



Non-Executive Director programme

Boardroom professional development

Winter 2024/Spring 2025

September 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. 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.

We will begin the season in November with a session entitled 'Building a future-ready UK: An Industrial Strategy for Sustainable Growth'. This will explore the 10 key components for driving the UK's economic growth, as identified by PwC's Framework for Growth report, and reflect on the role of NEDs and their companies within this. Next there will be an event on the evolving landscape of the European Union and the potential for a relationship reset changes with the UK under a Labour government. Also in November, we will focus on capital markets and the Primary Markets Effectiveness consultation with a session exploring the upcoming changes to market regulation and their implications.

Another event before the end of the calendar year will look at navigating AI regulation, including the recent EU AI Act. This will focus on the requirements with which providers and deployers of AI systems will have to comply if the output is utilised within the EU. In December we will explore the changes to the Economic Crime and Corporate Transparency Act 2023, which has several significant amendments aimed at improving corporate transparency and combating economic crime in the UK.

At the start of 2025, we will be joined by PwC's Chief Economist, Barret Kupelian, and former Chief Economist of the Bank of England, Andy Haldane, for a global and UK economic update. On the same day a global political update, led by Flint Global, to help NEDs anticipate potential challenges and opportunities over the year ahead. Returning to the important topic of AI, we will also run a session on establishing an effective AI infrastructure and attracting the right talent as companies prepare for an AI future.

Also in January, we will explore the important role of whistleblower champions in supporting organisations with transparency and accountability.. This will be followed by a session in February on how NEDs can assist with business model reinvention by fostering innovation and adaptability.

We will also be joined at a separate event by Professor Alex Edmans who will explore how true cognitive diversity can drive Board effectiveness.

A session in March will explore social media and risk management from an individual NED perspective to help with maintaining a positive digital presence and protecting against cyber threats. This will include a look at the topical issue of managing misinformation and fake news as these become ever more prevalent. Also in March we will consider the role of the employee engagement designated NED in representing employee interests and ensuring their voices are heard at the Board.

In April there will be two sessions addressing aspects of the supply chain. The first will focus on ensuring cyber security resilience within the supply chain by reflecting on lessons learned from the recent widespread incident of an international cybersecurity technology company.. The second will look at understanding ESG and other supply chain risks and ensuring sustainable and ethical practices.

Finally, as NEDs face increased demands on their time and experience, we will have an open forum session to provide a platform for sharing insights and best practices.

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 developments. There are also separate briefings for the financial services sector where NEDs face particular challenges.

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

Kind regards



Dan Schwarzmann
Chair, Non-Executive Director Programme
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September 2024

Event series

Winter 2024/Spring 2025

For the Board				
Event	Format	Date	Time	Location
Building a future-ready UK: An industrial strategy for sustainable growth	Presentation + Q&A	Monday 4 November 2024	4:30pm -6:00pm	Embankment Place
The EU: A renewed relationship under a Labour Government	Presentation + Q&A	Monday 11 November 2024	9:00am -10:00am	Virtual event
Capital markets and the Primary Markets Effectiveness Consultation – a practical overview	Presentation + Q&A	Wednesday 20 November 2024	9:00am -11:00am	Embankment Place
Navigating AI regulation, including the EU AI Act	Presentation + Q&A	Thursday 28 November 2024	9.00am -10.00am	Virtual event
Understanding changes to the Economic Crime and Corporate Transparency Act	Presentation + Q&A	Tuesday 10 December 2025	9.00am -10.00am	Virtual event
A global and UK economic update	Presentation + Q&A	Thursday 16 January 2025	12.00pm -2.00pm	Embankment Place (Note: space will be provided to work if you also wish to attend the event below)
Geopolitics in 2025 – themes, trends and risks for business	Presentation + Q&A	Thursday 16 January 2025	4.30pm -6.00pm	Embankment Place (Note: space will be provided to work if you also wish to attend the event above)
Establishing an effective AI infrastructure and attracting the right talent	Presentation + Q&A	Tuesday 21 January 2025	9.00am -10.00am	Virtual event
The important role of whistleblower champions	Presentation + Q&A	Thursday 30 January 2025	9.00am -10.00am	Virtual event
How NEDs can make business model reinvention real	Presentation + Q&A	Tuesday 11 February 2025	9.00am -10.00am	Virtual event
Rethinking Board effectiveness with Professor Alex Edmans	Presentation + Q&A	Tuesday 25 February 2025	9.00am -10.00am	Virtual event
Personal social media branding and risk management	Presentation + Q&A	Thursday 6 March 2025	11:00am -1.00pm	Embankment Place
The role of the employee engagement designated NED	Lunch discussion + Q&A	Wednesday 12 March 2025	12:00pm - 2:00pm	Embankment Place

