

Navigating Transformation and Disruptions:

Overcoming Governance Challenges

12th Hawkamah Annual Conference

30th April 2018

Dubai, UAE

Technological innovations are producing major positive disruptions to the usual way of doing business. Driverless cars and robotic workers are fueled by the latest thinking on artificial intelligence; 3D printing are up-ending traditional views of manufacturing, publishing and construction; Fintech and cryptocurrencies are rapidly changing the finance landscape; and the data being collected from information and operation technologies are being transformed to fuel more innovations in the way policies, communities and individuals are governed. Companies and their boards need to re-think and transform their approaches to be able to cope with such a dynamic landscape.

The conference will explore the impact that these transformations and disruptions will have on how companies are governed? How can organizations align their decision making to match the increasing speed of change? How can Boards of Directors drive transformation and foster innovation within their businesses? How can transformation and innovation be encouraged and monitored? How can government support, enable, and accelerate these changes?

9:00–9:10am

Opening remarks

HE Hamad Buamim, Chairman, Hawkamah Institute for Corporate Governance

9:10–9:50am

Evolve or Perish

The government of the UAE has staked a bold ambition for the society to be the global leader and innovator fostering the 4th Industrial Revolution. The session will highlight UAE's vision in trying to shape its future and its greater role in the world, and will challenge the private sector to be a partner in taking on the mantle of global innovative leadership.

Keynotes:

HE. Mohammed Al Shehhi, Undersecretary for Economic Affairs in the Ministry of Economy of the United Arab Emirates

Dr Mahmoud Mohieldin, Senior Vice President, World Bank

9:50 – 10:20am

Government and Enabling Innovation

The subsequent regulatory panel discussion will explore ways and approaches that the UAE's and regional regulators are trying to respond to the government's bold ambition, as they try to balance the development of the market and protection of investors and consumers' rights.

Regulatory Panel Discussion:

HE Dr Obaid Al Zaabi, Acting CEO, Securities and Commodities Authority

Bryan Stirewalt, Managing Director, Dubai Financial Services Authority

Facilitated by: **Chris Hodge**, Advisor, ICSA The Governance Institute (UK)

10:20–11:00am

Disruptive Technologies: Framing the Opportunities of the Future

What is in store for societies and corporations for the future? The keynote speakers will chart out the challenges and potential opportunities for companies as they develop their strategies and approaches to deal with the future.

Keynote: **Dr. Noah Raford**, COO and Futurist-in-Chief, Dubai Future Foundation (TBC)

Lino Cattaruzzi, Managing Director, Google

Idriss Al Rifai, Founder & CEO, Fetchr

11:00–11:15am

Coffee Break

11:15am–12:30pm

Innovative Boards and Staying On Top

This practical panel discussion will explore how current boards have been dealing with the bold call of the government to innovate and respond to disruptions and game changers, and even be game changers themselves. Areas to debate include marrying seemingly contradictory demands of innovation and risk management; exploring expertise in the boardroom; creating constructive abrasion for innovation; and redefining the partnership between the board and the executives.

Panel Discussion:

Dr. Ahmad bin Hassan Al Shaikh, Chairman, Ducab

Dr. Amina Alrustamani, Group Chief Executive Officer, TECOM Investments

Frank Dangeard, Chairman of NatWest Markets plc; Director of the RBS Group, Symantec and of RPX

Facilitated by: **Dr. Ashraf Gamal EIDin**, CEO, Hawkamah

12:30–1:30pm

Lunch

1:30–2:45pm

Managing Risk in Times of Transformation

The after-lunch session will build on the challenges and opportunities raised in the board roundtable and providing tools and resources for boards and company executives to adequately respond to innovation. In short 10 minute presentations the panelists will advance their views, followed with a dynamic and interactive Q&A with the audience.

Keynotes: **Simon Osborne**, Chief Executive, ICSA, The Governance Institute (UK)

Ashok Kumar Anjan, Chief Compliance Officer, Dubai Electricity & Water Authority (UAE)

Sophie L'Helias, Board Member, Kering (France)

2:45 –3:00pm

Coffee Break

3:00–4:15pm

Corporate Strategy

Ultimately the successful governance of initiatives looks to align incentives, resources, and strategies in order to foster a resilient corporate culture and appropriately manages expectations of shareholders and stakeholders. Given the corporate governance realities in the region of concentrated ownerships and a seeming lack of transparency, disclosure and oversight, how can boards achieve strategic alignment between the executives' performance, board's oversight and value creation role, the shareholders' requirement to receive shareholder value, and the stakeholders' growing expectations for more responsible and responsive corporations and organizations?

Panel Discussion

Peter Montagnon, Associate Director, Institute of Business Ethics (UK)

Oliver Ziehn, Partner, Lintstock

Prof. M.S. El Namaki, Dean, School of Management, Victoria University (Switzerland)

Sophie L'Helias, Board Member, Kering (France)

4:15 –4:30pm

Closing Ceremony