

# Master class

SERIES

2022



# About ICD's Masterclass Series

ICD presents its very own Masterclass Series. Get to meet some of the most seasoned speakers from ICD's pool of teaching faculty, and keep abreast with the most

*latest issues and trends in the world of corporate governance.*

Every year, ICD invites some of its top-ranking speakers to present their very own Masterclass topic. These are then vetted and judged by ICD's Thought Leadership Committee, to finally come up with the final list of speakers presented in ICD's annual Masterclass Series.



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Making your Business Healthy through Diverse and Inclusive Policies



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Disruptive Strategy



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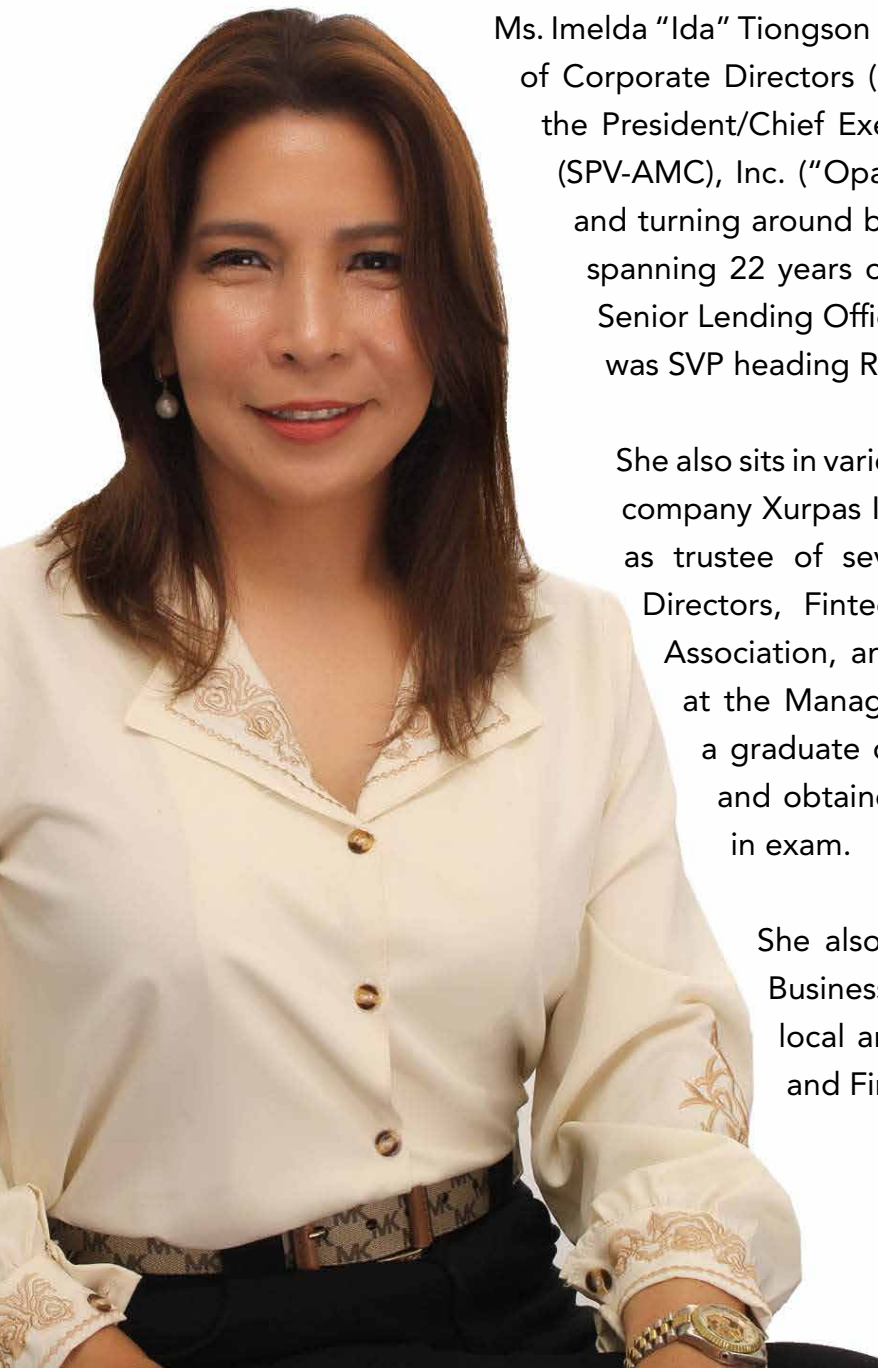
ESG Strategy: A Boardroom Topic For Directors



29  
July

## Imelda C. Tiongson, FICD

Chairperson, Prulife Uk Ph  
President and CEO, Opal Portfolio  
Investments (SPVAMC) Inc.



