pay environment remains highly complex and brings with it a unique tension between fairness and competitiveness.

Fairness and restraint has dominated shareholder messaging for the last 3 to 4 years, with the Covid pandemic and subsequent cost of living crisis resulting in additional sensitivity from shareholders and Remuneration Committees to the conditions of the wider workforce and ensuring that decisions in respect of pay for executives are taken in that context.

This remains the focus for 2024. However, over the back end of 2023, concerns have been raised regarding the global competitiveness of the UK economy, which has highlighted the limitations UK listed companies face when designing and operating executive pay versus other jurisdictions and business models (specifically US listed companies and private equity owned businesses are not subject to the same restrictions on pay as UK listed companies). This results in a clear tension as companies seek to do the right thing by their wider workforce, whilst balancing the need to respond to competitive pressures.

Join us as we reflect on the executive pay outcomes of FTSE 350 companies in 2023 and provide updates on developments for 2024 and beyond.

What makes a great Remuneration Committee Chair?

Format: In person

Date: Monday 16 September 2024

Timing: 12:00pm - 2:00pm

Date and location

This lunch discussion for a small number of attendees will be held on Monday 16 September 2024, from 12:00pm to 2:00pm, at our Embankment Place office.

Event overview:

This session is aimed at aspiring or newly appointed Remuneration Committee Chairs and will discuss the requirements of the role and some of the challenges that may arise.

Event description:

Becoming an effective and impactful Remuneration Committee Chair takes time and experience. Remuneration Committee Chairs play an important role in ensuring that the company's remuneration policy is effective in retaining and rewarding its senior executives whilst also meeting the needs of other stakeholders. In addition, they need an awareness of the pay structures and benefits offered throughout their businesses as a result of the wider workforce remit of the Committee.

A key role of the Remuneration Committee Chair is to balance stakeholder considerations and to bring their experience to bear in creating a remuneration policy that takes these into account. They are actively involved in contributing to the design and modelling of potential remuneration policies and incentive plans, as well as reviewing the outcomes of these. Effective Chairs guide their Committees to make well-informed decisions and contribute to the business' success by retaining and motivating the executive team. Increasingly, the role may also involve consideration of relevant ESG metrics for inclusion in executive pay.

In this session, we will be joined by Dr Ros Rivaz, SID and Remuneration Committee Chair at Computacenter Plc, SID and Remuneration Committee Chair member at Victrex Plc and Aperam SA, Chair designate of Anglian Water Group and Independent Director of CEVA Logistics Inc. Under the Chatham House rule, Ros will offer an insight into the qualities that make for an effective Chair, as well as sharing her experience and discussing the challenges she has addressed in the various Remuneration Committee roles she has held.

FTSE 350 Remuneration Committee Chair Roundtables

PwC's Reward practice has begun a programme of roundtable discussions for FTSE 350 Remuneration Committee Chairs. These provide an intimate in person forum for the Chairs to hear our experts' thoughts on executive remuneration trends and hot topics, as well as an opportunity for discussion and debate with peers.

Dates have been set as follows:

- Thursday 25 April 2024, 2:00pm - 4:00pm, including afternoon tea
- Thursday 17 October 2024, 2:00pm - 4:00pm, including afternoon tea

The aim of each event is to share and discuss our insights and thought leadership on executive remuneration trends and hot topics. We intend to cover the following areas:

- AGM season analysis – e.g. market trends, corporate governance
- shareholder views, analysis from the AGM season
- wider context to executive remuneration – e.g. salary increases
- international competitiveness, UK corporate governance, pay fairness.

If you are a FTSE 350 Remuneration Committee Chair and interested in participating in these roundtable events, please email uk_remco_chair_roundtables@pwc.com

Spaces are limited to encourage open and transparent conversation in a small roundtable setting. Agendas will be confirmed and circulated nearer to the events.

Industry specific events

Financial Services

We continue to offer industry-specific NED events for industries where there is sufficient critical mass in the FTSE 350.

