

Young Captains Program – 2023

BOARD LEADERSHIP AND SYSTEM SHIFTS IN A VUCA WORLD

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System shifts

Technological, geopolitical, regulatory, societal and climate changes have unleashed system shifts that will reshape our lives and businesses. Organizations can no longer focus solely on short-term shareholder value, they need to create sustainable long-term value for multiple stakeholders by balancing financial and economic results, transparency, social interests and the environment. The quality of the decisions that boards make in these uncertain times is a measure of their effectiveness.

Investors, employees, green activists, litigators, media, consumers and other stakeholders have a growing influence on companies. It's not enough to comply with new regulations for transparency and reporting. Boards need to put Environment, Social en Governance (ESG) high on their agenda and integrate it in their purpose, strategy, operations and competencies. In order to survive, they need to strive for inclusivity and bring humanity back to business.

Changing role and expectations of board members

In this era of large transformations in a volatile, uncertain, complex and ambiguous (VUCA) world, the role, duties and responsibilities of board leaders are changing. There's a call for boards to have the courage to make decisions while the effects are unknown and to include the next generation leaders and their perspectives in the boardroom. This places new collective leadership responsibilities on you as Young Captain.

The moment you become a member of an Executive Board, expectations from multiple internal and external stakeholders rise. Your role is no longer to fulfil a specific management task for a particular business or function within the organization. Instead, you will operate in many contexts at the same time and take responsibility for the whole picture.

Design & content of the Young Captains Program

During this 2-day program, you will learn which system shifts are happening in the world, what the effect is on how the boardroom functions, how the role and responsibilities of boards are changing and how you as a leader can make a real difference and deal with system shifts. The program design is structured according to an outside-in perspective:

World > Market > Organization > Personal level

Program structure:

1. Society & World: you need to be aware of the broader role that your organization plays in relation to many system shifts in the outside world. And the expectations that the outside world has of boards or even imposes on board members. There are developments that you must consider in ESG, regulatory, (geo-)political and economic spheres, both nationally and internationally. In this first part of the program you will become aware of important developments and your fiduciary duties and impact on society and the environment now and in the future.


2. Markets & Eco-systems: the board doesn't act in isolation. It's important to know the developments, transitions and interests of different stakeholders in your market and value chain. Stakeholder acceptance is a key element of the license to operate. In this second part of the program you will learn how to deal with stakeholder expectations and create sustainable long-term value in capital markets.

3. Organization, Strategy & Culture: you are responsible for the current and future performance of the entire organization and hence for the innovation and alignment of all the components. Developments in technology and digitalization

go fast. In this third part of the program, you will be challenged to shape the digital strategy to realize your organizations' goals. And "culture eats strategy for breakfast", so you will also learn what the impact is of you as leader and an inclusive and diverse culture in organizations.

4. Personal leadership: you are nominated as Young Captain because you distinguish yourself with courage, decisiveness and originality and you see leadership as a social, personal and economic responsibility. To be successful as board member, you need to take yourself as human into the boardroom with all your character traits, vulnerability, and energy balance. In this last part of the program you will be challenged with complex dilemmas, like in the field of ESG, and make decisions while the outcome is unknown. How do you deal with these dilemmas? The big challenge in an executive role is whether you are able to maintain your integrity as a person and with it your independent views and purpose.

The program includes the most relevant topics in combination of short lectures, case studies, discussion, reflection and dialogue with experienced professionals.

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SOCIETY & WORLD	MARKETS & ECO-SYSTEMS	ORGANIZATION, STRATEGY & CULTURE	PERSONAL LEADERSHIP
<p>Societal and environmental challenges</p> <p>Corporate governance, ESG and fiduciary duties of boards</p>	<p>The new license to operate: stakeholder acceptance</p> <p>Sustainable long-term value creation in capital markets</p>	<p>Digital transformation strategy challenge</p> <p>Impact of leaders and a diverse and inclusive culture</p>	<p>Decision making, ethics and ESG-dilemmas in a VUCA world</p> <p>Purpose driven innovation: make it personal</p>
<p>- A public authority</p> <p>- Allen & Overy</p>	<p>Hill + Knowlton Strategies</p> <p>ING</p>	<p>BCG</p> <p>Spencer Stuart</p>	<p>KPMG</p> <p>Nyenrode Business Universiteit</p>

Interactive lectures > Case studies > Discussions > Fireside session & Networking