Ms. Imelda “Ida” Tiongson is a Trustee and Teaching Fellow of the Institute of Corporate Directors (“ICD”), Chairperson of Prulife UK Ph, and is the President/Chief Executive Officer of Opal Portfolio Investments (SPV-AMC), Inc. (“Opal”) – company in charge of distressed assets and turning around businesses. She started as a traditional banker spanning 22 years of experience with National Australia Bank as Senior Lending Officer and Philippine National Bank, last position was SVP heading Remedial Management.

She also sits in various boards including publicly listed technology company Xurpas Inc. and Fin Tech Global Resources Inc as well as trustee of several organizations - Institute of Corporate Directors, Fintech Alliance Philippines, Fintech Philippines Association, and Vice Chairman of Governance Committee at the Management Association of the Philippines. She is a graduate of Business in Accountancy at RMIT Australia and obtained a perfect score in Accounting for Bankers in exam.

She also lectures at the Ateneo Graduate School of Business and continues to be a regular speaker both local and overseas mainly on Digital Transformation and Fintech topics.

# Managing Finances in the Digital Age: FINTECH

29 July 2022, Friday | 04:00 PM - 06:00 PM (GMT+08)

Accelerating digitalization and rapid technological advances are bringing new opportunities as well as risks to the world of finance. Personal data have become a key input and source of value across the global digital economy. These trends are intertwined technologically, together with advances in artificial intelligence and the development of cyber security infrastructure. But we are only beginning to understand many of the challenges.

The key question is how to reap the benefits of technology in terms of financial inclusion, efficiency, risk management, and oversight, while managing the financial stability and integrity risks. This module will discuss the different options on Digital Finance Channels and Account Security.

### This course aims to:

- Discuss different options on Digital Finance Channels
- Account Security

### This course is intended for:

- **Businesses dealing with consumer to be aware what options consumers can avail in the digital space**
- **Businesses planning to enter or already in the Ecommerce space**
- **Business wanting to understand consumer's digital world**
- **Consumers wanting to gain appreciation of digital finance options**
- **Consumers needing appreciation on basic account security (101)**



26  
Aug

Teodoro Alejandro Y. Kalaw IV,  
FICD

Corporate Secretary and  
Thought Leadership Chair,  
Institute of Corporate Directors

As one of the first and youngest Fellows of the Philippine Institute of Corporate Directors (ICD), Atty. Kalaw has chaired ICD's Family-Owned or Controlled Corporations Circle since 2007, where he was primarily responsible for creating and developing ICD's Governance Framework for Family-Owned or Controlled Corporations as well as the Institute's model for addressing sustainability at the board-level, now known as the Sustainability Strategy Spectrum. He has counseled and taught on corporate governance both locally and internationally, with the latter aspect particularly as a consultant to the World Bank's International Finance Corporation for Indonesia. A Trustee of the Institute from May 2012 to June 2020, he also serves on its core faculty as Chair of Thought Leadership Committee and is its current Corporate Secretary. He also serves as Corporate Secretary of ICD's sister learned society for public governance, the Institute for Solidarity in Asia, as well as the Center for Excellence in Governance. In May 2021, he was inducted as ICD's youngest Life Fellow. He is also a Graduate Member of the Australian Institute of Company Directors, from which he obtained his Company Directors Course Diploma. He presently serves as an independent board director of the shipping and logistics firm Gothong Southern, and is one of the few Filipinos who are fully certified in the Balanced Scorecard Strategic Performance Management approach by the co-founders of the process, Professors Norton and Kaplan of Harvard

Business School. Accredited by the Global Reporting Initiative as the first and currently only Filipino Certified Sustainability Professional, he is also both a Certified Sustainability Practitioner and Certified Sustainability Reporting Assurer of the Institute of Certified Sustainability Practitioners.

