

# THE GLOBAL BOARD LEADERSHIP SUMMIT

29 - 31 OCTOBER 2019

COPENHAGEN



BOARD  
LEADERSHIP  
SOCIETY



human  
capital  
leadership  
institute



## BACKGROUND

Boards today face a myriad of global issues ranging from macroeconomic risks to political uncertainty, sustainability, cyber risks, digitalisation and disruption. This calls for a global dialogue between board leaders to find the best responses to these global issues. It was on this premise that the **Global Board Leadership Summit (GBLS)** was established, with the aim of improving global board leadership practices that focus on long-term value creation and sustainable growth – for the good of the individual firm, shareholders and society at large.

Jointly hosted by the **Human Capital Leadership Institute (HCLI)** of Singapore and the **Board Leadership Society** of Denmark, the inaugural GBLS was held in Singapore on 9-10 January 2019. An exclusive, by invitation only event, the Summit brought together more than 50 board leaders from Asia, Europe, the Middle East, North America and South Africa to inspire and lead discussions across borders on new ideas and solutions to the opportunities, challenges and risks facing global corporations today.

GBLS is slated to run for three years on a rotation basis between Singapore, Europe and North America.

## GBLS COPENHAGEN 2019

Building on the success of the inaugural Summit, the second GBLS was held on 30-31 October 2019 in Copenhagen, Denmark at the Copenhagen Business School, with participation of more than 50 board leaders from Asia, Europe and North America. Prior to the two-day Summit, a half-day Pre-GBLS Conference attended by close to 300 board leaders and senior executives was held on 29 October 2019.

An overview of the key topics of discussion at the Conference and Summit are as follow:

### PRE-GBLS CONFERENCE

Tuesday, 29 October 2019

**Theme: World Competitiveness, Geopolitical Trends and Developments, and Sustainable Growth**

### GBLS COPENHAGEN 2019

Day 1: Wednesday, 30 October 2019

**Discussion Topics: Stewardship and Long-Term Ownership, Family Business, Governance Models, Cyber Risk and Cyber Resilience  
Experiential Learning at Cyber Risk Simulator**





Day 2: Thursday, 31 October 2019

**Discussion Topics: Digitisation and Disruption, Strategy and Business Transformation, Corporate Culture and Human Capital, Board Dynamics and Board Competencies, CEO Succession**

The curriculum of GBLS is built around the most significant macro challenges facing global corporations today. It addresses critical board leadership and governance issues through a combination of presentations, panel discussions, analyses of case studies developed based on real life events faced by global corporations, as well as experiential learning through the cyber risk simulation. GBLS is facilitated by teaching teams comprising academic and board leaders, is highly interactive, and peer-to-peer learning oriented in its format.

The following are the knowledge and supporting partners of the GBLS Copenhagen 2019:

- Copenhagen Business School
- Competent Boards
- European Confederation of Directors Association
- Egon Zehnder
- FutureBoards
- Kromann Reumert
- Malaysian Alliance of Corporate Directors
- Norwegian School of Economics
- Silicon Valley Directors' Exchange
- The Danish Industry Foundation



## FACULTY AND PARTICIPANTS

Anders Stubbe Arndahl	Partner, Kromann Reumert
Anette Steenberg	Director, Copenhagen Capacity
Anna Daroy*	Interim Director General, Operation, UK Institute of Directors (IoD)
Anne Louise Eberhard	Board Director, FLSmidt
Anthony Tan	Board Director, Singapore Power
Béatrice Richez-Baum	Director General, ECODA
Benedikte Leroy	Board Director, Demant
Boon Siong Neo*	Canon Professor of Business and Former Dean, Nanyang Business School, National Technological University
Christel Teglers	Attorney and Director, Kromann Reumert
Christian Frigast	Executive Chairman, Axcel and Chairman, Board Leadership Society of Denmark
Christopher C. Crummeys*	Executive Director X-force Command, IBM Security
Claus E. Due	CEO, Boardplace
Claus Gregersen*	CEO, Chr. Augustinus Fabrikker
Dan Siciliano*	Co-Founder, Stanford's Rock Center for Corporate Governance and Stanford Fellow (CodeX), and Professor at PUC Santiago, Chile
Elaine Yew*	Senior Partner and Global Co-Head of Leadership Advisory, Egon Zehnder
Helle Bank Joergensen*	CEO, Competent Boards
Jakob Haldor Topsoe*	Chairman, Haldor Topsoe Holding
Jeanette Fangel Loegstrup	Head of Group Societal Impact & Sustainability, Danske Bank
Jens Moberg*	Chairman, Grundfos Holding
Jeppe Christiansen*	Chairman, Haldor Topsoe
Jette Steen Knudsen*	Professor and Shelby Cullom Davis Chair in Sustainability, Fletcher School of Law and Diplomacy, Tufts University
Jim Hagemann Snaabe*	Chairman, A.P. Moeller-Maersk and Siemens AG
Julie Galbo	Former Global Chief Risk Officer and Global Head of Business Risk, Nordea

