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**Building[®]
Tomorrow's
Boards**

Title Partner



Tristar Group, UAE & Institute of Directors (IOD), India
present

NATIONAL CONVENTION ON 'BOARDS'

Presentation of **IDEAL Awards 2026** & felicitation of **IOD Life Members**

Saturday, March 20, 2027,
Hotel The Taj Deccan, Hyderabad

Theme:
Unlocking Enterprise Potential: The Board's Strategic Role

PROGRAMME**
(As On 29th September, 2026)

SATURDAY, MARCH 20, 2027
VENUE: - HOTEL THE TAJ DECCAN, HYDERABAD

Registration and Welcome Tea / Coffee

0830hrs

Plenary Session – I

Inaugural Session

0915 – 1030 hrs

*Special Announcements by the Emcee, Followed by a
Corporate Presentation of Tristar Group, UAE*

*National Anthem
Lighting of the Lamp*

Opening Address

Welcome Address

Keynote Address

Special Address

**Guest of Honor
Address**

Inaugural Address

*Release of Convention Souvenir &
IOD Directors Handbook on 'The Board'*

TEA / COFFEE BREAK

1030 - 1100 hrs

Plenary Session- II	Boards Beyond Compliance: Steering Growth, Innovation & Enterprise Risk	1100 - 1200 hrs
	• <i>Governing innovation without creating a culture of excessive risk aversion</i> • <i>Managing risk in fast-scaling, technology-intensive enterprises</i> • <i>Strengthening governance in promoter-led, professionally managed and new-age companies</i> • <i>Boardroom preparedness for low-probability, high-impact disruptions</i> • <i>Crisis governance: decision-making when information is incomplete</i> • <i>Creating accountability without slowing organisational agility</i>	
	(Q & A) Interaction with audience	
Plenary Session- III	From Hyderabad to the World: Boards Leading Global Growth & Enterprise Resilience	1200 - 1300 hrs
	• <i>Leading Indian enterprises across global markets, cultures and regulatory environments</i> • <i>Navigating geopolitical shifts, trade disruptions and changing global supply chains</i> • <i>Turning R&D, intellectual property and innovation into enterprise value</i> • <i>Governing the journey from laboratory innovation to commercial scale</i> • <i>Governing the convergence of technology, healthcare and life sciences</i> • <i>Scaling DeepTech, biotech and advanced engineering businesses</i>	
	(Q & A) Interaction with audience	
LUNCH BREAK		1300 - 1345 hrs
Plenary Session- IV	The Independent Director: Strategic Challenger, Guardian & Steward	1345 – 1500 hrs
	• <i>The evolving role and responsibilities of Independent Directors</i> • <i>Balancing independent judgement with constructive Boardroom consensus</i> • <i>Navigating difficult conversations, dissent and ethical dilemmas</i> • <i>Strengthening oversight of risk, culture, related-party transactions and corporate conduct</i> • <i>Independent Directors and the governance of technology-driven and high-growth businesses</i> • <i>Supporting Board succession, crisis preparedness and leadership continuity</i> • <i>Balancing entrepreneurial speed with fiduciary responsibility</i>	
	(Q & A) Interaction with audience	

Plenary Session- V	From Disclosure to Decarbonisation: The Board's ESG Challenge	1500 – 1615 hrs
	• <i>Moving ESG from disclosure and compliance to strategy and enterprise value</i> • <i>Preparing Boards for evolving ESG mandates, BRSR and BRSR Core assurance</i> • <i>Integrating climate risk into financial, operational and strategic decision-making</i> • <i>Decarbonising manufacturing and high-energy businesses</i> • <i>Water security, circularity and resource resilience as strategic risks</i> • <i>Green supply chains and responsible procurement</i>	
	(Q & A) Interaction with audience	

TEA / COFFEE & NETWORKING

1615 - 1645 hrs

Plenary Session- VI	Data as a Strategic Asset: AI, Data Quantum & the Next Technology Frontier	1645 – 1745 hrs
	• <i>Governing AI-driven transformation as a Board-level strategic priority</i> • <i>Establishing Board-level frameworks for responsible and accountable AI</i> • <i>Governing cybersecurity, data privacy, digital resilience and technology risk</i> • <i>Addressing algorithmic bias, misinformation, intellectual property and decision accountability</i> • <i>Harnessing Hyderabad's AI, DeepTech and GCC ecosystem to accelerate enterprise transformation</i> • <i>Governing AI in high-stakes sectors such as healthcare and financial services</i>	
	(Q & A) Interaction with audience	

Plenary Session- VII	Effectiveness of Board Committees in a Changing Enterprise: The Second Line of Governance	1745 - 1845 hrs
	• <i>Audit, Risk & ESG Committees: Recalibrating oversight for an interconnected risk landscape</i> • <i>Nomination & Remuneration Committees: Shaping leadership, succession and accountability for the future</i> • <i>Technology & Cyber Committees: Embedding digital and cyber oversight into the Board's governance architecture</i> • <i>CSR Committee: Moving from statutory compliance to strategic social impact and corporate purpose</i> • <i>Stakeholders' Relationship Committee: Strengthening trust, transparency and responsiveness across the stakeholder ecosystem</i> • <i>Committee Effectiveness: Moving beyond information review towards informed challenge and strategic insight</i> • <i>Special Committees in Times of Crisis: Enabling focused, agile and time-bound Board oversight</i>	
	(Q & A) Interaction with audience	

Opening Remarks

Welcome Remarks

Special Remarks

Guest of Honour
Remarks

Chief Guest
Address

Felicitations

Presentation of IDEAL Awards 2026 and Brief Acceptance Remarks
&
Felicitation of new IOD Life Members from
Hyderabad Region by the Chief Guest & Guests of Honour

	Vote of Thanks	2025 - 2030 hrs
	BANQUET DINNER	2030 hrs onwards

**Subject to change and modifications

-----The Programme Ends-----