



CEO CLUBS
International

CEO Clubs Greece &
KPMG in Greece present:

The Board of Directors Blueprint

**Roles, responsibilities, and
insights for high-impact
boards**

The ClubHouse, CEO Clubs Greece

April 16 & 17, 2026



Welcome to “The Board of Directors Blueprint” workshop

Roles, responsibilities, and insights for high-impact boards

Boards of Directors play a critical role in shaping corporate governance, ensuring compliance, and driving strategic decisions.

Yet, for many executives, the boardroom remains a complex and often unfamiliar space.

This workshop is designed to provide clarity and practical knowledge for CEOs and senior leaders who aspire to serve on boards or collaborate effectively with them.

Through expert-led sessions and real-world examples, participants will gain actionable insights into governance structures, responsibilities, and emerging trends that define high-performing boards today.

Workshop objectives & key learnings

By the end of this workshop, participants will:



Understand the structure, role, and responsibilities of Boards of Directors and their impact on governance and strategy.



Gain clarity on legal obligations and liabilities of board members, including whistleblowing and compliance requirements.



Explore remuneration frameworks and market trends to ensure fairness, transparency, and competitiveness.



Learn how ESG and CSRD requirements influence board agendas and governance priorities.



Examine the role and challenges of Audit Committees and other governance bodies.



Discover emerging trends in board member training and development for effective performance.



Gain practical insights from experienced board members through a live panel discussion, including best practices, do's and don'ts, and strategies for navigating real-world challenges.

01 | Remuneration structure: key figures & insights from public data

Speakers

Georgia Kalemidou, Director, People Services, Advisory, KPMG in Greece

Tonia Parisi, Director, People Services, Advisory, KPMG in Greece

Board remuneration is a critical element of corporate governance and strategy.

This session will introduce the fundamentals of BoD compensation frameworks, including fixed fees, variable pay, and incentives, while highlighting the legal and regulatory context.

Participants will learn the principles of designing fair and transparent remuneration structures that align with company strategy, shareholder interests, and emerging ESG considerations.

The discussion will also cover market practices, benchmarking, and trends shaping board pay locally and internationally.

By the end of the session, attendees will have practical insights and a checklist for reviewing and improving BoD remuneration frameworks.

02 | Legal responsibilities of board members: navigating liabilities and best practices

Speakers

Theodossis Tompras, Partner, Papacostopoulos and Associates Law Firm

Irini Zouli, Director, Papacostopoulos and Associates Law Firm

Ariel Manika, Director, Tax, KPMG in Greece

Board members operate under a complex legal framework that defines their responsibilities and liabilities.

This session provides an essential overview of directors' and officers' obligations in Greece, covering corporate governance, tax, labor law, competition, personal data protection, workplace harassment, and whistleblowing.

Through practical examples and best practices, participants will gain clarity on risk areas and

compliance requirements, ensuring they are equipped to fulfill their duties effectively and safeguard both themselves and their organizations.

03 | Latest trends in ESG & Sustainability: from compliance to value creation

Speakers

George Iliopoulos, Director, ESG, Advisory, KPMG in Greece

ESG is no longer just a compliance requirement; it's a strategic investment for long-term success.

This session will help participants understand why ESG matters for CEOs today and how evolving regulations such as CSRD and the Omnibus initiative are reshaping governance priorities.

Attendees will explore the role of Boards and senior management in ESG oversight and learn

practical ways to move beyond compliance to leverage ESG for value creation.

By the end of the session, participants will gain actionable insights to strengthen governance, enhance stakeholder trust, and drive sustainable growth.

04 | Audit committees in focus: governance, compliance, and key challenges

Speakers

Efi Katsouli, Partner, Risk Consulting, Advisory, KPMG in Greece

Polly Matraki, Senior Manager, Risk Consulting, Advisory, KPMG in Greece

Audit Committees play a critical role in ensuring transparency, compliance, and effective oversight.

In this session, participants will gain practical insights into the core responsibilities and challenges Audit Committees face today, from monitoring financial and sustainability statements to oversight of internal control systems.

The discussion will also cover best practices for selecting and evaluating external auditors

in terms of their effectiveness and independence and organizing committee agendas.

Attendees will leave with actionable knowledge on how Audit Committees can strengthen governance, enhance accountability, and support strategic decision-making.

05 | Beyond Corporate Governance basics: emerging issues and practical insights

Speakers

Efi Katsouli, Partner, Risk Consulting, Advisory, KPMG in Greece

Corporate governance is evolving rapidly, and boards must stay ahead of emerging challenges.

This session will provide participants with practical insights into advanced governance topics, including board and board committees' structures, succession planning, and collective and individual evaluations.

Attendees will also learn more about suitability policies, internal control systems with a focus on risk management, regulatory compliance,

and internal audit practices. The discussion will cover disclosures such as corporate governance statements and best practices on effective shareholder communication.

By the end of the session, participants will understand how to strengthen governance frameworks and implement best practices that enhance transparency and resilience.

06 | Board member training trends: building skills for modern governance

Speaker

Peggy Velliotou, Partner, People Services, Advisory, KPMG in Greece

Tonia Parisi, Director, People Services, Advisory, KPMG in Greece

In today's complex governance environment, board training is no longer optional; it's a strategic necessity.

This session examines the key drivers behind the growing need for BoD development, from regulatory expectations and stakeholder scrutiny to ESG priorities and digital transformation.

Participants will explore global trends, emerging training delivery models such as immersive executive programs, micro-learning, and

scenario-based simulations, as well as the evolving skillsets that influence board member selection.

By the end of the session, participants will know how to leverage training to strengthen board performance, enhance strategic foresight, and create long-term organizational value.

Exclusive opportunity:

A live panel discussion with experienced board members

Inside the Boardroom

Insights, challenges, and practical advice from board leaders

Gain practical insights into board governance through an interactive panel discussion featuring experienced leaders who serve on Boards of Directors.

This session brings together senior executives from diverse industries to share their real-world experiences, their successes, challenges, and lessons learned.

Participants will hear best practices, do's and don'ts, and strategies for navigating complex board dynamics.

The discussion will conclude with an open Q&A, giving attendees the opportunity to ask questions and exchange perspectives with experienced board members.

This candid conversation will provide actionable advice and a deeper understanding of what it truly means to contribute effectively as a board member.

Additional details

Workshop dates:

April 16 & 17, 2026
09.00 – 18.00

Location:

The ClubHouse, CEO Clubs Greece |
Flisvos Marina, Palaio Faliro, 17561

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