\*Participants who also contributed as faculty and speakers





## FACULTY AND PARTICIPANTS

Joergen Bardenfleth	Chairman, Lyngsoe Systems, Dubex, Scandion Oncology and Symbion
Joergen Moeller	Deputy Chairman, DSV
Joergen Tang-Jensen*	Board Director, VKR Holding (among other owner of the VELUX Group), and former CEO, VELUX Group
Karen Ellemann	First Deputy Speaker of the Danish Parliament, former Minister
Karen Tobiasen	Former Chief People Officer, Nordea
Karl Havers*	Senior Partner, EY
Ka-Yin Li	Council Member, The Hong Kong Institute of Directors
Lars Barfoed	Chairman, EnergiNet
Lars Rasmussen*	Chairman, Coloplast and Lundbeck
Lotte Lundberg	CEO, The Danish Maritime Fund
Majken Schultz*	Professor of Management and Organisation Studies, Copenhagen Business School (CBS) and Research Fellow, Saïd Business School, Oxford
Marianne Philip*	Partner, Kromann Reumert, Adjunct professor, Copenhagen Business School and Chairman, Committee on Good Governance of Commercial Foundations
Matt Robinson*	Co-Founder and Managing Director, Heroic Ventures, Former CEO, Attributor and ASK.fm
Michael Jenkins*	CEO, Human Capital Leadership Institute (HCLI)
Ming San Lee	Board Director, SeaTown Holdings International
Morten Bennedsen*	Niels Bohr Professor, University of Copenhagen and André and Rosalie Hoffmann Chaired Professor of Family Enterprise, INSEAD
Niels Peder Nielsen	Deputy CEO, Novo Nordisk Foundation
Oliver Jones*	Global Transaction Leader, Government and Public Sector and Partner of EY's Geostrategic Business Group
Peter Hoejland	Chairman, Copenhagen Capacity
Philippe Declaire	Treasurer and Chairman of the Membership Committee, ECODA

\*Participants who also contributed as faculty and speakers



## FACULTY AND PARTICIPANTS

Pia Laub  
Randall Morck\*  
Robert Daines\*

Board Director, former Executive Vice President, Topdanmark  
Professor and Stephen A. Jarislowsky Distinguished Chair in Finance, University of Alberta  
Pritzker Professor of Law and Business, Associate Dean for Global Programs and Senior Faculty,  
Rock Center for Corporate Governance, Stanford University  
Chairman of advisory boards, and advisor to chairmen and CEOs of global corporations

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Sanjay Khanna  
Steen Thomsen\*  
Sten Scheiby  
Sunny Verghese\*

Director & Futurist, Baker & McKenzie LLP  
Professor and Founding Chairman, Center for Corporate Governance, Copenhagen Business School (CBS)  
Chairman, Danish Industry Foundation  
Chairman, Human Capital Leadership Institute (HCLI) and World Business Council for Sustainable Development (WBCSD), Co-Founder & Group CEO, Olam International

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Board Director, ECCO Group, RAK Ports, WSS Ltd.  
CEO & Country Managing Partner, EY Denmark  
CEO, PensionDanmark, and Chairman, Copenhagen Business School  
Chairman, Advisory Board of the Global Center for Cybersecurity, World Economic Forum  
Founder and CEO, FutureBoards, Former Chair, The European Confederation of Directors Associations (ecoDa),  
Co-Founder of European Women on Boards, Former CEO, Norwegian Institute of Directors  
Lead Corporate Governance Analyst, Norges Bank Investment Management, managing the  
Norwegian Government Pension Fund Global

