



The voice of corporate governance  
in Luxembourg

# Training Catalogue

Discover our training sessions  
on Corporate Governance

ILA promotes the profession of Directors by developing its members into highly qualified, effective and respected Directors. ILA supports best practices in Luxembourg in the field of Corporate Governance of companies and institutions, and offers high quality training, forum discussions, research, publications and conferences.



# Contributors

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# Our training programs

With over 20 training programs, ILA offers a wide range of courses in various fields. Whether you are a newly appointed Director or an expert in Corporate Governance, our training courses, conducted by professionals, aim to maintain the highest standards of competence and ensure that you remain effective as directors and board members by enriching your skills.

## CERTIFICATION PROGRAMS

### Certification program for Directors

Module 1: The Essentials Universal

Module 2: The Essentials-Luxembourg (see below)

Mandatory CPD: ecoDa Professional development for European directors

### Certification program in Company Secretarial & Governance Practice

8 modules

## HIGH POTENTIAL PROGRAMME

### Aspiring Directors Programme

## TRAINING PROGRAM & CONTINUOUS PROFESSIONAL DEVELOPMENT

### COMPANY SPECIFIC

Sector of activity

Company type

### BOARD MEMBERS' SKILLS

Advanced

Basic

### The Essentials - Luxembourg

#### Banks

Forum for directors of Luxembourg Credit Institutions

#### Funds

Role & responsibilities of Fund Directors  
The governance of AIF & AIFM  
AML for Fund directors

#### Insurance

Forum for Directors of (re)insurance undertakings

#### SMEs

Practical governance for SMEs (FR)

#### Subsidiaries

Practical governance for subsidiary companies

#### The A-Z of Mergers & Acquisitions

Improving Personal Impact in the Boardroom

Optimised Boards and avoiding Board dysfunctionality

The Challenge of the NED

Cyber security for the Board

The importance of substance in the post-BEPS era

The new mandatory disclosure regime DAC 9

The hybrid mismatch rules (ATAD 2)

Transfer pricing in Luxembourg : What directors have to know

So you want to be a Director?

Strategy & Corporate Governance

Lifecycle of a Directors in an Alternative Investment Industry

Valuation of early stage and growth companies

Valuation of mature companies

Practical approach to mentoring at the board level

Defining your value proposition – The journey to Board mandates

Intelligence collective au service d'une gouvernance participative

Reporting obligations for directors

Artificial Intelligence, a journey for directors: from Fundamentals to Risk Management & Ethics

Effective Minute Taking

### Introduction program for aspiring directors or directors new in Luxembourg

ILA Bootcamp : fundamentals of Luxembourg Corporate Governance

21st Century Board Leadership Model - Masterclass

In-house training for members

# Certification program for Directors

2 mandatory modules, 1 mandatory Continuous Professional Development



## Module 1

The Essentials Universal

This module covers the general aspects of director's responsibilities whatever legal or regulatory framework they operate in, and includes topics such as: reviewing and approving growth strategies, general governance and responsibilities, overview of basic knowledge and required skills, how to make boards effective, financial analysis, review of strategic plans, etc.

For this program ILA has partnership agreements with multiple organisations offering relevant training modules and certification :

- INSEAD
- GUBERNA
- IFA
- IoD
- INTERFIN FORUM / Deutsche Börse



## Module 2

The Essentials Luxembourg

The purpose of this three days program is to provide experienced executives and directors with the essential knowledge required to perform their function as a director in Luxembourg in the most effective manner.

This program covers the role and responsibilities of directors and their key duties in the major legal and regulatory frameworks specific to the Luxembourg business environment.

The program also offers the opportunity to explore the role and added value of a director interacting with both peers and experts.

Regardless of the ILA certification, this program is also open to experienced executives and directors who want to strengthen their understanding of the different aspects of a director's duty in the specific context of Luxembourg.



## Mandatory CPD

ecoDa - Professional Development for European Directors

The European Confederation of Directors Associations (ecoDa) has developed, in Brussels, a two-day European module for directors and supervisory board members seeking to gain a European perspective on board operations and corporate governance.

As a result of global economic forces, modern boards are becoming increasingly diverse in their composition and business perspectives. For companies operating across Europe, directors and supervisory board members must rapidly gain an understanding of unfamiliar corporate governance systems, regulations, and best practices.