# Sustainability and ESG: The What, Why, and How for Corporate Boards

26 August 2022, Friday | 04:00 PM - 06:00 PM (GMT+08)

Considering environmental, social, and governance ("ESG") factors in firm valuations has become a source of significant discussion in capital markets. What "factors" should be specifically considered?

What happens when selected priorities appear to contradict each other? Such dialogue highlights the need to solidly ground a firm's application of the recommendations of the ESG movement with the concept of Sustainability.

This masterclass will:

- Demonstrate how the latter constitutes the business case for the former;
- Propose a practical framework for designing and executing a firm's sustainability strategy thru the perspective of developing credible ESG metrics for a firm's various stakeholders; and
- Provide a guided tour of how a firm's corporate board can build capability to competently address sustainability and ESG issues.



16  
Sept

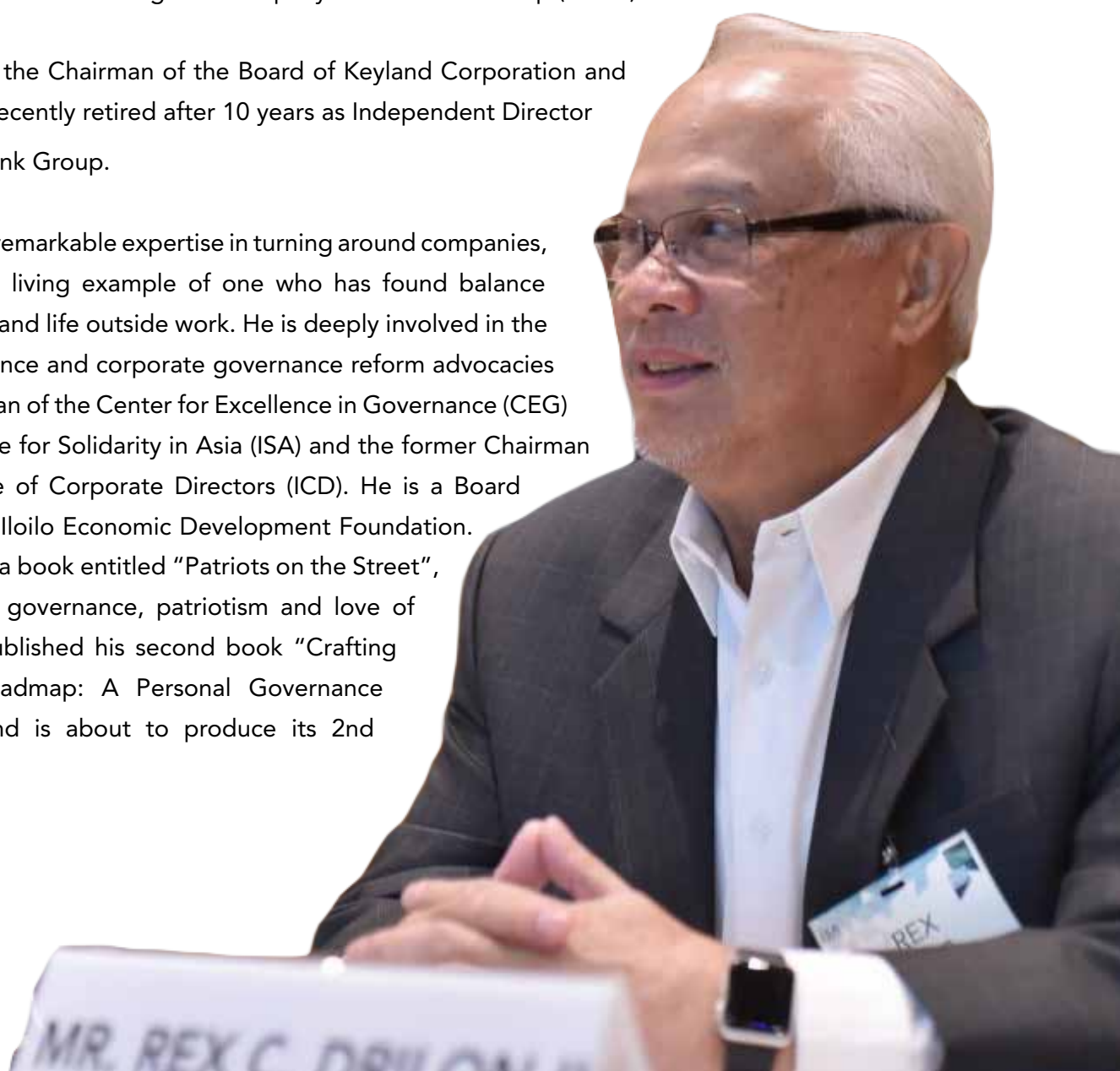
Rex C. Drilon II,  
FICD

Vice Chairman,  
Center for Excellence in Governance

Rex C. Drilon II has been known in the business sector as a “turnaround expert”, resurrecting distressed companies and producing extraordinary growth from profitable ones. Since 1978, he has been occupying top management positions and directorships of various large Philippine companies including FMMC, Fuji Xerox, Jardine, Ayala Land and Ortigas & Company Limited Partnership (OCLP).

