



**Building<sup>®</sup>  
Tomorrow's  
Boards**

# INSTITUTE OF DIRECTORS 36<sup>TH</sup> ANNUAL DIRECTORS' CONCLAVE

SATURDAY, AUGUST 22, 2026  
HOTEL LE-MERIDIEN, NEW DELHI (INDIA)

**Theme:**

*Making Boards Effective for Investor Confidence & Sustainable Value Creation*

## \*PROGRAMME

**SATURDAY, 22<sup>ND</sup> AUGUST, 2026**

**VENUE: - HOTEL LE-MERIDIEN, NEW DELHI**

*Registration and Welcome Tea / Coffee*

**0900 – 0945 hrs**

**Plenary Session – I**

**Opening Session**

**1000 – 1130 hrs**

*Lighting the Lamp*

*Release of Conclave Souvenir*

**Tea / Coffee**

**1130 – 1200 hrs**

**Keynote Session- II**

**The Future-Ready Board: Capability, Culture & Sectoral Foresight**

**1200 – 1330 hrs**

- *Skills-based diversity beyond gender: Digital fluency, AI oversight, Geopolitics, Climate risk and Regulatory literacy.*
- *Board Culture, Independence & Decision Integrity : Fostering Constructive Dissent & Accountability*
- *Evaluating effectiveness in volatile markets, succession planning, and aligning incentives with sustainable value creation.*
- *Sector-specific oversight challenges in Financial Services & FinTech, Technology, FMCG & Wellness, and PSUs.*
- *Preparing the 2035 Board: Building next-generation directors, continuous board education, and future-proof governance capability.*

*Interaction with Audience (Q & A)*

**LUNCH**

**1330 – 1430 hrs**

**Plenary Session- III**

**Leadership in an Era of Regulatory Intensification:  
Are boards prepared for regulatory activism?**

**1430 – 1530 hrs**

- *SEBI's expanding oversight of boards and independent directors*
- *Liability landscape for directors in 2026 and beyond*
- *Related party transactions & promoter scrutiny*
- *Insider trading, whistle-blower frameworks & board accountability*
- *Strengthening audit & risk committees in a digital economy*

*Interaction with Audience (Q & A)*

**TEA / COFFEE**

**1530 – 1600 hrs**

<b>Plenary Session –IV</b>	<b>The ESG Inflection Point: From Reporting to Responsibility</b>	<b>1600 – 1700 hrs</b>
	<ul style="list-style-type: none"> <li>• <i>BRSR evolution and tightening ESG disclosure frameworks</i></li> <li>• <i>Climate risk as a financial risk: Board accountability</i></li> <li>• <i>ESG-linked executive compensation</i></li> <li>• <i>Green washing risks and litigation exposure</i></li> <li>• <i>Independent ESG assurance &amp; board-level sustainability committees</i></li> <li>• <i>Embedding ESG into capital allocation, supply chain strategy &amp; investor communication.</i></li> </ul>	

***Interaction with Audience (Q & A)***

<b>Plenary Session –V</b>	<b>Promoter-Controlled Companies vs. Institutional Governance Models</b>	<b>1700 hrs- 1800hrs</b>
	<ul style="list-style-type: none"> <li>• <i>Balancing founder vision with minority shareholder rights</i></li> <li>• <i>Independent director effectiveness in promoter-led firms</i></li> <li>• <i>Succession planning in family enterprises</i></li> <li>• <i>Governance transition during IPO readiness</i></li> <li>• <i>The evolving role of stewardship codes and proxy advisors</i></li> </ul>	

***Interaction with Audience (Q & A)***

<b>Networking Reception</b>	<b>1800 –1900 hrs</b>
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<b>Plenary Session - VI</b>	<b><i>Felicitations Ceremony of IOD Distinguished Fellowship</i></b>	<b>1900 – 2000 hrs</b>
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**&**

***Felicitations of IOD Institutional LIFE Members***

<b>DINNER</b>	<b>2000 hrs</b>
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\*\*\*\*\* The End \*\*\*\*\*

\* *Subject to change and modifications*