## 10th EUROPEAN CORPORATE GOVERNANCE CONFERENCE
### DEC 6th & 7th 2010 (BRUSSELS)

### DAY 1 - DECEMBER 6th

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<th>Session</th>
<th>Moderator(s)</th>
<th>Panellists</th>
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<td>8h00</td>
<td>Registration &amp; Coffee</td>
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<tr>
<td>9h00</td>
<td>1 Welcome</td>
<td>Min. Stefaan De Clerck, Belgian Federal Minister of Justice</td>
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<td>9h30</td>
<td>2 Plenary introduction - (How) Can corporate governance foster long-term success?</td>
<td>Prof. Baroness Lutgart Van den Bergh, Executive Director, GUBERNA</td>
<td>Prof. Gilbert Lenssen, President, EABIS</td>
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<td>Dr. Roch Doliveux, CEO, UCB Group</td>
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<td>9h30</td>
<td>3 Recipes for a multitude of board practices instead of a one-size-fits-all</td>
<td>dr. Abigail Levrau, Doctor Assistant, GUBERNA</td>
<td>Prof. Mette Neville, Aarhus School of Business, Aarhus University</td>
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<td>Prof. Naomi Chambers, Manchester Business School</td>
<td>Prof. Joseph Warburton, Whitman School of Management</td>
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<td>10h30</td>
<td>5 To what extent do/must board duties include stakeholder expectations?</td>
<td>Mr. Mark Goyder, CEO, Tomorrow’s Company</td>
<td>Prof. Dick de Waard, University of Groningen</td>
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<td>Mr. Punit Arora, Whitman School of Management</td>
<td>dr. Stefan Schepers, Partner EPPA</td>
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<td>Workshops</td>
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<td>11h30</td>
<td>Coffee Break</td>
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<td>12h00</td>
<td>4 Translating enlarged director duties into law: a European or a national approach?</td>
<td>Prof. Alain François, University of Brussels, Partner Eubelius</td>
<td>Prof. Loizos Heracleous, Warwick Business School</td>
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<td>Prof. Blanaid Clarke, University College Dublin</td>
<td>Prof. Beate Sjåfjell, University of Oslo</td>
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TIMING & SESSION  DAY 1 - DECEMBER 6th

13h00  Lunch

14h00  9  Plenary Session - How to measure what really counts?

   Moderator:  Prof. Andrew Kakabadse, Cranfield University, School of Management
   Panellists:  Prof. Richard Leblanc, York University
               Prof. Paul Strebel, IMD Lausanne
               Mr. John Vassallo, Vice President EU Affairs, Microsoft

15h30  Coffee Break

16h00  10  Enhancing board effectiveness through director education and board/director support

   Moderator:  dr. Roger Barker, Head of Corporate Governance, Institute of Directors, UK
   Panellists:  Mr. Seamus Gillen, Director of Policy, ICSA
               Prof. Paola Schwizer, SDA Bocconi School of Management
               Mr. Sikko Onnes, Partner, Egon Zehnder International

   or  11  Enhancing board effectiveness through boardroom diversity

   Moderator:  Prof. Herman Daems, chairman, Corporate Governance Committee
   Panellists:  Mrs. Elin Hurvenes, founder, Professional Boards Forum
               Mrs. Sybilla Dekker, chairman, Talent naar de Top
               Prof. Renee Adams, UQ Business School, The University of Queensland

   or  7  Board duties and board effectiveness: the case of executive remuneration

   Moderator:  Mr. Xavier Baeten, Vlerick Leuven Gent Management School
   Panellists:  Prof. Dean Hennessy, University of Tilburg
               Prof. Nada Kakabadse, University of Northampton’s Business School
               Prof. Werner Jörg, University of Bremen, Germany

17h30  Cocktail / end of Day 1

19h30  13  Dinner - Routes to effective governance regulation

   Introduction:  Baron Luc Bertrand, chairman, GUBERNA
   Speech:  Prof. Eddy Wymeersch, Chairman, ECGI
TIMING & SESSION  
DAY 2 - DECEMBER 7th

9h00  14 Opening Session - Board duties and board effectiveness in different shareholder configurations: lessons learned at day 1
Rapporteurs:  
Prof. Gilbert Lenssen, President, EABIS
Prof. Andrew Kakabadse, Cranfield University, School of Management

9h30  15 Plenary Session - Board and governance effectiveness: coping with governance paradoxes
Moderator:  
Prof. Baroness Lutgart Van den Berghe, Executive Director, GUBERNA
Panellists:  
Mrs. Daniela Weber-Rey, Partner, Clifford Chance
dr. Neville Bain, chairman, Institute of Directors, UK

10h30  Coffee Break

11h00  16 ECGI Session - Shareholder Activism: A Source of Value Creation?
Moderator:  
Prof. Marco Becht, Solvay Brussels School, CEPR and ECGI
Panellists:  
Prof. Luc Renneboog, Tilburg University, ECGI
Prof. Julien Franks, London Business School, CEPR and ECGI

12h00  17 Plenary Session - More effective governance in listed companies: the role of institutional shareholder and market monitoring
Moderator:  
Prof. Eddy Wymeersch, former chairman, CESR
Panellists:  
Mr. Jean-Nicolas Caprasse, head corporate governance RiskMetrics Group/ISS Governance Services
Mr. Johan Van der Ende, member Executive Committee at PGGM
Mr. Chris Hodge, Head of Corporate Governance, FRC

13h00  Lunch

14h00  18 Plenary Session - More effective governance - the model of controlling shareholder monitoring in listed companies
Moderator:  
Prof. Louis Verbeke, chairman, Vlerick Leuven Gent Management School
Panellists:  
Mr. Christophe Clerc, partner, Marccus Partners, Paris
Baron Luc Bertrand, CEO, Ackermans & van Haaren
Mr. João Talone, General Partner, Magnum Capital

14h00 - 15h15 Parallel Session EABIS
14h00 - 15h15 The bigger picture and polyvalent perspectives on Corporate Governance
Chair:  
Prof. Andrew Kakabadse, Cranfield University, School of Management
Co-chair:  
Prof. David Bevan, Director of Academic Affairs, EABIS
Panellists:  
dr. Isaac Mostovicz, Chairman, Janus Thinking
dr. Oliver Marnet, Exeter University Business School
dr. Izabela Koładkiewicz, Kozminski University, Warsaw
Mr. Gabriel Cantu, Durham University Schools of Law and Business

15h00  Coffee Break

15h30  19 Plenary Session - More effective governance - the model of controlling shareholder monitoring in unlisted companies
Moderator:  
Prof. Philippe Haspeslagh, dean, Vlerick Leuven Gent Management School
Panellists:  
Baron Buysse, chairman, Bekaeert
Mr. Olli Virtanen, Secretary General, Finnish Professional Board Members Association
Mr. Juan Alvarez-Vijande, chairman, ecoDa
Mr. Philippe De Buck, director general, BUSINESSEUROPE

16h30  20 Closing Session
Minister Vincent Van Quickenborne, Belgian Federal Minister for Enterprise and Simplification

17h00  End of the Conference