He is currently the Chairman of the Board of Keyland Corporation and YLD, Inc, and recently retired after 10 years as Independent Director in the Metrobank Group.

Aside from his remarkable expertise in turning around companies, Mr. Drilon is a living example of one who has found balance between work and life outside work. He is deeply involved in the public governance and corporate governance reform advocacies as Vice Chairman of the Center for Excellence in Governance (CEG), of the Institute for Solidarity in Asia (ISA) and the former Chairman of the Institute of Corporate Directors (ICD). He is a Board Adviser of the Iloilo Economic Development Foundation. He has written a book entitled “Patriots on the Street”, a novel about governance, patriotism and love of country. He published his second book “Crafting Your Own Roadmap: A Personal Governance Handbook” and is about to produce its 2nd edition soon.



# Shared Prosperity: Governance's Response to Inequality and Exclusion

16 September 2022, Friday | 04:00 PM - 06:00 PM (GMT+08)

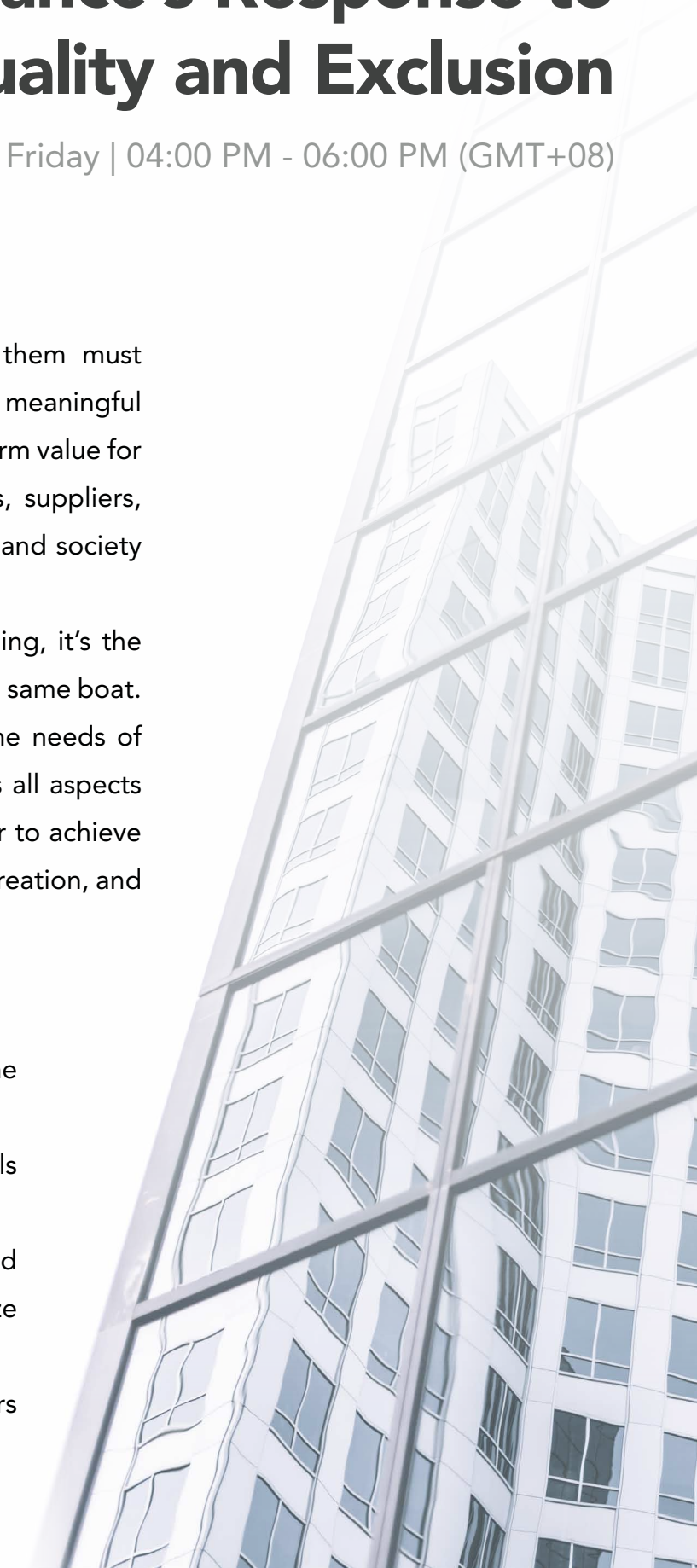
**B**usinesses and the boards that govern them must anchor their corporate strategies to a meaningful purpose – with a focus on creating long-term value for all stakeholders, including customers, employees, suppliers, communities, the environment, the stockholders, and society as a whole.