Vegard Torsnes\*

Yong Ngee Ng

Board Director, SeaTown Holdings International

\*Participants who also contributed as faculty and speakers





## AGENDA Tuesday, 29 October, 2019. Pre-GBLS Conference

### World Competitiveness, Geopolitical Trends and Developments, and Sustainable Growth

15.00

#### Welcome and Introduction

#### World Competitiveness and Sustainable Growth

Arturo Bris, Professor and Director,  
World Competitiveness Center, IMD

#### Global Competitiveness and Sustainable Growth from a Corporate Perspective

Jens Bjoern Andersen, CEO, DSV

#### The Danish Model of Sustainable Development

Nicolai Wammen, Danish Minister for Finance

#### Panel Discussion on Global Competitiveness and Sustainable Growth

Moderated by Nikolaj Malchow-Moeller, Professor  
and President, Copenhagen Business School

17.00

#### Transforming Sustainability into a Competitive Advantage

Sunny Verghese, Chairman, HCLI and WBCSD, Co-Founder &  
Group CEO, Olam International  
Thomas Thune Andersen, Chairman, Oersted  
Lars Reben Soerensen, Chairman, Novo Nordisk Foundation  
and Novo Holdings

Moderated by Jette Steen Knudsen, Professor, Tufts University

18.00

#### Geopolitical Trends and Developments and Implications for Business

Lord Mark Malloch-Brown, Senior Advisor, Eurasia Group, and former  
Deputy Secretary-General, United Nations  
Oliver Jones, Global Transactions Leader, Government and  
Public Sector and Partner of EY's Geostrategic Business Group

Moderated by Dan Siciliano, Co-Founder, Stanford's Rock  
Center for Corporate Governance

19.00

#### Pre-Summit Networking Dinner for Speakers & Partners

# AGENDA Wednesday, 30 October, 2019. GBLS

## MORNING SESSIONS

### MORNING SESSION I

#### **Welcome Remarks**

Tom Jacobsgaard, CEO, Board Leadership Society  
Audrey Lim, Senior Vice President and Head, Board Development, Human Capital Leadership Institute (HCLI)

### MORNING SESSION II

#### **Stewardship and Long-Term Ownership - Setting the Scene**

Steen Thomsen, Professor, Copenhagen Business School

### MORNING SESSION III

#### **Can Family Business be a Force for the Good?**

Randall Morck, Professor, University of Alberta  
Morten Bennedsen, Niels Bohr Professor, University of Copenhagen

### MORNING SESSION IV

#### **Case Discussion: Family Ownership at Haldor**

#### **Topsoe - Stewardship in an Age of Disruption**

Jakob Haldor Topsoe, Chairman, Haldor Topsoe Holding  
Jeppe Christiansen, Chairman, Haldor Topsoe  
Moderated by Steen Thomsen, Professor, Copenhagen Business School

### MORNING SESSION V

#### **Panel Discussion: Strategy and Leadership for Sustainable Development**

Torben Möger Pedersen, CEO, PensionDanmark  
Vegard Torsnes, Lead Corporate Governance Analyst, Norges Bank Investment Management  
Helle Bank Joergensen, CEO, Competent Boards

Moderated by Jette Steen Knudsen, Professor, Tufts University

Lunch

## AFTERNOON SESSIONS

### AFTERNOON SESSION I

#### **Panel Discussion: Stewardship and Long-Term Ownership**

Sunny Verghese, Chairman, HCLI and WBCSD,  
Co-Founder & Group CEO, Olam International  
Randall Morck, Professor, University of Alberta  
Joergen Tang-Jensen, Board Director, VKR Holding  
Claus Gregersen, CEO, Chr. Augustinus Fabrikker  
Karl Havers, Senior Partner, EY

Moderated by Marianne Philip, Adjunct Professor, Copenhagen Business School

### AFTERNOON SESSION II

#### **Corporate Governance for the Long Term, and the Role of Staggered Boards**

Robert Daines, Professor, Stanford University

### AFTERNOON SESSION III

#### **Panel Discussion: Which Governance Model is the Most Competitive and Sustainable in the Long Term?**

Steen Thomsen, Professor, Copenhagen Business School  
Robert Daines, Professor, Stanford University  
Neo Boon Siong, Professor, National Technological University

Moderated by Dan Siciliano, Co-Founder, Stanford's Rock Center for Corporate Governance

### AFTERNOON SESSION IV

#### **What Do We Know about Cyber Risk and Cyber Resilience?**

Troels Oerting Joergensen, Chairman of the Advisory Board of the Global Centre for Cybersecurity, World Economic Forum  
Christopher C. Crummey, Executive Director X-force Command, IBM Security

#### **Experiential Learning at the Cyber Risk Simulator: A Realistic Assessment of the Board's Cyber Readiness**

Christopher C. Crummey, Executive Director X-force Command, IBM Security  
Facilitated by Troels Oerting Joergensen, Chairman of the Advisory Board of the Global Centre for Cybersecurity, World Economic Forum

