

# Global *Board* Fellowship

Experience a  
**Masterclass**

*Coming*  
Soon to  
**Maldives**

A premier, immersive leadership accelerator designed exclusively for board members to sharpen judgement, strengthen strategic oversight, and lead decisively in an increasingly complex risk environment.



## PROGRAMME OVERVIEW

<b>FORMAT</b>	3 Days 4 Nights   Fully Residential
<b>DELIVERY</b>	Fully In-Person   Premium Maldives Venue
<b>AUDIENCE</b>	Board Members — Listed & Unlisted Companies
<b>AWARD</b>	Global Board Fellowship Certificate (GBF)   IOD India
<b>SPOUSES</b>	Companion Programme Available
<b>COHORT</b>	25 Fellows (Subject to Eligibility Screening)

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## INTRODUCTION

Today's boards are no longer evaluated only on compliance and structure.

They are being judged on their ability to anticipate risk, challenge management, protect long-term value and respond decisively in uncertainty.

While IOD's "Masterclass for Directors" programme build foundational understanding, Global Board Fellowship focuses on advanced board judgement, decision-making and leadership in real-world, high-risk and high-impact situations.

This Global Board Fellowship Programme is designed exclusively for the Board Members and emerging leaders aiming to tackle the challenging business scenarios and board-level governance. The curriculum focuses on equipping the participants with real world use cases surrounding evolving role of the board, strategic oversight, ESG (Environmental, Social, and Governance) frameworks, and ethical leadership in a digital-first global economy.

In essence, the Global Board Fellowship moves beyond what a Director should know and focuses on how a Director must think, challenge, decide and lead in today's boardroom.

## WHY NOW - GLOBAL BOARD FELLOWSHIP (GBF)

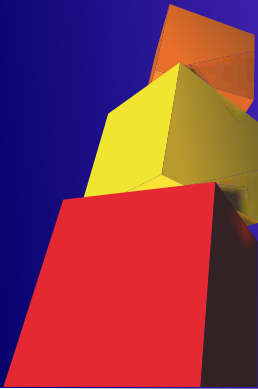
The real gap today is not knowledge of regulations, but board-level judgement, risk oversight and strategic response in uncertain situations.

Further, the risk landscape has changed permanently. Cyber threats, geopolitical disruptions, ESG accountability, supply-chain vulnerabilities and reputation risks now sit squarely within the board's oversight mandate. Directors are increasingly expected to provide strategic stewardship, not merely compliance supervision.

In parallel, even domestically focused companies are exposed to global investors, partners and reporting expectations—making global governance understanding and comparative board practices essential.

## ABOUT THE PROGRAMME

The Global Board Fellowship (GBF) is a prestigious, immersive experience that prepares professionals for the complexities of modern boardroom dynamics. The fellowship is a premier leadership accelerator designed for those at the helm of organizational steering. The Global Board Fellowship is essential to equip experienced Directors, MFD Alumni and IOD Fellows with advanced, practice-driven board capabilities—to lead, challenge and decide effectively in an era where regulatory surprises, complex risks and public scrutiny are no longer exceptional, but routine.



### Key Learning Pillars:

- Corporate Governance - practical insights for Building effective boards
- Board's Preparedness on Geo-Politics & International Trade Policies
- Compliance framework for Listed Companies - what every Director must know
- Effectively Chairing the Board Committees
- Crisis Management and Effective Leadership
- AI in the Boardroom

## ELIGIBILITY CRITERIA & SCREENING PROCESS

### Who Should Apply

We seek a diverse cohort of visionaries. This programme is exclusively curated for established leaders and members of our professional community.

### Admission is restricted to:

- Chairpersons & Founders: Individuals leading Board of Directors or governing bodies of private, public, listed organizations having minimum 20 years of experience.
- Senior-Level Management: KMPs, CXOs (CEO, CFO, COO, etc.), Managing Directors, and Vice Presidents with significant decision-making authority having minimum 20 years of experience.
- Existing Board Members: Current Executive or Non-Executive Directors of listed companies looking to modernize their governance skill set for a global context.
- MFD Alumni: IODs past "Masterclass for Directors" Alumni who have completed their Level -1 and are looking forward for transitioning into a more challenging role, subject to approval of Training committee.
- IOD Fellows



\* Please note that admission to Global Board Fellowship programme is subject to approval by the Training committee



# 5-STAGE SCREENING PROCESS

## ONLINE APPLICATION

Applicant submits the Expression of Interest (EOI) form on the IOD, India portal, including current board roles, company details, annual turnover, and a 200-word governance statement.