For the Board (continued)

Event	Format	Date	Time	Location
Ensuring cybersecurity resilience in the supply chain	Presentation + Q&A	Thursday 3 April 2025	4:30pm-6:00pm	Embankment Place
Understanding ESG and other supply chain risks	Presentation + Q&A	Tuesday 8 April 2025	9:00am-10:00am	Virtual event
Open forum session – managing the growing demands on NEDs	Lunch discussion + Q&A	Tuesday 29 April 2025	12:00pm-2.00pm	Embankment Place

Audit Committee Network events

Event	Format	Date	Time	Location
Technical update	Presentation + Q&A	Monday 4 November 2024	10.00am-1.00pm	Embankment Place
		Wednesday 13 November 2024	9.30am-11.00am	Virtual event
Technical update	Presentation + Q&A	Tuesday 18 March 2025	10.00am-1.00pm	Embankment Place
		Wednesday 26 March 2025	9.30am-11.00am	Virtual event

Remuneration Committee events

Event	Format	Date	Time	Location
Executive remuneration	Presentation + Q&A	Wednesday 27 November 2024	10:00am-1:00pm	Embankment Place
		Wednesday 4 December 2024	9.30am-11.00am	Virtual event

Financial Services

Event	Format	Date	Time	Location
Solvency UK	Presentation + Q&A	Tuesday 19 November	4.30pm-6.00pm	Virtual event
Cost out!	Presentation + Q&A	Thursday 23 January	9:00am-10:30am	More London
ESG reporting and transition planning	Presentation + Q&A	Thursday 27 February	4.30pm-6.00pm	Virtual event
Adapting the workforce for an environment of embedded AI	Presentation + Q&A	Tuesday 25 March	4:30pm-6:00pm	Virtual event
PwC's Framework for Growth - an FS perspective	Presentation +Q&A	Thursday 10 April	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-winter-2024-spring-2025>

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

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>

Economics in business podcast series

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

<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

Building a future-ready UK: An industrial strategy for sustainable growth

Format: In person

Date: Monday 4 November 2024

Timing: 4:00pm to 7:00pm

Date and location

This presentation with Q&A will be held at our Embankment Place office. Networking and registration will begin at 4pm, with the session starting at 4:30pm. We will conclude the session by 6pm, after which there will be further networking over canapes.

Event overview

This event for NEDs will explore the importance of long-term stability, government engagement and collaboration with business to address economic challenges and support sustainable growth.

Event description

PwC's Framework for Growth report explores the critical need for a comprehensive industrial strategy in the UK that enhances the overall business environment.

Through the underlying survey, business leaders have highlighted the importance of a long-term strategy that ensures stability and predictability, incorporating both the private and public sectors.

The framework consists of ten key components essential for addressing the UK's economic growth challenges: skills and education, innovation ecosystem, sustainability, regional development, infrastructure, trade policy, cyber security, digital transformation, private sector investment, and tax and regulation competitiveness.

Given the Government's fiscal challenges, taking a sectoral approach will be fundamental. However, segmenting and prioritising sectors for investment will be challenging.

This event offers an opportunity for NEDs to gain insights into our Framework for Growth research, join the debate on how to segment and prioritise sectors for investment and explore the key components for growth, thereby enhancing understanding of the challenges and opportunities in the UK's business environment.

The EU: A renewed relationship under a Labour government

Format: Virtual

Date: Monday 11 November 2024

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Monday 11 November 2024 from 9.00am to 10.00am.

Event overview

The aim of this event is to discuss the current and future EU political landscape and the UK's relationship with the EU going forward in areas such as trade, technology, research and development and security cooperation.

Event description

The EU is currently dealing with a complex political landscape with internal and external challenges ahead. Internally, issues like migration, Brexit, the Eurozone and the rule of law are driving public debate and showing divisions between pro-European and Eurosceptic groups. The rise of populist parties has changed policy priorities, and the 2024 European Parliament elections will likely further influence political direction, focusing on immigration, economic stability and climate change. Externally, the EU aims to grow its global influence while balancing relationships with major powers like the US and China and improving its strategic independence.

The EU remains a key player in global trade and diplomacy, promoting a rules-based international order, but it struggles to maintain unity among member states on foreign policy issues.

Looking ahead, the EU is focusing on strategic autonomy in defence, technology and energy, while prioritising climate change and sustainability with ambitious goals and investments in green technologies. Efforts are also being made to strengthen economic and social cohesion, address disparities, and ensure a fair recovery from the pandemic. Increasing democratic engagement and bridging the gap between national and EU politics are crucial for the EU's future, with a focus on enhancing transparency and accountability.