Personal leadership > Assessment > Reflection & Vitality sports

Media interviews & Feedback sessions

Program & time tables

Day 1 | 31 August 2023

- 08.00 — Arrival and registration
- 08.45 — Welcome and introduction to the program and group – **Jessica Peters-Hondelink**, Moderator & Director
Executive Education – Nyenrode Business Universiteit & Reint-Willem van Dijk, Partner – KPMG,
Board Members of Stichting Young Captain Nederland
- 10.15 — Societal and environmental challenges in the world and the Netherlands
- 11.15 — Corporate governance, Strategy, ESG and fiduciary duties of boards – **Christiaan de Brauw & Gijs Linse**, Partners – Allen & Overy
- 12.45 — Lunch
- 13.45 — The new license to operate: stakeholder acceptance – **Jack de Vries**, Strategy Director & **Charlotte de Voogd**,
Strategy Director Sustainability – Hill+Knowlton Strategies
- 15.15 — Break
- 15.45 — Sustainable long-term value creation in capital markets – **Rob van Veldhuizen**, Global Head Corporate Finance &
Tijs Hollestelle, Equity Research – ING
- 17.15 — Digital transformation strategy challenge – **Berry Diepeveen**, Managing Director and Senior Partner,
Nick Smaling, Partner, **Floris Pouw**, Senior Associate & **Pamela Troyo**, Recruiting Senior Specialist – BCG
- 18.45 — Aperitif, walk & talk networking
- 19.30 — **Dinner & fireside speech:** Personal leadership development as boardmember in relation to the system changes in the world
Maarten Edixhoven, Chair of the Management Board - Van Lanschot Kempen & Alumnus Young Captain 2011

Day 2 | 1 September 2023

- 07.00 — Boxing clinic: boosting personal- and leadership vitality – **Kim van Keulen**, Owner Kim's Coaching
- 08.15 — Shower & breakfast
- 09.15 — Impact of leaders and a diverse and inclusive culture – **Linda Ruiters**, **Myrthe Nuninga**,
Marieke van Casteren & Shireen Gonlag, Consultants Leadership Advisory – Spencer Stuart
- 11.00 — Break
- 11.30 — Decision making, ethics & ESG-dilemmas in VUCA world – **Bart van Loon**, Partner & **Angela Ruepert**,
Manager Integrity and Compliance - KPMG, powered by ESG Innovation Institute
- 13.00 — Lunch & hotel room checkout
- 14.00 — Purpose driven innovation: make it personal – **Prof. dr. mr. Desirée van Gorp**,
Professor International Business – Nyenrode Business Universiteit powered by ESG Innovation Institute
- 15.30 — Break
- 16.00 — Feedback session for participants – **Arjen van der Sar**, Media Trainer/Content Specialist –
Hill+Knowlton Strategies
- 17.00 — Wrap up by Moderator, **Jessica Peters-Hondelink**
- 17.30 — Bon voyage

Venue

Bilderberg Hotel Résidence Groot Heideborch – Garderen

Participation in the Young Captains Program is exclusive to nominees of the Young Captain Award. It is free of charge.

Key take aways for you as a participating candidate

- This program is a good preparation for the next step in your career, and - led by expert professionals and people with boardroom experience - shows you what is expected of you in a position at boardroom level;
- You will be challenged and stretched on a personal level, as to who you're are as a leader;
- It will broaden your view of governance issues, including ESG, and with it your own future development;
- In interaction with fellow participants, you will look beyond the confines of the issues in your own branch of business;
- You will become part of a network of promising (future) Dutch business leaders and you will continue learning together in an alumni program;
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- Your visibility as talented leader and possible future boardmember will increase, especially when you are a finalist.

Key take aways for your company:

- Participating in this program is a true investment in your current and future role in your organization;
- The program broadens not only your understanding of social, environmental and governance issues, but also your employability in executive roles;
- It broadens your network and brings positive visibility to your organization as being an organization that fosters talented and responsible leaders.

For whom - Candidates for the Young Captain Award

This two-day program is offered to all candidates who are nominated by their companies for the 2023 Young Captain Award. These candidates have been selected because of their potential to play a role at the highest level in their company. Because they distinguish themselves with courage, decisiveness and originality and think internationally. And who see leadership as a social, personal and economic responsibility.

The program offers a unique overview of the skills needed as a member of the Executive Board and supports them on their way to boardroom readiness. The program is under the direction of the academic partner Nyenrode Business Universiteit. The winner of the Young Captain Award will be rewarded with the possibility to participate in the New Board Program of Nyenrode, free of charge.

By whom - Stichting Young Captain Nederland and partners

The program is offered by Stichting Young Captain Nederland in close cooperation with several expert partners, to develop the knowledge, ambitions, talent and visibility of next generation board leaders. With the aid of these partners, the participants are taken into the world of the boardroom and prepared for possible responsibilities at that level in the future.

The partners are Boston Consulting Group, KPMG, Bilderberg Group, Spencer Stuart, Allen & Overy, Hill+Knowlton Strategies, ING and Nyenrode Business Universiteit.



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Stichting Young Captain Nederland

The Young Captain Award & The Young Captains Program are initiatives of Stichting Young Captain Nederland; with the Young Captain Award, the foundation aims to give a face to the upcoming generation of business leaders and their innovative leadership by awarding the title of Young Captain each year to a very promising young leader in trade and industry. With the Young Captains Program, the foundation wishes to make a significant contribution to the development of the entire group of candidates who have been nominated for the Young Captain Award. The program supports them on their way to the possible acceptance of governance responsibilities at the highest level in their company.