They also need an overview of the rapidly changing, and often complex, EU policy debate on corporate governance.

More information available on  
[www.ila.lu/certification/certification-for-directors](http://www.ila.lu/certification/certification-for-directors)



## Certification program in company secretarial and governance practice

This program targets board support personnel, such as current and aspiring Company Secretaries, Corporate Officers, including Law Professionals, who support and advise the Board of Directors and Managers, and who want to increase their understanding of corporate governance concepts.

This is an open-entry program : no previous specific qualification or experience is required to enter.

### Luxembourg Company Secretarial & Governance Practice **(8 modules)**

Module 1 - fundamentals of luxembourg law for company secretaries (16h)

Module 2 - boards & board meetings (8h)

Module 3 - shareholders & shareholders' meetings (8h)

Module 4 - managing & communicating company data (4h)

Module 5 - accounting & tax for company secretaries (8h)

Module 6 - luxembourg corporate governance & company administration in practice (16h)

Module 7 - contract law fundamentals for company secretaries (8h)

Module 8 - company secretaries leading through integrity (4h)



# ILA Fund Governance Masterclass

## Become a Fund Governance Expert

ILA is proud to launch the 1st edition of the Fund Governance Masterclass, a programme which will dive participants into the practical world of being a Fund Governance Expert in Luxembourg. This intensive and interactive 80-hour training programme is conducted by Luxembourg practitioners and well-known experts.

The course is dedicated on the one hand to ILA Certified Directors wish-

ing to develop a solid understanding of the Fund Governance framework and will lead to an additional and experienced sectorial certification; and on the other hand, to fund professionals who are eager to strengthen their skills in the Fund Governance area, and are aspiring to obtain a Fund Governance Diploma.

### Programme outline

- 10 modules representing 80h of training
- Mandatory attendance with online QCM after each module
- All modules must be completed in a limited timeframe of 2 years
- 1st session will take place from 3 to 7 October 2022

### Eligibility Criteria

This certification is open to :

- ILA Certified Directors who aspire to become a Fund Governance Expert.
- ILA Non-Certified Directors with at least 3 years of experience in the Funds industry as a Board member (Executive or non Executive), Conducting Officer or as a relevant executive management.

### Training programme

- Module 1: General Introduction to Fund Governance
- Opening dinner with Marco Zwick, Director at CSSF
- Module 2: AIF Governance
- Module 3: Investment Management Oversight for UCITS & Alternatives
- Module 4: Fund Administration & valuation role of the depositary
- Module 5: Role of the auditor
- Module 6: Marketing, distribution and transfer agency
- Module 7: AML
- Module 8: ESG
- Module 9: Strategy & technology challenges for fund directors
- Closing dinner with a key note speaker
- Module 10: Key regulatory considerations for fund directors





## Aspiring Directors Programme

The Aspiring Directors Programme is a five-day programme that helps high potential professionals, managers or executives preparing for their first board mandate to acquire the knowledge base that directors are expected to master, and which form the basis of effective board membership. Being a board member today is a very different role from being a senior executive and brings with it added complexity and unique responsibilities which are different from other management and operational roles.

To successfully carry out a board mandate, directors must have a general overview of a company's operational activities and corporate governance, including an understanding of its exposure to risk and strategic direction. ILA has partnered with leading business school INSEAD and the INSEAD Corporate Governance Centre (ICGC) to launch the Aspiring Directors Programme.

ORGANISED BY



### Highlights

- Fundamentals of Corporate Governance
- Corporate Governance Actors
- Boards: Architecture, Composition, Processes
- The Board of Directors – Committees, culture, evaluation & compensation
- Finance for Directors
- New Board Challenges and Opportunities
- Getting into a Board
- Legal Responsibilities

### Target audience

- Young professionals, managers or executives without experience as board directors that aim to serve in a corporate governance role
- Family members and controlling shareholders of boards of small & medium family companies
- Executives of government and non-profit organisations and agencies Professionals from the institutional investment community
- Senior Executives (CEO, COO, CFO, CIO etc.)