Networking Dinner



# AGENDA Thursday, 31 October, 2019. GBLS

## MORNING SESSIONS

### MORNING SESSION I

#### **Reinvent Your Business and Board Practice from a Position of Strength**

Jim Hagemann Snabe, Chairman, A.P. Moeller - Maersk and Siemens AG

Moderated by Dan Siciliano, Co-Founder, Stanford's Rock Center for Corporate Governance

### MORNING SESSION II

#### **Case Discussion: Strategy Challenges at Kieler Lange**

Jim Hagemann Snabe, Chairman, A.P. Moeller - Maersk and Siemens AG

Steen Thomsen, Professor, Copenhagen Business School

Neo Boon Siong, Professor, Nanyang Technological University

### MORNING SESSION III

#### **Panel Discussion: Business Transformation in An Era of Innovation and Disruption**

Jens Moberg, Chairman, Grundfos Holding

Tom Behrens-Soerensen, Board Director, ECCO Group

Moderated by Dan Siciliano, Co-Founder, Stanford's Rock Center for Corporate Governance

Lunch

## AFTERNOON SESSIONS

### AFTERNOON SESSION I

#### **The Digital Challenge to Corporate Boards**

Matt Robinson, Managing Director, Heroic Ventures  
Dan Siciliano, Co-Founder, Stanford's Rock Center for Corporate Governance

Moderated by Neo Boon Siong, Professor, Nanyang Technological University

### AFTERNOON SESSION II

#### **The Board's Role in Corporate Culture and Human Capital**

Majken Schultz, Professor, Copenhagen Business School  
Michael Jenkins, CEO, HCLI

### AFTERNOON SESSION III

#### **Panel Discussion: Board Dynamics, Diversity and Talent Development**

Sten Scheibye, Chairman, Danish Industry Foundation

Helle Bank Joergensen, CEO, Competent Boards

Anna Daroy, Director General for Operation, IoD, UK

Turid Elisabeth Solvang, CEO, Future Boards

Moderated by Majken Schultz, Professor, Copenhagen Business School and Michael Jenkins, CEO, HCLI

### AFTERNOON SESSION IV

#### **Case Discussion: CEO Succession**

Elaine Yew, Senior Partner, Egon Zehnder

Lars Rasmussen, Chairman, Coloplast

Moderated by Majken Schultz, Professor, Copenhagen Business School

### AFTERNOON SESSION V

#### **Board Competencies and Board Culture in Business Reinvention – The Case of Netflix**

Dan Siciliano, Co-Founder, Stanford's Rock Center for Corporate Governance

### AFTERNOON SESSION VI

#### **Synthesis and Wrap Up of GBLS**

Steen Thomsen, Dan Siciliano & Neo Boon Siong

Farewell Reception



## ABOUT HCLI

Based in Singapore, the Human Capital Leadership Institute (HCLI) is a centre of excellence that facilitates the acceleration of leadership development and strategic human capital management capabilities in Asia. Through its efforts, HCLI aims to develop global leaders with a strong understanding of leading in Asia, as well as to build Asian leaders with the ability to lead on the global stage. The institute achieves this by driving Asia-specific research and insights, creating industry-relevant executive development programmes and fostering rich networks between thought leaders in business, government and academia.

HCLI is a subsidiary of Temasek Management Services, which is wholly owned by Temasek Holdings (Private) Limited, and is supported by the Singapore Economic Development Board and the Singapore Ministry of Manpower.

**For more information, please visit [www.hcli.org](http://www.hcli.org) or contact:**

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## ABOUT BOARD LEADERSHIP SOCIETY

The Board Leadership Society of Denmark is a non-profit organisation with the mission to improve corporate governance and board leadership practices with a focus on value creation and sustainable growth – for the good of the individual firm, shareholders and society at large. The Society is founded in a collaboration between the business society in Denmark and the corporate governance environment around Copenhagen Business School.

Members of the Society include the blue-chip corporations of Denmark, large institutional investors, the Confederation of Danish Industry, The Danish Chamber of Commerce,

The Danish Business Authority along with chairmen, chief executives and professors concerned with the development of board leadership practices. The Society pursues its mission through conferences, board leadership educational programmes and knowledge sharing activities.

**For more information, please visit  
[www.boardleadershipsociety.com](http://www.boardleadershipsociety.com) and  
[www.cbsboardeducation.com](http://www.cbsboardeducation.com) or contact:**

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