As the EU steers its political ship in these areas, the UK, with a new Labour government, is positioning itself to reset and start a renewed partnership with the EU. Labour's 'Britain Reconnected' policy, outlined in its manifesto, includes improving the trading relationship to reduce barriers and enhance market access, strengthening ties in research and development, and seeking an ambitious UK-EU security pact to bolster cooperation on threats.

There are multiple challenges for the EU-UK relationship ahead. Join us for a comprehensive discussion on what this means for NEDs and their businesses.

Capital markets and the Primary Markets Effectiveness Consultation – a practical overview

Format: In person

Date: Wednesday 20 November 2024

Timing: 9:00am to 11:00am

Date and location

This presentation with Q&A will be held at our Embankment Place office. Networking and registration will begin at 9am, with the session starting at 9:30am. We will conclude the session at 11am.

Event overview

This event will provide NEDs with an overview of the recent changes to the UK Listing Rules, and the proposed changes to the Prospectus Rules and their implications for those seeking a listing in London, as well as the continuing obligations of UK listed companies, especially those undertaking significant M&A.

Event description

In this session we will provide NEDs with an update on the recent changes to the UK listing regime, the proposed changes to the Prospectus Rules by the Financial Conduct Authority (FCA) in their consultation on the new Public Offers and Admission to Trading Regulations regime, and their implications for businesses and NEDs.

The recent changes to the Listing Rules, which became effective on 29 July 2024, represent a generational change in the UK's capital markets regulatory regime. The new Rules aim to "encourage a wider range of companies to choose to list, raise capital, and grow in the UK, while maintaining high standards of market integrity and consumer protection".

The FCA has consciously chosen to reduce regulation, with an acknowledged transfer of risk to investors and directors. These changes are part of a wider set of initiatives to promote London and the UK as a centre for investment (Edinburgh and Mansion House reforms), including proposals to increase investment in UK assets by domestic pension funds and the proposed changes to the Prospectus Rules currently under consultation that are expected to become effective in the second half of 2025.

For NEDs, understanding these changes is crucial for managing investor relationships, ensuring they appropriately discharge their responsibilities as directors of listed companies and assessing exit or financing options.

Navigating AI regulation, including the EU AI Act

Format: Virtual

Date: Thursday 28 November 2024

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Thursday 28 November 2024 from 9:00am to 10:00am.

Event overview

This event aims to provide NEDs with a comprehensive understanding of the EU AI Act and its implications for businesses, focusing on the importance of trust, robust governance, and compliance to mitigate legal risks and enhance AI system quality.

Event description

This session will explore the effects of the implementation of the EU AI Act on the UK and its implications for businesses. The EU AI Act's regulations for AI systems apply not only to organisations within the EU market but also to providers and deployers of AI systems elsewhere if the output is utilised within the EU. As a result, businesses will need to be aware that the regulation may affect entities beyond EU borders.

The EU AI Act is designed to foster European AI value creation while safeguarding EU citizens by establishing global standards for AI governance. In this session, we will explore the potential opportunities from scaling AI systems, the challenges in developing AI-enabled solutions and the critical need for skilled workforce in AI implementation. The Act, with its extensive requirements, is anticipated to have an impact comparable to the General Data Protection Regulation (GDPR), making it essential for organisations to align their AI governance to avoid liability risks and increased costs.

We will discuss the roles of regulated organisations, the risk classification of AI systems, and the stringent requirements for high-risk AI systems and general purpose AI systems. This session aims to provide NEDs with valuable insights into complying with this regulation to mitigate legal risks and enhance the quality of AI systems. PwC's 'Trustworthy AI Implementing EU AI Act' report further highlights the critical role of trust in AI systems and the need for robust governance rooted in best practices and accepted standards.

Understanding changes to the Economic Crime and Corporate Transparency Act

Format: Virtual

Date: Tuesday 10 December 2024

Timing: 9:00am to 10:00am

Date and location

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

Event overview

This event will explore the key changes aimed at enhancing corporate transparency and combatting economic crime in the UK as a result of the new Economic Crime and Corporate Transparency Act (ECCTA) 2023.

Event description

The Economic Crime and Corporate Transparency Act 2023 brings about several significant changes aimed at improving corporate transparency and combatting economic crime in the UK.

The threshold to hold companies liable for criminal actions of individuals in the business has been lowered to those in senior manager positions. A new corporate criminal offence of failure to prevent fraud has been introduced and will enter into force pending guidance that is expected to be published before the presentation (Autumn 2024). We will focus on the defence of reasonable procedures what it means in practice for companies and their fraud risk management frameworks.

One of the key reforms is to Companies House which will now require mandatory identity verification for all company directors, People with Significant Control (PSCs), and those filing information on behalf of companies. Additionally, Companies House will gain stronger authority to query, verify, and annotate or remove misleading information.