More information available on  
[www.ila.lu/adp](http://www.ila.lu/adp)



# 21st Century Board Leadership Model Masterclass

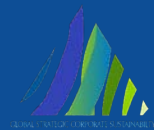
*The MasterClass is based on the 21st Century Board Leadership Model © created and owned by Dr Ravi Fernando in June 2021*

We believe that the Covid-19 crisis has demonstrated that ‘21st Century Leadership vs 20th Century Leadership’ has made the difference. By this we mean leadership where a realistic, scientific, and strategic approach has prevailed over denial, in the nations managing the crises well. The new normal is where national and business disruption will be caused regularly by – climate change, health, geo-politics, new technology and governance failures which will lead to economic emergencies. Every one of them will risk devastating the best laid out plans of both Nations and businesses.

While it is impossible to ‘eliminate’ risk, 21st Century Board Leaders will ‘proactively’ mobilise strategies and actions plans to ‘minimise’ risk from a scientific and triple bottom line perspective.

The concept of ‘21st Century Board Leadership Model’©, which like Strategic Corporate Sustainability© (USPTO granted the copyright in 2010, US Copyright © TX0008880097 of 17 June 2020) is one which Global Strategic Corporate Sustainability Pvt. Ltd has now applied to the US Patent Office for a copyright as we believe it will be a game changer for every board in the years ahead.

## ORGANISED BY



## Highlights

7 webinars of 2.5 hours (including a panel discussion)

- **Topic 1: Introduction to the “21st Century Board Leadership model and strategy template”**
- **Topic 2: The Climate Emergency Board response strategy**
- **Topic 3: The Health and Social Emergency Board response strategy**
- **Topic 4: The Economic Emergency and the Board Response strategy**
- **Topic 5: New Technology Challenges and Opportunities**
- **Topic 6: Geo-Politics – Challenges and Opportunities**
- **Topic 7: Governance & Board Strategy Advisory Committee**

## Target audience

Participants should have the potential to become 21st century leaders. Ideally they would have :

- The much needed ‘Scientific and sustainability mindset’ or be eager to acquire such a mindset,
- Post Masterclass : a window of at least 15 years to proactively mobilize corporate strategies and action plans accordingly.

## Practical information



Language  
English



Duration  
17.30



Fee  
1500€ for members  
2000€ for non members



# Training program & CPD

Advanced

## The Essentials Luxembourg

The purpose of this three day program is to provide experienced executives and directors with the essential knowledge required to perform their function as a director in Luxembourg in the most effective manner.

The program covers the role and responsibilities of directors and their key duties in the major legal and regulatory frameworks specific to the Luxembourg business environment.

This program also offers the opportunity to explore the role and added value of a director interacting with both peers and experts.



### Course highlights

The program is delivered over nine interactive modules which are run by local practitioners and experts. The content involves not only formal presentations, but also case studies based on real-life experience. Each module offers discussion opportunities and experience sharing with both presenters and other course participants.

1. Luxembourg company law
2. Luxembourg Directors' duties and liabilities
3. Integrity in the Luxembourg boardroom
4. Accounting & financial reporting in Luxembourg
5. Taxation in Luxembourg
6. Luxembourg board dynamics
7. The sustainability imperative for boards
8. Applying corporate governance best practices in Luxembourg
9. Luxembourg financial regulation



Language  
English



Duration  
20.00



Fee  
1975€ for members  
2550€ for non members

# Training program & CPD

Advanced



## So you want to be a Director?

All you should know to organise yourself!

The purpose of this specific training is to provide directors with the knowledge they need to understand various issues related to the way they structure and market themselves as a Director, including overviews of personal tax and related obligations.

This program will enable participants to identify the role and responsibilities of a director in relation to their own professional and legal obligations, and keep abreast of current developments, trends and topical issues.

The course is dedicated to executive and non-executive directors wishing to develop their career as a Director, and to better organise and promote themselves.



## Defining your value proposition – The journey to Board mandates

The goal of this course is to help new Directors or Executives who wish to take on mandates as Independent Directors to have a clear and effective strategy in finding the right mandates. It will also help experienced Directors who search for new challenges to reposition themselves on the market.

Based on the view from an Executive Search professional, the course will give you insight on what Boards are looking for to fill Independent Director positions in terms of tangible and intangible skills. The session will be highly interactive, putting participants in real life situations (interview with a Board), asking them to identify their added value, to formulate their Unique Value Proposition and to think about their specific soft skills that they can bring to a Board etc.

The course will also allow you to exchange with an Experienced Independent Director, who will share his experiences and provide you the opportunity to ask questions and to gather insight on how to acquire Independent Director mandates.



