

**Navigating Transformation and Disruptions:  
Overcoming Governance Challenges for Businesses and Organizations**

12<sup>th</sup> Hawkamah Annual Conference  
30<sup>th</sup> April 2018  
Dubai, UAE

Technological innovations are producing major disruptions to the usual way of doing business. Driverless cars and robotic workers are fueled by the latest thinking on artificial intelligence; 3D printing are up-ending traditional views of manufacturing, publishing and construction; Fintech and cryptocurrencies are rapidly changing the finance landscape; and the data being collected from information and operation technologies are being transformed to fuel more innovations in the way policies, communities and individuals are governed. Companies and their boards need to re-think and transform their approaches to be able to cope with such a dynamic landscape.

The conference will explore the impact that these transformations and disruptions will have on how companies are governed? How can organizations align their decision making to match the increasing speed of change? How can Boards of Directors drive transformation and foster innovation within their businesses? How can transformation and innovation be encouraged and monitored? How can government support, enable, and accelerate these changes?

**9:00–9:10am - Opening remarks**

**9:10–10:20am - Adapt or Perish**

The government of the UAE has staked a bold ambition for the society to be the global leader and innovator fostering the 4<sup>th</sup> Industrial Revolution. The session will highlight UAE's vision in trying to shape its future and its greater role in the world, and will challenge the private sector to be a partner in taking on the mantle of global innovative leadership. A subsequent regulatory panel discussion will explore ways and approaches that the UAE's and regional regulators are trying to respond to the government's bold ambition.

**10:20–11:00am - Disruptive Technologies: Framing the Opportunities of the Future**

What is in store for societies and corporations for the future? The keynote speakers will chart out the challenges and potential opportunities for companies as they develop their strategies and approaches to deal with the future.

**11:00–11:15am Coffee Break**

**11:15am–12:30pm - Innovative Boards and Staying On Top**

This practical panel discussion will explore how current boards have been dealing with the bold call of the government to innovate and respond disruptions and game changers, and even be game changers themselves. Areas to debate include marrying seemingly contradictory demands of innovation and risk management; exploring expertise In the boardroom; creating constructive abrasion for innovation; and redefining the partnership between the board and the executives.

12:30–1:30pm - **Lunch**

**1:30–2:45pm - Managing Risk in Times of Transformation: How Do Boards Manage Risks by Being Risky?**

The after-lunch session will build on the challenges and opportunities raised in the board roundtable and providing tools and resources for boards and company executives to adequately respond to innovation. In short 10 minute presentations the panelists will advance their views, followed with a dynamic and interactive Q&A with the audience.

2:45 –3:00pm- **Coffee Break**

**3:00–4:15pm - Corporate Strategy: Achieving Alignment While Fostering the Chaos of Disruptions**

Ultimately the successful governance of these initiatives looks to align incentives, resources, and strategies in order to foster a resilient corporate culture and appropriately manages expectations of shareholders and stakeholders. Given the corporate governance realities in the region of concentrated ownerships and a seeming lack of transparency, disclosure and oversight, how can boards achieve strategic alignment between the executives' performance, board's oversight and value creation role, the shareholders' requirement to receive shareholder value, and the stakeholders' growing expectations for more responsible and responsive corporations and organizations?

4:15 –4:30pm **Closing Ceremony**