Companies must maintain an appropriate registered office address for reliable document reception, as PO Boxes will no longer be acceptable. The Act also mandates digital filing and full tagging of financial information in iXBRL format. Furthermore, companies must confirm that they are forming for a lawful purpose and that their future activities will be lawful.

The Act introduces new powers to seize cryptoassets quickly and easily to prevent their use in economic crime. It also enhances powers for law enforcement to gather intelligence and share information to tackle money laundering and economic crime more effectively.

These changes are expected to roll out over the next one to two years, with some provisions already in force and others contingent on secondary legislation. Join us for a discussion on what this means for NEDs.

A global and UK economic update

Format: In person

Date: Thursday 16 January 2025

Timing: 11:30am to 2:00pm

Date and location

This presentation with Q&A will be held at our Embankment Place office. Networking and registration will begin at 11:30am, with the session starting at 12:00pm. Lunch will be served during the session which will conclude by 2pm.

Event overview

This event aims to provide an overview of the current and future state of the global and UK economies and to discuss the implications for business strategy in both the short and long term.

Event description

This event will discuss the current and future state of the UK economy. With the worst of the cost of living crisis behind us, current economic activity is on an upward trend. The new Government aims to achieve the highest sustained growth in the G7, but is more likely to be the third fastest-growing economy over the next decade, partly due to limited growth in the working-age population.

Achieving higher growth rates, it is important for the UK to reduce economic inactivity, adopt an industrial strategy that prioritises skills and infrastructure, and leverage AI technology.

However, uncertainties remain regarding the government's ability to meet its ambitious growth targets, especially given potential risks such as delays in the rate cutting cycle and persistent inflation pressures.

From a global economic view, emerging markets like India and China are performing strongly, with India benefiting from multinational investments and supply chain diversification. Although headline inflation in OECD economies has decreased, services inflation remains persistent, posing challenges for further deflation.

The Eurozone's slowdown has stabilised, the UK is experiencing growth, but US economic activity has slowed more than anticipated. Global trade is becoming more localised, with the US and EU increasingly trading with neighbouring countries. Despite positive growth signs, persistent inflation and shifting trade dynamics present ongoing challenges. The impact of the presidential election, with a Trump win could also impact the global economic climate.

Join us for an interactive discussion on the global and UK economic outlook with our Chief Economist, Barret Kupelian and former Chief Economist of the Bank of England and special adviser to PwC.

Geopolitics in 2025 – themes, trends and risks for business

Format: In person

Date: Thursday 16 January 2025

Timing: 4:00pm to 7:00pm

Date and location

This presentation with Q&A will be held at our Embankment Place office. Networking and registration will begin at 4pm, with the session starting at 4:30pm. We will conclude the session at 6pm, after which there will be further networking over canapes.

Event overview

This event will discuss the geopolitical outlook for 2025, focusing on the impact of recent and upcoming political events. It aims to explore risks and opportunities for businesses and how NEDs can navigate issues like political fragmentation, unresolved conflicts and challenges in global co-operation.

Event description

In this event, Flint Global will lead a discussion on the geopolitical outlook for 2025.

2024 has seen much activity in global politics, and the most consequential event, the US election, is still to come. Thoughts are turned to the implications of a possible second Trump presidency.

Most of the many elections this year have brought a degree of continuity. France is a notable exception. But there is further evidence of underlying political fragmentation at both the domestic and international levels.

Hot conflicts are prominent on the international agenda. The two most visible and geopolitically significant – in the Middle East and Ukraine – remain unresolved and dangerous. International cooperation to address urgent issues such as collective global action on climate change and governance and regulation of new technologies is becoming harder to achieve.

This picture of political fragmentation is likely to continue in 2025. The new US administration and the new European Commission will take office at a time of unprecedented challenge to the familiar Western-led international order. In the developing world, middle powers will continue to practice selective alignment and to promote a multipolar world.

Whoever wins the White House, the US-China strategic and economic competition will remain a defining feature of geopolitics. Negotiations for a political settlement of the conflict in Ukraine could become an increasingly likely scenario, with major consequences for Europe's security.

Through an interactive discussion, we will discuss the outlook for 2025, what the risks and opportunities will be for business, and how NEDs can be preparing to navigate these complex issues.

Establishing an effective AI infrastructure and attracting the right talent

Format: Virtual

Date: Tuesday 21 January 2025

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Tuesday 21 January 2025 from 9.00am to 10.00am.

Event overview

This session will explore the implications of Artificial Intelligence (AI) for legacy IT systems, current data management practices and workforce dynamics. It will also explore the strategic decisions that organisations need to make and consider, such as the pace of AI adoption, the level of boldness in AI initiatives, and the extent to which they should stake their future on AI technologies.