Language  
English



Duration  
8.00



Fee  
540€ for members  
700€ for non  
members



Language  
English



Duration  
8.00



Fee  
540 for members  
700€ for non  
members



## Practical approach to mentoring at the board level

This mission of The Luxembourg Director's Institute is to promote the profession by developing its members into highly qualified, effective and respected Directors. As part of our mission, we wish to support mentoring which helps impart the wisdom of our more experienced members onto our younger ones. Mentoring can also help improve the quality, quantity and diversity of individuals ready to assume the important role of board directorships. Toward this end, ILA has created an innovative Workshop on Mentoring by a world leading expert aimed at both potential Mentors and Mentees.

The key elements of the workshop content, over 4 hours including breaks, are:

- Fundamental principles of mentoring
- Key roles
- How to manage the relationship over time
- Core skills and advanced skills
- What to do if it isn't working
- Opportunities to practice

We recommend that participants create a "frustration-elation log" – a diary of things that have pleased and irritated them in their job roles – for the two weeks before the programme, to use as a source of issues to explore in the practice sessions.



## Strategy & Corporate Governance

Understanding the process, models and frameworks of company strategy is a core capability that each independent director should have.

### Strategic management

- provides overall direction to an enterprise,
- involves specifying the organization's objectives, developing policies and plans to achieve those objectives and
- allocates the resources to implement the plans.

This course provides a structured approach to strategy enabling you to assess management strategies and their implementation from a qualitative perspective beyond numbers.

This interactive course will provide you with the strategic skills to become a more effective independent director. Specifically, you will receive

- an overview over the strategic management process,
- insights into key models and frameworks,
- tools for assessing management strategies as well as
- awareness of the people factor in strategy development &

### Implementation



Language  
English



Duration  
4.00



Fee  
215€ for members  
280€ for non  
members



Language  
English



Duration  
8.00



Fee  
540€ for members  
700€ for non  
members



## Forum for Directors of Luxembourg Credit Institutions

The ILA forum for Directors of Luxembourg Credit Institutions is Luxembourg's original and leading venue for bank directors and senior executives to discuss pertinent topics for bank boards.

The forum is designed to engage board members and senior executives on corporate governance regulation and the corresponding demands on board transparency, increasing director accountability, and increased dialogue with management and regulators.

The Board of Directors must have appropriate knowledge, understanding and professional experience, and, collectively, its members, must have a thorough understanding of the bank's strategy, risks, as well as of the overall industrial, economic and regulatory environment.

This Forum is an opportunity for Directors to receive an update and exchange on the latest developments, including an opportunity to discuss the practical implementation of governance frameworks. In previous years, participants and speakers have included Board Chairs, CEOs, regulators, bank directors and control functions.



## Forum for Directors of (re) insurance undertakings

The insurance industry is an important pillar of the Luxembourg financial center and it is key for directors of insurance and reinsurance companies to possess the required skills and knowledge to be able to exercise their duties and responsibilities in an environment of ever complex regulations and increased expectations from all stakeholders -including the regulators. This Forum combines presentations on technical or business topics with interviews and panel discussion of key market players in Luxembourg.

The main features of the program are:

- Specificities of the insurance regulatory framework and impact on the duties of board members
- Exchange of views through panels of board members and CEOs of Luxembourg insurance companies
- Main industry trends, including the ACA perspective
- Digitalisation
- ESG
- Captive reinsurance perspective
- AML/KYC



Language  
English



Duration  
16.00



Fee  
1275€ for members  
1660€ for non  
members



Language  
English



Duration  
16.00



Fee  
1275€ for members  
1660€ for non  
members





## Practical governance for subsidiary companies

A subsidiary has, by definition, one shareholder which holds sufficient rights to appoint, directly or indirectly, a majority of the Board of Directors' members. By extension, the same shareholder can nominate the management of the subsidiary. The majority shareholder therefore has bearing on all major decisions pertaining to the subsidiary.

The majority shareholder is typically the largest investor in the subsidiary and, therefore, the most exposed to its risks. However, such a shareholder often considers corporate governance as an obstacle to the integration of the subsidiary's activities within its group.

A Director of a subsidiary often sees his role reduced to a simple rubber stamp of decisions taken at the shareholder's level, or face being removed from the subsidiary's Board by the latter.