If the COVID-19 pandemic taught all of us anything, it's the fact that we are all in the same storm, but not in the same boat. Organizations ought to deeply embed serving the needs of marginalized and low-income communities across all aspects of their purpose, strategy, and operations in order to achieve a collective long-term success and shared wealth creation, and

to realize the vision of a Dream Philippines.

By participating in this course, you will gain the following:

1. Understanding of the concepts of the Twin Evils of Inequality and Exclusion
2. Understanding of how businesses should respond to the Twin Evils and how to operationalize Shared Prosperity
3. Understanding the role of the Board of Directors





28  
Oct

## Ma. Aurora D. Geotina-Garcia, FICD

Vice-Chairperson and President  
Institute of Corporate Directors

Boots started her professional career at SyCip, Gorres, Velayo & Co (SGV & Co.) a member practice of Ernst & Young Global Ltd., where she headed the Global Corporate Finance Division. She is currently the President of Mageo Consulting Inc. a company providing business advisory and corporate finance services.

Boots has served as a consultant to business and government for over 40 years in corporate finance and has advised clients on project development, packaging and structuring of projects, identification of potential funding sources, preparation of sale documents and related materials, and negotiation of financing agreements with lenders. She also handled projects involving financial rehabilitation and restructuring, privatization, initial public offerings, valuation studies, market and financial feasibility studies, sectoral /industry and research studies, mergers and acquisitions, joint ventures and assistance to foreign investors in establishing local companies.

She was the first female Chairperson of the Bases Conversion & Development Authority, (BCDA), a Philippine government owned and controlled corporation responsible for the development of former base lands and military camps, and was member of the Board of Directors of the subsidiaries and affiliates of BCDA. With more than 15 years directorship experience, she currently sits as Independent Director of ACEN Energy Corp. , ACE Enexor Inc, Cebu Landmasters Inc., and Professional Services Inc

## Making your Business Healthy through Diverse and Inclusive Policies

28 October 2022, Friday | 04:00 PM - 06:00 PM (GMT+08)

Demonstrating a visible commitment to diversity and inclusion is of critical importance. There is evidence that diversity tends to promote further diversity, prompting more widespread and inclusive searches for talent among a company's own ranks.

The session is designed to provide basic concepts on corporate diversity and inclusion and how leaders can ensure that their leadership style promotes inclusion and a culture of tolerance and belongingness.

The goal of this session is to establish the need for and importance of board diversity and to analyze the styles of behavior, communication, and influencing skills to promote an inclusive and diverse board culture.

At the end of the session, participants will be able to:

- Describe the basic concepts of diversity and inclusion in the corporate or business sector
- Identify personal biases and how these can be mindfully addressed to ensure a more inclusive leadership style (with focus on gender, age and skills)
- Commit to supporting a culture of openness and inclusiveness in the board and in their organizations

### Course Outline:

#### I. Diversity & Inclusion "Ice-Breaker"

- Quick activity to kick off the session; getting to know and putting yourself in another person's shoes

#### II. Exploring Diversity and Inclusion

- Introduction/ review of concepts and business case for D&I

#### III. Reflections: Memorable Leaders and Personalities

- Key characteristics of Inclusive leaders, behaviors and manifestations of inclusiveness

#### IV. Let's Get Personal

- Looking at personal biases, different types of biases and how these can be spotted in various workplace policies and practices; practical tips on how to address these biases and promote inclusiveness

#### V. Call to Action

- Draw out personal and organizational commitments to promote Diversity and Inclusion



25  
Nov

Armand Cacacho,  
FICD

Independent Management Consultant  
Member of Boards

Armand Cacacho, FICD is an international management consultant who has served as a board member of both for-profit and non-profit organizations in the U.S.A. and in the Philippines.