Event description

AI is here to stay and is evolving at a rapid pace. It is being used by multiple teams, across different functions and serving an array of different needs. AI is transforming the workforce by reshaping job roles and responsibilities, with organisations now planning on upskilling or reskilling their workforce to prepare for an AI-driven future.

PwC's Hopes & Fears research highlights that upskilling existing employees with technical know-how is crucial for leveraging AI's transformative power. AI is helping businesses retain, retrain and transform their workforce through areas such as AI personalised learning and development pathways, analysing performance data and streamlined CV screening.

AI also provides rapid data analysis to inform strategic workforce planning. Chatbots can be used to handle common HR queries, thereby freeing up HR professionals to focus on more complex tasks. Ultimately, embracing AI in HR practices fosters an adaptable, motivated workforce and improves organisational performance through data-driven decisions.

Strategic decisions about AI give rise to financial and operational questions. These include understanding the extent of investment in AI, the pace of adopting AI technologies, the true extent of AI initiatives, and the degree to which the organisation's future hinges on AI.

With the pace of AI increasing, the impact of AI on legacy IT systems is a critical consideration, with businesses already seeing the impact on existing IT infrastructure – either not being able to manage the new requirements or having to make modifications or enhancements required for AI integration. At the same time, AI is revolutionising data management and is changing the way businesses manage and process data, taking necessary steps to ensure data is ready for AI applications.

In this session, we will explore how NEDs can prepare their organisation for the use of AI and consider how they can strategically incorporate AI across all sectors of their organisation.

The important role of whistleblower champions

Format: Virtual

Date: Thursday 30 January 2025

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Thursday 30 January 2025 from 9.00am to 10.00am.

Event overview

Join us for an event where we will explore the increasingly important role of NEDs as whistleblower champions.

Event description

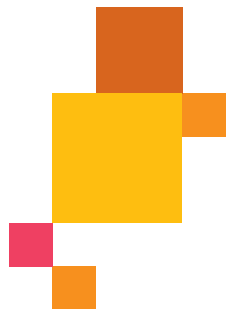
This role has gained prominence due to the Financial Conduct Authority (FCA) and the Prudential Regulation Authority (PRA) expecting firms to assign such responsibilities to a NED. Interestingly, many businesses not regulated by these bodies have also adopted this practice.

The significance of this role has been underscored by the recent surge in employee misconduct allegations, including a notable increase in reported sexual harassment cases. Some sectors have seen an alarming rise, with the legal sector witnessing an 800% increase in the last five years compared to the previous five years.

This session will feature real-life cases where whistleblowing claims were mishandled, leading to significant repercussions. A prime example is a well known retailer where public scrutiny led to a £2bn reduction in the company's value following an exposé by The Guardian. In this example, an independent investigation found that whistleblower complaints were made to the company concerning the abuse at a supplier factory three years before the exposé which, if dealt with appropriately, could have avoided the negative impact felt years later.

The event will also address the added complexity when complaints involve the business' HR team or senior executives, highlighting the need for appointing external investigators in such scenarios.

NEDs will gain valuable insights and learn from industry experiences, as well as understand their role as whistleblower champions in maintaining ethical standards and integrity within their organisations.



How NEDs can make business model reinvention real

Format: Virtual

Date: Tuesday 11 February 2025

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Tuesday 11 February 2025 from 9:00am to 10:00am.

Event overview

The purpose of this session is to explore transformation through business model reinvention which signifies a fundamental shift in the way businesses create, deliver, and capture value. Major disruptors are shaping how companies fundamentally change how they make money, serve customers, or provide new products and services to keep up with evolving customer needs and emerging trends.

Event description:

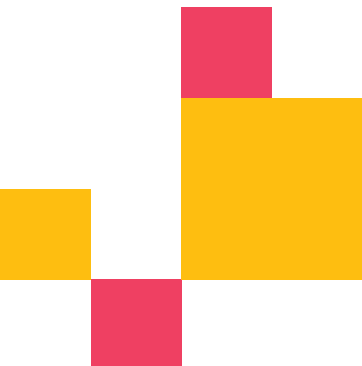
Against a whirlwind of technological disruption, climate change, social instability and other external factors, reinventing business models is a necessity, not an option.

Long-term viability is a significant concern for business leaders, highlighted by PwC UK's 2024 Global CEO Survey, which indicates that many CEOs fear their company may not survive in 10 years if it continues on its current path. Therefore, NEDs' understanding of the need for business model reinvention is crucial for their companies' longevity.

We will share PwC's business model reinvention framework which shapes transformation and fosters collaboration with leaders to drive growth and value creation through human-led, tech-powered capabilities.

NEDs can be instrumental in this reinvention process, providing strategic oversight, provocation and guiding their companies to respond to evolving market trends and customer needs. They also play a key role in risk management, understanding the risks posed by factors like technology and climate change, and how these can be mitigated through business model reinvention.