This workshop identifies the legal responsibilities and obligations of a Director of a subsidiary, and how to constructively manage the conflicts arising with the interests of the majority shareholder. It also identifies the advantages of good corporate governance for the majority shareholder at the subsidiary level as well as some key ideas to assist with designing a governance model, which efficiently integrates the economic, legal, financial and commercial relationship existing between the subsidiary and the overall objectives of the group.



## La gouvernance pratique pour les PME et les entreprises familiales

Les codes de gouvernance d'entreprise sont axés sur les problématiques des grandes entreprises ou des entreprises cotées en bourse. Ces entreprises ont typiquement un profil d'actionnaires dispersés. Ces derniers n'ont pas un accès aisé à l'information, et ne disposent pas de moyens faciles pour influencer les décisions prises au sein de l'entreprise même.

En comparaison, l'entreprise de taille petite ou moyenne (« PME ») typique est une activité dont le propriétaire est aussi dirigeant ou gestionnaire. Il est intégré dans la prise de décision quotidienne en tant que manager, ou administrateur, ou souvent les deux : l'actionnaire est même un élément clé pour le bon fonctionnement de l'entreprise. Les problématiques de gouvernance sont souvent plus ancrées dans l'accès à un soutien objectif à la prise de décision et dans la continuité nécessaire à une valeur pérenne de l'entreprise.

Cette formation reprend les principes essentiels de la bonne gouvernance et les applique de manière pratique à l'environnement particulier d'une PME dirigée par son propriétaire majoritaire ou d'une entreprise familiale.



Language  
English



Duration  
7.00



Fee  
540€ for members  
700€ for non members



Language  
French



Duration  
7.00



Fee  
540€ for members  
700€ for non members






## Practical Board dynamics: optimising performance in your Board

An interactive programme where participants are placed in simulated Board meetings for a fictitious operating company in order to identify the impact of human interaction on collective decision-making processes and how to improve the overall Board dynamic.

The Chairman and CEO roles are played by highly experienced persons exercising these roles in real life, and will give valuable feedback along with the governance expert on the collective dynamic.

Participants receive a digital Board pack 10 days in advance of the course and, as with any Board meeting in real life, will be expected to prepare for the simulated meetings in their spare time. Participants are not required to have any technical knowledge to understand the industry in which the fictitious company operates.




		
Language English	Duration 8.00	Fee 540€ for members 700€ for non members



## The A-Z of Mergers & Acquisitions

Mergers and acquisitions are an established way for companies to scale quickly and achieve their objectives faster. However an acquisition carries significant execution risk both for the seller and the buyer, not only in terms of price, but with respect to the terms and conditions of the transaction negotiated between buyer and seller. An experienced seller will maximise competition amongst several buyers to get the best price, meaning that buyers face the additional complexity of a process they do not control without necessarily having visibility of their rivals.

This 1-day course maps the process from A to Z, identifying the key risks at each stage and what strategies and actions can be adopted by seller and buyer to mitigate their respective execution risk and optimise value for their respective shareholders. It identifies the key decisions to be taken typically by the board of directors of a seller and a buyer, and what the critical decision criteria should be.

		
Language English	Duration 8.00	Fee 540€ for members 700€ for non membre






## Intelligence collective au service d'une gouvernance participative

Cette formation vise à vous faire vivre, en tant que membre d'un CA ou d'une direction, une réunion en intelligence collective et en particulier une prise de décision par consentement. Vous pourrez ainsi entrevoir par la pratique ce qu'est l'intelligence collective, ce que cela produit sur chaque personne, sur le groupe et sur le projet du groupe.

Des apports théoriques pour décrypter les expériences vécues lors des moments d'échanges et des temps de questions et réponses font également partie du programme.

Suite à cette formation, vous serez en mesure d'expérimenter quelques pratiques d'intelligence collective dans votre environnement.

	Language French		Duration 8 .00		Fee 540€ for members 700€ for non members
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## Improving Personal Impact in the Boardroom

Board members are typically distant from the day to day running of the company. They are expected to interpret summary condensed information in short time frames. The exchange of views, and the taking of decisions takes place in board meetings of limited duration, thus requiring directors to interact efficiently and incisively.

