



Corporate Governance, ESG and the Digital World

A non-credit professional program

Unleash innovation and gain a competitive edge. All companies face governance challenges. While digital transformation can drive innovation, cybersecurity is becoming a day-to-day issue for businesses in helping to manage risk and is a central part of IT governance. At the same time, strategically leveraging ESG can help improve the cost of capital and other financial indicator. This course helps boards navigate corporate governance, ESG, and the digital world to maximize firm performance and protect the interests of the firm from potential risk.

Who benefits from this program?

Emerging and mid-career leaders (roughly 5-15 years of work experience) from all industries and functions who are seeking opportunities to accelerate their growth as board-ready executives. The program is particularly well suited for public or private company managers, directors or similar roles as they prepare to move into greater levels of responsibility.

What will you gain?

- Learn what personal information is, what is material information and what/how to disclose in your company jurisdiction.
- Understand how the emergence of ESG factors affects your company's ability to manage information and risk.
- Manage the interplay between digital innovation and privacy amidst a changing regulatory, intergovernmental and stakeholder context.



BENTLEY UNIVERSITY
Executive and Professional Education

Program Overview

Session 1

Materiality - The Cornerstone of Governance

- Materiality Definitions
- Matrices & Framework
- Local Jurisdiction & International Disclosure Frameworks

Session 2

Disclosure Decision-Making and Application

- What is an Obligation to Disclose?
- Conflicts of Interest, Board Committee Structure and
- Best Practices
- Workshop: Solutions & Opportunities for Your Organization

Session 3

Cybersecurity and Governance

- IT Governance
- Cyber Incidents, Security and Privacy
- Information Reuse and Unauthorized Access, GDPR Act

Session 4

Digital Transformation

- Board Challenge Case: Cybersecurity or Digital Innovation?
- Digital Transformation in Banking
- Workshop: Your Organization's Cybersecurity Strategy

Session 5

Managing ESG & the Issues

- What is ESG?
- How is it Assessed and Who Assesses it?
- Sustainable Stock Exchanges and SDGs
- Kuwait Capital Markets & Other Regulatory Frameworks

Session 6

ESG as a Strategy

- What is Climate-Related Financial Information?
- Standard Setters (IFRS, TCFD, SASB) & ESG Transparency
- How to Use ESG as a Strategy (Improving Cost of Capital and Financial Performance)?

Additional Information:

- Program requires needs assessment
- Curriculum can be adapted to the desired learning goals of the audience
- Assessment tools for leadership development plan are a function of learning goals

Delivery Mode:

- In-person



Prof. Cynthia Clark is a corporate governance and business ethics expert focusing on activism, DEI and ESG issues, public disclosures and data privacy. She has conducted training sessions on ethical decision-making, activism and nominating & governance procedures to senior management and boards of directors at organizations.

From 2016-2018 she served in an ethics and governance capacity to the pre & post IPO Origin Bank (NASDAQ: OBNK) board of directors. She has been widely cited in the media on governance issues including The Wall Street Journal, Institutional Investor, The Boston Globe, CNN, Forbes, Reuters and Bloomberg Radio.

Cynthia is the founding director of the Harold S. Geneen Institute of Corporate Governance, an institute dedicated to applying board of director research to practice. Cynthia is a governance fellow with the National Association of Corporate Directors (NACD), is a member of the Society for Governance Professionals, the Society for Corporate Compliance & Ethics, the Private Directors Association and is active in 50/50 Women on Boards; she presents regularly at all. In 2015, she helped establish the International Corporate Governance Society (ICGS) and served on its board during its first 5 years.

Prior to becoming a professor of management at Bentley University, Cynthia worked in the financial services industry. She was relationship manager for the Bank of Boston's banking and mutual fund clients and senior investment advisor for Prudential Securities in New York City.

Cynthia is the author of three books: Giving Voice to Values in the Boardroom (2021) and Business & Society: Ethical, Legal, Digital Environments (2020) and Trust Diffusion: How Creating Climates of Trust Influence Organizational Effectiveness (2008). Since 2020 she co-authored the annual Census of Women Directors and Executive Officers of MA Public Companies. She is also widely published in top journals including Harvard Business Review, Sloan Management Review, Strategic Management Journal, Business Ethics Quarterly, and Journal of Business Ethics.

Cynthia has made presentations internationally including in London, Paris, Copenhagen, Tampere, Bath, Berlin, Madrid, Valencia, Guanacaste, Bled and Rome. She also speaks Spanish and holds a bachelor's degree from Boston College, a master's degree from Northwestern University and Ph.D. from Boston University.