Join us for an engaging session on how NEDs can ensure their company's business model is geared towards sustainable value creation that encourages innovation and supports growth.



Rethinking Board effectiveness with Professor Alex Edmans

Format: Virtual

Date: Tuesday 25 February 2025

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Tuesday 25 February 2025 from 9:00am to 10:00am.

Event overview

Professor Alex Edmans challenges the belief that demographic diversity improves corporate culture and performance, and instead highlights the role of cognitive diversity and psychological safety. He will give practical tips for how Boards can overcome groupthink and confirmation bias to make better decisions.

Event description

Join us for an event with Professor Alex Edmans who will challenge the common belief that demographic diversity improves corporate culture and performance. Edmans will highlight methodological flaws in existing studies and explain why psychological biases have led flimsy conclusions to spread.

Edmans' research reveals that broader measures of diversity, equity and inclusion, going beyond gender and ethnicity to encompass various backgrounds and cognitive styles, are more strongly correlated with improved financial performance. This suggests that true diversity is multi-faceted and should be holistically integrated into Board practices.

The session will also explore the prevalent biases such as confirmation bias, black-and-white thinking, and groupthink, which can lead to ineffective decision making in the boardroom. Edmans will discuss how Boards can overcome these biases and create psychologically safe cultures that foster critical thinking and respectful challenge.

Personal social media branding and risk management

Format: In person

Date: Thursday 6 March 2025

Timing: 11:00am to 1:00pm

Date and location

This lunch discussion with Q&A will be held on Thursday 6 March 2025 from 11:00am to 1:00pm.

Event overview

Society has changed. Social media is now a primary driver of trust and reputation.

As a NED, should you have a social media presence? Should your CEO have a personal social media voice, distinct from your company? What are the risks?

This workshop will help you make these challenging choices for you individually and frame questions for your Board.

We will consider personal and corporate brand, stakeholder engagement, and crisis management. We will also consider how you can resist misinformation and other risks in social media.

Event description

This small-group session will focus on personal social media strategies, rather than those of your companies.

Social media is central to how individuals are perceived and trusted. It plays a critical role in public representation, brand enhancement, and stakeholder engagement - both B2B and B2C. A robust personal presence can enhance transparency and reinforce “tone” as well as reputation, and it can help in developing a network for business or personal development.

A social presence is certainly not appropriate for every NED—and indeed a deliberate absence can also be problematic. We will lead an open-minded discussion about NEDs’ personal social strategies, helping you to make an informed choice.

We will also consider the personal social strategy for your CEO. Should she/he have a personal presence as part of, or parallel to, the company? Would this help or hinder corporate reputation? What boundaries or controls should your Board set? How does the CEO’s strategy and your own as NEDs fit together?

Execution of your chosen strategy requires great care. We will look at challenges such as maintaining visibility, safeguarding confidentiality, avoiding cyber threats, handling customer contacts, legal and regulatory risks, and defusing online negativity. We will discuss LinkedIn, Twitter, Facebook, Instagram and TikTok, with examples showing how to develop an online presence and maintain a timed flow to sustain engagement.

We will also look at how social media can keep NEDs updated with real-time news and trends – and equip you to do so carefully in an era of mis-,dis-, and mal-information, looking at current commercial, criminal, state, and nonstate activities to manipulate social media.

This workshop will be led by Dr Stephen Page, a portfolio NED with deep experience in digital-age boardroom issues including online harms and crisis management, and Phil Mennie, PwC’s Global Social Media and Digital Trust leader who brings extensive experience with social strategies and platforms.

The role of the employee engagement designated NED

Format: In person

Date: Wednesday 12 March 2025

Timing: 12:00pm to 2:00pm

Date and location

This lunch discussion with Q&A will be held on Wednesday 12 March 2025 from 12:00pm to 2:00pm.

Event overview

This event aims to explore the opportunities and challenges faced by workforce engagement designated NEDs and how this role can operate effectively in practice.

Event description

The UK Corporate Governance Code has a recommendation that the Board should ensure that wider workforce policies and practices are consistent with the company's values and support its long-term sustainable success. In addition, the workforce should be able to raise any matters of concern. For this engagement with the workforce the Code suggests that one or a combination of the following methods should be used – a director appointed from the workforce, a formal workforce advisory panel or a designated non-executive director.

Many companies went down the route of appointing an employee engagement designated NED, often in conjunction with some kind of workforce panel, but the role of the designated NED has not been clearly defined. This has led to questions around how far a NED should go in this role and whether they can risk straying into executive territory. The question of additional compensation for the extra duties involved also raises its head.

Some Boards have decided that this responsibility should be split among all NEDs who operate on rotation or deal with different aspects.