As regulation of corporate governance increases, the execution of directors' fiduciary duties is falling under greater scrutiny from shareholders and investors. In particular, audit and remuneration committees are becoming challenging and complex responsibilities, requiring directors to communicate with top class professionals in their respective fields and negotiate with senior management, all of whom strongly defend varied interests.

In addition to an overriding fiduciary duty, board members nominated and/or elected by significant shareholders to the company often carry the additional role of representing the financial and commercial interests of the nominating shareholder.

For all of these reasons, the ability to influence and negotiate is a vital tool in a director's skillset.



## Cyber Security for the Board

"How to manage Cyber Security risks in the Digital age"

How could Cyber Security impact your company's performance? Are you in control of Cyber Security risks? How well prepared is your company for a Cyber Security crisis?

With organisations becoming more and more digital in a data driven economy, Cyber Security is an inevitable subject of concern for Boards. The cyber risks involved in a digital strategy need to be considered and tackled by the board as well.

This training is intended for Directors and gives an overview of the main aspects of Cyber Security, from concepts to obligations.



Language  
English



Duration  
7.00



Fee  
540€ for members  
700€ for non  
members



Language  
English



Duration  
4.00



Fee  
215€ for members  
280€ for non  
members

# ILA Tax Series

4 courses of 2 hours



Language  
English



Duration  
4\*2.00



Fee  
540€ for members  
700€ for non members



## Analysing the impact of the new hybrid mismatch rules (ATAD 2) on Alternative Investments

This training will be of significant importance for independent directors that need to have a clear understanding of the new hybrid mismatch rules (ATAD 2) that may, if applicable, have a severe impact on the tax profile of Alternative Investments in Luxembourg. This course will provide an overview of the scope and limits of the hybrid mismatch rules and consider practical solutions for managing their impact in practice.

The main features of the program are:

- Mechanics of the hybrid mismatch rules
- Analysing the impact of ATAD 2 on Alternative Investments (Private Equity, Real Estate, Infrastructure, ...)



Language  
English



Duration  
2.00



Fee  
190€ for members  
250€ for non members





## The importance of substance in the post-BEPS era

This training will be of significant importance for independent directors that need to have a clear understanding of substance requirements in international taxation. While substance has always been important for Luxembourg companies that frequently operate in a cross-border context, the OECD Base Erosion and Profit Shifting (“BEPS”) Project only elevated their importance in an international tax environment that is characterized by total transparency.

The main features of the program are:

- Substance requirements: Analysing the reasons of substance requirements from a Luxembourg perspective, a foreign tax perspective, a tax treaty perspective, a transfer pricing perspective and a reputational risk perspective
- Organisation of substance: Analysing how substance might be organised in practice (looking at different substance models)



## The new mandatory disclosure regime DAC 6

This training will be of significant importance for independent directors that need to have a clear understanding of the mandatory disclosure regime (“MDR”) of potentially aggressive tax planning schemes in the EU (covering cross-border arrangements since June 2018), how to determine reportable cross-border arrangements in practice and how taxpayers (and intermediaries) should prepare for the new reporting obligations.

The main features of the program are:

- Overview of the new MDR (DAC 6)
- Analysis of the hallmarks of reportable cross-border arrangements
- The crucial importance of the main benefit test (MBT) to filter out irrelevant reporting
- How to manage reporting obligations in practice
- The implementation of DAC 6 across Europe: A Snapshot
- Practical case studies



Language  
English



Duration  
2.00



Fee  
190€ for members  
250€ for non members



Language  
English



Duration  
2.00



Fee  
190€ for members  
250€ for non members



## Transfer pricing in Luxembourg : What directors have to know

This training will be of significant importance for independent directors that need to have a clear understanding of the relevance of transfer pricing and related documentation when it comes to tax risk management. While transfer pricing has been a hot topic in Luxembourg since years, the OECD Base Erosion and Profit Shifting (“BEPS”) Project only elevated its importance in an international tax environment that is characterized by total transparency.

The main features of the program on Transfer Pricing are Overview of the Luxembourg transfer pricing landscape, Analysis of typical controlled transactions in Luxembourg, The Luxembourg Transfer Pricing Circular, Tax risks in relation to transfer pricing, Transfer pricing documentation requirements, and Best practice recommendations.

The training will be very practical with a view to provide participants with clear guidance on transfer pricing and related documentation requirements.