## DOCUMENT VERIFICATION

IOD, India's Programme Office verifies directorship credentials via MCA records, board appointment letters, company annual reports, or equivalent evidence.

## ELIGIBILITY ASSESSMENT

A designated IOD, India Training Committee reviews the application against eligibility criteria — ensuring authentic board-level accountability and peer parity within the cohort.

## PERSONAL INTERVIEW (IF REQUIRED)

For borderline or complex applications, a 20-minute virtual interview may be conducted with a member of the IOD, India Training Committee to assess governance maturity and learning readiness.

## ACCEPTANCE & ENROLMENT

Selected candidates receive a formal Letter of Acceptance from IOD, India. Enrolment is confirmed upon payment of the programme fee within the stipulated deadline.

## COMPANION (SPOUSE/PARTNER) POLICY

Fellows may bring their spouse or partner to the programme venue as a companion. Companions are warmly welcomed and will have access to a dedicated Companion Programme designed to offer a curated, enriching residential experience while Fellows are in sessions.

### INCLUDED FOR COMPANIONS

- Full residential accommodation for 4 nights
- All meals, social events & cultural evenings
- Welcome Dinner & introduction among fellow Participants on Night 1
- Cultural Evening and Special Dinner on Night 2
- Gala Dinner on Night 3
- Felicitation Ceremony on Night 4

### COMPANION PROGRAMME ACTIVITIES

- Heritage & Cultural Walk — curated local experience
- Wellness Session — Yoga, Meditation & Spa
- Art & Craft Workshop — Traditional Art Form
- Shopping & City Tour (optional, self-paced)

## BENEFITS FOR THE PARTICIPANTS

- Complimentary empanelment in the IOD's "Directors Databank", subject to Committee's Approval once it meets all desired requirements.
- Enjoy a complimentary one-year IOD membership to non-members, granting access to networking conventions in India and overseas. Expand your horizons, forge valuable connections and foster learning and socializing opportunities.
- Access reading materials and course slides to revisit essential insights for real-world application even after the Programme concludes.
- Access to IOD's exclusive Handbooks for Directors - a comprehensive guide for Directors and Senior Executives.






## CERTIFICATION

As part of the Global Board Fellowship, participants are required to submit a Capstone Board Impact Project Study Report within six weeks of programme completion, demonstrating practical application of board-level concepts.

All submissions must be original and will be evaluated by the Training Committee. Upon successful approval, participants will be awarded the title of “Global Board Fellow (GBF)”.



## GLOBAL BOARD FELLOWSHIP PROGRAMME FEE

FORMAT	DURATION	VENUE	REGISTER YOUR INTEREST
 Fully Residential (In-Person)	 3 Days / 4 Nights	 Premium Property Maldives	 <a href="mailto:info@iodglobal.com">info@iodglobal.com</a>

Note: Participants are requested to kindly make their own travel arrangements, for themselves and their accompanying companions, to and from the venue.

## PROGRAMME MODULES - GLOBAL BOARD FELLOWSHIP

All six modules are developed and delivered under the IOD India Academic Framework, aligned with the Institute of Directors' global standards for board director education.

MODULE 1	CORPORATE GOVERNANCE - PRACTICAL INSIGHTS FOR BUILDING EFFECTIVE BOARDS
<p><b>Module Description</b></p> <p>This module is designed for Directors to deepen their ability to apply corporate governance principles in complex, real-world boardroom situations. The programme focuses on strengthening Board effectiveness through practical insights into Board dynamics, regulatory and fiduciary responsibilities, risk and crisis oversight, stakeholder and ESG considerations, technology and data governance, and performance evaluation of the Board and its committees.</p> <p><b>Learning Outcome</b></p> <p>Participants will enhance their capability to exercise independent judgement, provide strategic oversight and build high-impact, future-ready Boards that create sustainable long-term value for all stakeholders.</p>	<p><b>Key Topics Covered</b></p> <ul style="list-style-type: none"> <li>• Board dynamics and interpersonal governance</li> <li>• Regulatory and fiduciary responsibilities of directors</li> <li>• Risk and crisis oversight at the board level</li> <li>• Stakeholder management and ESG integration</li> <li>• Technology and data governance frameworks</li> <li>• Board and committee performance evaluation</li> </ul>



## MODULE 2

## BOARD'S PREPAREDNESS ON GEO-POLITICS & INTERNATIONAL TRADE POLICIES

### Module Description

Geopolitics plays a very important role in business decision making. In these times where any event happening in one part of the world impacts businesses and individuals in another part of the world, business decision-makers need to pay more attention to geopolitical happenings.