A few Boards also appointed NEDs from the workforce which can lead to challenges such as role clarity and objectivity. Maintaining objectivity can be challenging for employee NEDs, as they might find it difficult to question executive management/Board decisions due to potential conflicts of interest.

Join us for a discussion over lunch led by experienced designated NEDs to consider how this role can be made to work effectively in practice. The session aims to discuss the opportunities and challenges faced by designated NEDs, as well as how the Board as a whole can work optimally to solve issues together.

Ensuring cybersecurity resilience in the supply chain

Format: In person

Date: Thursday 3 April 2025

Timing: 4:00pm to 7:00pm

Date and location

This presentation with Q&A will be held at our Embankment Place office. Networking and registration will begin at 4pm, with the session starting at 4:30pm. We will conclude the session at 6pm, after which there will be further networking over canapes.

Event overview

This event will explore the critical importance of operational and technology resilience in light of the significant impact of a faulty software update by a well known cybersecurity technology company in July 2024 which caused widespread disruptions across various industries. It will discuss how businesses should reassess their resilience strategies, implement stronger preventative measures and ensure adequate protection against potential disruption and financial losses.

Event description

In July 2024, a leading cybersecurity technology firm faced significant challenges when a faulty software update led to widespread computer outages at end users, disrupting sectors such as air travel, banking, and broadcasting.

This incident had far-reaching global effects, highlighting the vulnerabilities within IT systems and the potential domino effect of a single point of failure. The extensive recovery process affected not only their immediate clients but also supply chains and partner networks, reinforcing the need for robust cybersecurity measures to be in place for businesses.

This session will explore how NEDs and businesses can enhance their cybersecurity resilience by implementing stronger preventative steps. We will also explore various strategies to mitigate against future risks through having robust resilience measures, regular audits, comprehensive backup and recovery plans, employee training, vendor risk management, and business interruption insurance. This event aims to provide NEDs with actionable insights to ensure their companies' supply chains are protected and to enhance continuous monitoring and improvement.

Understanding ESG and other supply chain risks

Format: Virtual

Date: Tuesday 8 April 2025

Timing: 9:00am to 10:00am

Date and location

This virtual presentation with Q&A will be held on Tuesday 8 April 2025 from 9:00am to 10:00am.

Event overview

This event aims to explore strategic approaches to address global supply chain disruptions, enhance resilience, and meet net zero goals, by integrating human-led and tech-powered solutions and leveraging data-driven insights.

Event description

This session will explore the major disruptions affecting global supply chains and will consider strategies to manage rising costs, boost resilience and achieve net zero goals.

Global conflicts, Brexit and the Suez Canal blockage have in the past destabilised supply chains. Data-driven insights and advanced technology are now essential for informed decision-making and business continuity, with collaboration across all business units being crucial for building resilience, adapting to new realities and helping businesses develop robust contingency plans.

Although disruptions often lead to increased costs, understanding supply chain dynamics helps businesses to manage and control these costs more effectively and helps to provide a competitive advantage. Greater understanding should also assist with mitigating the risk of a single point of failure.

In addition, supply chains often have a vital role to play in achieving the organisation's net zero goals and will often need to provide data in support of ESG targets.

Join us for an interactive session to explore how NEDs and their businesses can prepare for these challenges whilst being transparent and driving sustainable practices to meet their ESG objectives.

Open forum session – managing the growing demands on NEDs

Format: In person

Date: Tuesday 29 April 2025

Timing: 12:00pm to 2:00pm.

Date and location

This lunch discussion for a small number of attendees will be held on Tuesday 29 April 2025, from 12:00pm to 2:00pm, at our Embankment Place office.

Event overview

This session will be an 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.

To some extent, the pandemic changed behaviours with greater access to NEDs outside of the set Board and Committee meetings and many NEDs have found demands on their time have continued to increase. Their many responsibilities include inputting to strategy and ensuring alignment with purpose and values, making timely decisions, assessing the company's financial health, ensuring compliance with governance and regulations, guiding and motivating the executive team, considering the company's culture and ensuring appropriate communication with stakeholders.

The complexities and responsibilities of the NED role in today's corporate world are significant and require a broad range of skills. Creating a safe, private, and collaborative environment for NEDs to discuss the demands they are facing and how best to respond will be helpful in fostering open dialogue, mutual understanding, and effective collective decision-making.

This session is designed as an open forum with the aim of providing a supportive space for NEDs. Under the Chatham House rule, this session will offer NEDs an opportunity to discuss real-world issues they face in their roles and explore solutions through shared wisdom and diverse perspectives.

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

Monday 4 November 2024 – 10:00am - 1:00pm, including lunch at our Embankment Place office

Wednesday 13 November 2024 – 9:30am - 11:00am, as a virtual alternative over Teams

Tuesday 18 March 2025 – 10:00am - 1:00pm, including lunch at our Embankment Place office

Wednesday 26 March 2025 – 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 are sent for these briefings.