Language  
English



Duration  
2.00



Fee  
190€ for members  
250€ for non members



## AML for Fund Directors

The objective of this 4-hour session is to provide Fund Directors and Board members with an understanding of their increasing role, responsibilities and obligations, for preventing money laundering and terrorist financing.

Thanks to their professional experience in the Investment Fund Industry, our experts will cover not only the fundamentals of the prevention of money laundering and its regulatory environment from a Luxembourg perspective, but also how to handle suspicion cases of money laundering or terrorist financing. This training is interactive and practical examples are used to enhance the learning process.

This course is dedicated to Fund Directors.



E-Learning available



## The governance of AIF & AIFM

The Members of Boards of Directors of Alternative Investment Funds (AIFs) and Alternative Investment Fund Managers (AIFMs) are finding themselves under increasing scrutiny from investors in AIFs, initiators of AIFs and sponsors of AIFMs, regulators and other stakeholders.

The implementation of the AIFM Directive (AIFMD) substantially raised the bar for the AIFMs and AIFs they manage.

In order to comply with this formal and prescriptive regime, the Boards of AIFMs and AIFs need to master adequately their organisational models and structures, corporate governance practices, remuneration models, fund documentation, due diligence and oversight practices, as well as many other aspects of their operations.

The requirements of the AIFMD have to be reconciled with the realities of the organisation of the group, of each AIFM and of each AIF often spanning multiple EU and non-EU jurisdictions, and the impact of other EU and non-EU regulations.

In this context, Directors now have to be part lawyer, auditor, regulatory expert, portfolio and risk manager, operational manager and systems technician, among many other things.



Language  
English



Duration  
4.00



Fee  
215€ for members  
280€ for non  
members



Language  
English



Duration  
10.00



Fee  
740€ for members  
960€ for non  
members



## Lifecycle of a Director in an Alternative Investment industry

This training event focuses on the Lifecycle of Directors of Alternative Investment Funds (AIFs) and Alternative Investment Fund Managers (AIFMs).

The event will cover the Lifecycle of Directors from the perspectives of:

- The Group/AIFM/AIF Board
- Individual Directors

The topics covered will include:

- The governance of the lifecycle of Directors in the Alternative Investment Industry
- Recruiting a new Director & Being recruited as a Director
- Onboarding a new Director
- When to resign as a Director
- Resigning as a Director & Handling a Director's resignation considering liabilities



## The Challenge of the Non Executive Director

This course explores the challenges faced by a non-executive director (NED) in dealing with stakeholders, group and personal interests, in relation to independence issues in the Boardroom.

It highlights topics such as:

- Shareholder and Stakeholder expectations from the NED
- Role and responsibilities of the NED in a Regulatory context
- Boardroom dynamics – the unique role of the NED
- Split Loyalties – Whose Director are you anyway?
- Complexities, dilemmas and conflicts - An interactive discussion of experience and solutions



Language  
English



Duration  
4.00



Fee  
215€ for members  
280€ for non  
members



Language  
English



Duration  
8.00



Fee  
540€ for members  
700€ for non  
members

# Training program & CPD

Basic

## ILA Bootcamp

### Fundamentals of Luxembourg Corporate Governance

The objective of this course is to understand the key roles, duties and liabilities of directors, as well as the Luxembourg legal framework and governance environment.

This course explores not only legal and regulatory aspects, but also provides participants with best practices and practical advice. The program is designed to be highly interactive and is facilitated by Luxembourg experts.



#### Benefits and target audience

This training includes the following benefits :

- An understanding of the key concepts of the Luxembourg legal environment, as well as the role of good governance in achieving effective & value-adding boards
- An overview of specific situations in Luxembourg
- An opportunity to seek practical advice from our experts

The course is designed for new aspiring directors (executive and non-executive), as well as board members representing employees, senior managers, company secretaries and other professionals interacting with boards, who are looking to gain essential understanding of the role of a board and its directors.



Language  
English



Duration  
7.00



Fee  
540€ for members  
700€ for non members



# Training program & CPD

## Basic



### Effective Minute Taking

This interactive course provides practical guidance on how to overcome most problems faced by minute takers and achieve accurate minute taking. Participants learn not only how to overcome the usual problems encountered by minute takers, but also to develop a toolkit of personal skills which will boost their confidence in writing accurate minutes.