Even before the pandemic, the Financial Services (FS) industry, in particular, had been going through a period of unprecedented change with increasing demands being placed on NEDs of FS companies by the FCA and others. This led to a series of FS-specific events focusing on regulatory and other developments which aim to help to guide NEDs of FS organisations through the complexity and allow them to discuss topical issues with their peers in an informal and private environment. The upcoming programme is:

Financial Services	Format	Date	Timing	
Cloud transformation: Why is it so difficult? What are the pitfalls of these critical but complex programmes?	Presentation and Q&A	Tuesday 28 May 2024	4:30pm-6:00pm	Virtual event
The value risk gap: A review of PwC's CEO and Global Risk surveys with a discussion around the value risk gap. This will explore the marked difference between the CEO and board respondents who are confident of balancing growth and risk, and the key delivery executives who are far less so.	Presentation and Q&A	Wednesday 26 June 2024	9:00am -10:30am	In Person
Cost out! Cost and productivity have become a hot focus in FS again - an update on trends in off and near shoring and maintaining operational resilience.	Presentation and Q&A	Tuesday 16 July 2024	4:30pm -6:00pm	Virtual event
Generative AI: Nearly 2 years after the first announcements where are we, what is the investment focus in the FS industry and what's next?	Presentation and Q&A	Tuesday 17 September 2024	9:00am -10:30am	In person
Regulatory change: A revisit of the Edinburgh reforms, mapping key changes over the next 2 years and the impact of a new government	Presentation and Q&A	Tuesday 15 October 2024	4:30pm-6:00pm	Virtual event

For the events that run virtually, the sessions will primarily be a broadcast presentation followed by Q&A. However, the presenters will also stay online for a short while after each event in case individuals wish to pick up on any points covered in a more interactive setting.

Further information about PwC's Non-Executive Director programme

This programme has been designed for NEDs of major listed companies and equivalent organisations based in the UK.

Additionally, we provide a number of other tools specifically to support the NED role, including Board and Committee effectiveness checklists and The Test, a due diligence process to assist NEDs in deciding whether to accept a new NED position. We are also able to provide bespoke training to individual Boards or Committees on areas relevant to their roles, subject to certain independence constraints where applicable

If you would like more information about any of the above, please contact Dan Schwarzmann, Chair, Non-Executive Director programme on +44(0) 7778 211 066 (dan.schwarzmann@pwc.com) or Bimal Karaji on +44(0) 7802 660 039 (bimal.karaji@pwc.com).

Pages on the PwC website also provide further information for Non-Executive Directors and Audit Committee members respectively:

<https://www.pwc.co.uk/who-we-are/the-leadership-exchange/non-executive-director-programme.html>

<https://www.pwc.co.uk/who-we-are/the-leadership-exchange/the-audit-committee-network.html>

Location

Some of our events will be held in person in central London at our Embankment Place or More London offices, with a virtual alternative for those who prefer this format, and others will be virtual or in person only. Precise formats/locations are included under each item in the brochure and will also be confirmed in joining instructions issued approximately 1 week prior to each event, followed by a day before reminder.

Format

All events take place under the Chatham House rule, offering the opportunity to exchange experiences, gain new insights and strengthen personal networks in a candid and confidential atmosphere.

There is no charge for any of the events.

Please note that alcoholic drinks will be available at in person evening events. If you intend to drive to and from the venue, it is your responsibility to remain within the drink drive limit.

Registration

If you would like to join us at one or more of these events, please register using the following site address:

<https://cloud.uk.info.pwc.com/ned-programme-registrations-summer-autumn-2024?campaignID=7014L000000JJJQA4>

For queries regarding the NED programme, please email:

uk_nedprogramme@pwc.com

If you would like to speak to someone, please contact Symran Raikhy directly using the following details:

Telephone +44 (0) 7483 397 724

Prior to the event, you will receive joining instructions with further details. If you are subsequently unable to attend an event you have registered for, we would be grateful if you could let us know.

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