### Learning Outcome

This module is designed to provide a more profound perception of contemporary international relations, to develop the ability to build geopolitical scenarios, augment critical thinking to evaluate media coverage on international relations, and integrate it in strategic decision-making.

### Key Topics Covered

- Contemporary geopolitical landscape - key fault lines and flashpoints
- Impact of international trade policies on businesses
- Geopolitical scenario building for boards
- Strategic positioning - bilateral and multilateral frameworks
- Supply chain resilience in a fragmented world order
- Integrating geopolitical risk into board-level strategy



## MODULE 3

## COMPLIANCE FRAMEWORK FOR LISTED COMPANIES - WHAT EVERY DIRECTOR MUST KNOW

### Module Description

This session aims to equip aspiring and current directors with a clear and practical understanding of the compliance ecosystem governing listed companies, enabling them to discharge their fiduciary and statutory duties effectively, mitigate regulatory risks, and uphold strong standards of governance, transparency, and accountability.

### Learning Outcome

Participants will learn what compliances apply, when they apply, who is responsible, and how the Board is expected to exercise oversight — thereby enabling them to ask the right questions and prevent compliance failures.

### Key Topics Covered

- SEBI LODR Regulations - listed company obligations
- Companies Act 2013 - director duties and liabilities
- BRSR and ESG disclosure requirements
- Related party transactions - board oversight framework
- Insider trading regulations and UPSI obligations
- Practical compliance calendar for boards and committees

## MODULE 4

## EFFECTIVELY CHAIRING THE BOARD COMMITTEES

### Module Description

Today, Boards are under intense scrutiny from shareholders, regulators, the media, company employees, and other stakeholders. Given the wide range of the Board's responsibilities and the diverse nature of skills required, the Board delegates certain responsibilities to specialist Committees. The Companies Act 2013 prescribes four such mandatory Committees.

### Learning Outcome

This module focuses on the broad role, duties and powers of these committees, how to effectively chair the committees with sharper focus on the Audit Committee.

### Key Topics Covered

- Mandatory committees - Audit, NRC, SRC, and Risk Management
- Role, powers and terms of reference for each committee
- Chairing techniques - agenda setting, managing dissent, minute writing
- Deep dive: Audit Committee - financial oversight and auditor relations
- Independent director dynamics within committee structures
- Case studies: Committee failures and best-in class practices

## MODULE 5

## CRISIS MANAGEMENT AND EFFECTIVE LEADERSHIP

### Module Description

This module equips Directors with practical frameworks and board-level leadership skills to anticipate, navigate and manage organisational crises, ensuring timely decision-making, clear stakeholder communication and strong executive oversight while sustaining trust, resilience and business continuity during periods of uncertainty.

### Learning Outcome

Directors will leave with a crisis response playbook, communication frameworks, and the leadership skills to steer their organisations through adversity.

### Key Topics Covered

- Crisis typology — reputational, financial, operational, regulatory
- Board's role in crisis vs. management's role - clear demarcation
- Crisis communication - what boards must say and when
- Group discussion on use cases
- Building organisational resilience and continuity frameworks
- Crisis simulations - real-time boardroom decision exercise



## MODULE 6

## AI IN THE BOARDROOM

### Module Description

This module enables Directors to understand and effectively govern the use of Artificial Intelligence at the board level, with a focus on strategy, risk oversight, ethics, data governance and regulatory readiness.

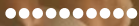
### Learning Outcome

The programme equips Boards to make informed decisions on AI adoption, oversee management's AI initiatives, ensure responsible and compliant use of technology, and leverage AI as a strategic enabler for long-term value creation and organisational resilience.

### Key Topics Covered

- What every director needs to know about AI - demystifying the technology
- AI strategy - board-level decision framework for adoption
- AI risk oversight - bias, hallucinations, data privacy, cyber exposure
- Ethics and responsible AI - the board's accountability
- Regulatory landscape - DPDP Act 2023, EU AI Act, global parallels
- AI governance frameworks and oversight checklists for boards

## PROGRAMME STATISTICS



SCAN TO REGISTER  
YOUR INTEREST