Whether you are new to your role and have little experience of minute taking at meetings, or you purely want an opportunity to reassess your minute writing skills, this training course will be beneficial for you. The interactive nature of the program will allow you to address our experts directly and also compare your experiences and challenges with others.

As a follow-up to this course, ILA also proposes a course on how the Chair and the Company Secretary can work together as a team in order to deliver a successful meeting through the 3 following aspects: careful planning (before the meeting), chairing capability (during the meeting) and critical evaluation (after the meeting).



Language  
English



Duration  
7.00



Fee  
540€ for members  
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## ILA numbers

### Trainings & events

In 2019, ILA held more than **96** events, including training sessions, in which more than **3924** professionals have participated!



# Terms and conditions

## for ILA trainings & events

### BOOKING INFORMATION:

All registrations to ILA trainings should be made online, via the ILA website and the dedicated page of the chosen training.

The registration is confirmed by email to the participant at the electronic address indicated in the registration form.

Except for e-learnings, a maximum number of 3 delegates from the same Corporate Member or Company is permitted to attend each training.

### BILLING & PAYMENT TERMS:

ILA will invoice the Member at the time of registration to the course

Training fees are inclusive of:

#### **For Category 1 ILA courses:**

Refreshments, as well as lunch in case of a full-day course.

Digital copies of course handouts and training material

#### **For Category 2 ILA courses:**

Exam participation if applicable (max. 2 attempts, please refer to the exam policy)

Access to a dedicated learning platform (please refer to specific conditions and modalities)

Digital copies of course handouts and training material

Refreshments, as well as lunch in case of (a) full-day course(s).

#### **For Category 3 ILA e-learning courses:**

Access to a dedicated learning platform

The invoice is payable within 15 days of the date it was sent. to the bank account mentioned on the invoice, indicating the invoice reference. Self-funding candidates to a Category 2 ILA course may request extended payment conditions by contacting [billing@ila.lu](mailto:billing@ila.lu).

### CANCELLATION:

The content, timing of the programmes, identity of the speakers, date and venue may be altered for reasons beyond the control of ILA. In the event of the course being postponed or cancelled, ILA will make a full refund of the related fees, but no defrayal will be made for any additional costs incurred.

Any cancellation by a participant should be communicated in writing to [events@ila.lu](mailto:events@ila.lu)

**For Category 1 ILA courses:** no later than 5 business days prior to the date of the course.

After this period, the invoice will remain due in full. Substitution of a participant by another is possible under the condition that it is communicated in writing at least 2 business days prior to the date of the course to [events@ila.lu](mailto:events@ila.lu).

**For Category 2 ILA courses:** no later than 10 business days prior to the date of the course.

After this period, the invoice will remain due in full. Unless specific prerequisites for registration are required, substitution of a participant by another is possible under the condition that it is communicated in writing at least 5 business days prior to the date of the course to [events@ila.lu](mailto:events@ila.lu).

**For Category 3 ILA e-learning courses:** Not refundable.

Substitution of a participant by another is possible under the condition that it is communicated in writing to [events@ila.lu](mailto:events@ila.lu).

### CERTIFICATION PROGRAMME:

Any person enrolling to a course as part of an ILA certification programme must refer to and comply with the applicable certification policy, in addition to these ILA general terms & conditions. Where provisions of those policies derogate from these ILA general terms & conditions, they shall prevail.

### STATE CO-FINANCING:

ILA is authorized as a provider of continuing vocational training by the Ministry of Education. Training fees are eligible to State co-financing (agr   par arr  t   minist  riel du 11 octobre 2011).

### CONFIDENTIALITY RULES:

All ILA courses are conducted under the Chatham House Rule (confidentiality of information and discussions). Trainers & participants must respect the confidential nature of discussions that take place during the sessions.

The documents and course material provided to participants in an ILA course are for the exclusive use of the participant and shall not be copied, forwarded nor distributed to other persons.

### IN-HOUSE TRAININGS

Corporate members can request the provision of in-house trainings set-up and organised by ILA, with their collaboration. Such trainings require a specific agreement and may be subject to specific terms and conditions, in addition to these ILA general terms & conditions.



The voice of corporate governance  
in Luxembourg

For more information, do not hesitate to visit  
[www.ila.lu/trainings](http://www.ila.lu/trainings)



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