Remuneration Committee events

Dates

Wednesday 27 November 2024

(In person: 10:00am – 1:00pm)

Wednesday 4 December 2024

(Virtual alternative: 9:30am – 11:00am)

Date and location

This presentation with Q&A will be run in person at our Embankment Place office on Wednesday 27 November 2024, from 10:00am to 1:00pm including lunch and again as a virtual event on Thursday 4 December 2024, from 9:30am to 11:00am.

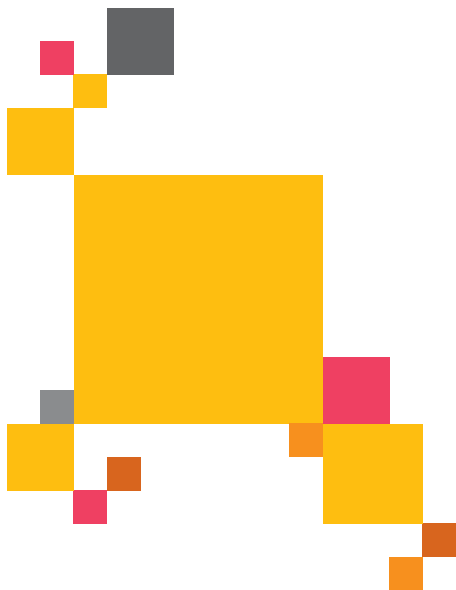
Executive remuneration update

As the 2024 AGM season draws to a close, we have seen signs of a potential evolution of the executive pay landscape in the UK with a handful of companies putting forward new Directors' remuneration policies with large increases in variable pay opportunities and some companies adopting non-standard structures.

These proposals come in the context of the growing debate about the extent to which the established model of executive remuneration for UK listed companies allows them to compete for talent, particularly on a global basis. This debate has been part of a wider conversation about the attractiveness of the London Stock Exchange as a market on which to list, with calls for a 'big tent' conversation on the UK's approach to executive pay.

At the same time, the UK General Election in July and subsequent change in Government mean we could see new policies implemented that impact the wider economic environment and/or regulatory environment with implications for remuneration.

Join us as we reflect on the executive pay outcomes of FTSE 350 companies in 2024 and provide updates on developments for 2025 and beyond.



FTSE 350 Remuneration Committee Chair Roundtables

What is it?

PwC's Roundtables for Remuneration Committee Chairs provide an intimate in-person forum for Remuneration Committee Chairs of FTSE 350, and other large organisations, to hear the best of our thought leadership on executive remuneration, as well as an opportunity for discussion and debate with peers.

It is led by experts from PwC's Reward practice who advise companies and Remuneration Committees on executive remuneration and will often be joined by a guest speaker from the industry. Former guests include the Director of Stewardship, Risk and Tax at The Investment Association, and representatives from the Department for Business and Trade (DBT).

When is it?

The next session will be held on Thursday 17 October 2024 at Brown's Hotel, London. The session will run between 2pm and 4pm with afternoon tea provided.

What is covered?

The aim of each event is to share and discuss our insights and thought leadership on executive remuneration trends and hot topics such as:

- AGM season analysis – e.g. market trends, corporate governance, shareholder views
- 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 this roundtable event, 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	
Solvency UK: Industry perspectives on the final rules for matching adjustment firms. The Prudential Regulation Authority ('PRA') published its long-awaited Policy Statement PS10/24 on reforms to the Solvency II ('SII') regime for Matching Adjustment ('MA') portfolios on 6 June 2024. PS10/24 accompanies other key SII reforms in PS2/24 and PS3/24.	Presentation + Q&A	Tuesday 19 November 2024	4:30pm-6:00pm	Virtual event
Cost out! Cost and productivity have become a hot focus in FS again - a review of top down and bottom up approaches.	Presentation + Q&A	Thursday 23 January 2025	9:00am-10:30am	More London
ESG reporting and transition planning – a catalyst for net zero.	Presentation + Q&A	Thursday 27 February 2025	4:30pm-6:00pm	Virtual event
Adapting the workforce for an environment of embedded AI.	Presentation +Q&A	Tuesday 25 March 2025	4:30pm-6:00pm	Virtual event
PwC's Framework for Growth – A discussion of the key themes highlighted in PwC's 'Framework for growth' and the role for Financial Services in the context of the new Governments first 6 months.	Presentation + Q&A	Thursday 10 April 2025	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 07778 211066 (dan.schwarzmann@pwc.com) or Bimal Karaji on 07802 660039 (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-winter-2024-spring-2025>

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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Placeholder for disclaimer goes here

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