He has been on the Advisory Boards of technology startups in the U.S.A. and Australia. In addition, he was an entrepreneur for 17 years in California with successful exit and an executive of Fortune 200 global engineering companies for many years.

He has lectured at the Asian Institute of Management (AIM) Executive Masters Program, California State University East Bay College of Business MBA Program, ASEAN Science Diplomats Lecture Series Program, and has been serving as Mentor to Stanford University engineering and management graduate students since 2015.

He specialized in Business Strategy and Innovation at Stanford Graduate School of Business and completed additional postgraduate program in Disruptive Strategy and Innovation at Harvard Business School. A graduate of B.S. Civil Engineering at U.S.T. and licensed Professional Engineer in the U.S.A., he is a Fellow and Teaching Faculty member of the Institute of Corporate Directors PH, and a member of the National Association of Corporate Directors U.S.A., and Singapore Institute of Directors.

# DISRUPTIVE STRATEGY: Theories and Frameworks

25 November 2022, Friday | 02:00 PM - 04:00 PM (GMT+08)

Board Directors have a responsibility to guide and work with management to ensure the sustainability and growth of the business. Learn Disruptive Strategy principles, tools, and techniques that you can use to create a new strategy for your organization. This course will teach the participants with revolutionary theories and frameworks developed by a top professor at Harvard Business School who was widely known as the world's foremost authority on disruptive innovation. Learn the three main types of innovation and how they are deployed. Spot disruption in your industry early and exploit it as a new opportunity for your organization. If you don't, new entrants might seize the opportunity and disrupt your business like what happened to once-dominant companies in the U.S. such as Blockbuster and others that failed. How should disruptive business models be organized in relation to your core business?

By participating in this course, you will gain the following:

1. Understanding of disruption theories and innovation concepts
2. Understanding of frameworks that you can use to assess new opportunities and potential threats
3. Understanding of techniques for strategy formulation to address disruption and innovation





09  
Dec

## Carlos Jose P. Gatmaitan, FICD

Chief Executive Officer  
Institute of Corporate Directors



Carlos Jose P. Gatmaitan is the CEO of the Institute of Corp. Dir and a Professor of Strategy Management at the Ateneo Graduate School of Business (AGSB) and a Teaching Fellow of the Institute of Corporate Directors (ICD). He has taught various courses to corporate directors throughout the country in Strategy, Policy, Governance and Risk Management. Mr. Gatmaitan is also a faculty member of the Ateneo Graduate School of Business (AGSB) under the Strategic Management Department.

Mr. Gatmaitan is currently an Independent Director and Chairman of the Board of Director's Audit Committee of Life Savings Bank. Prior to this, he was the Chairman of MRC Allied, Inc., a publicly listed company at the Philippine Stock Exchange involved in renewable energy, mining and property development. He was also appointed by President Benigno Aquino, Jr. as President and CEO of PNOC Renewables Corporation, a Government-Owned and Controlled Corporation (GOCC) mandated to develop renewable energy in the Philippines. During his term, he was a Director of the National Renewable Energy Board (NREB) and led joint venture agreements involving major renewable energy projects.

## ESG Strategy: A Boardroom Topic For Directors

09 December 2022, Friday | 04:00 PM - 06:00 PM (GMT+08)

**N**ow more than ever, Board Directors should take a close look at how Environmental, Social and Corporate Governance (ESG) initiatives are currently applied in addressing key concerns such as Human Capital, Governance, Technology, Governance and Climate Change.

We shall present specific and global initiatives that show ESG as more than just an indicator of potential investment, but also as to how companies influence the environment and society. Further to this, we shall present where the Philippines stands and where we are headed, discussing if current strategies are relevant and its significance in the progress of our country.





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Participation in this course meets the recommended best practices for continuing directors education prescribed by the Securities and Exchange Commission (SEC).