



THE INSTITUTE OF  
Company Secretaries of India  
भारतीय कम्पनी सचिव संस्थान  
IN PURSUIT OF PROFESSIONAL EXCELLENCE  
Statutory body under an Act of Parliament  
(Under the jurisdiction of Ministry of Corporate Affairs)



विदेश मंत्रालय  
MINISTRY OF  
EXTERNAL AFFAIRS

*Vision*

"To be a global leader in promoting good corporate governance"

*Motto*

सत्यं वद। धर्मं चर। इच्छते तेन त्वात्तः शोचते नृप तेन त्वात्

*Mission*

"To develop high calibre professionals facilitating good corporate governance"

# CAPACITY BUILDING PROGRAMME



## Corporate Governance for a Better Tomorrow Empowering Leaders in Compliance, Risk, & Sustainability

under **Indian Technical and Economic Cooperation (ITEC) Programme**  
Ministry of External Affairs, Government of India



**05 - 16 January, 2026**



**ICSI CCGRT, Kolkata**

### HIGHLIGHTS

Expert-led  
Sessions on  
Compliance, Risk  
& Sustainability

12 days of  
Immersive  
Learning, Dialogue,  
and Discovery

Enriching Study  
Tour with real-world  
insights

Networking with  
Global Experts,  
Regulators &  
Industry Leaders

Connect with ICSI

[www.icsi.edu](http://www.icsi.edu) | | Online helpdesk : <http://support.icsi.edu>

# Introduction

The Institute of Company Secretaries of India (ICSI), under the aegis of the Ministry of External Affairs, Government of India, proudly presents its first-ever Indian Technical and Economic Cooperation (ITEC) programme titled Corporate Governance for a Better Tomorrow – Empowering Leaders in Compliance, Risk, and Sustainability. This 12-day journey of immersive learning, dialogue, and discovery brings together foreign participants from various countries, reflecting ICSI's expanding global footprint and its commitment to governance excellence. It also showcases India's corporate governance journey, promotes cross-border knowledge exchange, and builds capacity among professionals worldwide.

## Programme Theme

Corporate Governance for a Better Tomorrow: Empowering Leaders in Compliance, Risk, and Sustainability



## Location



ICSI-Centre for Corporate Governance Research and Training (CCGRT) Kolkata,  
IIA/35, premises no. 07-0394; New Town, Kadampukur, Kolkata, West Bengal 700135

## Objective

1. Building Better Corporate Entities.
2. Building capacity in accordance with Global Corporate Governance Practices

# Programme Schedule

## Day 1 Foundation of Governance Excellence

10:00 am - 11:00 am	ICSI CCGRT Visit	
11:00 am - 11:30 am	Tea	
11:30 am - 12:30 pm	Inaugural Session	
12:30 pm - 01:00 pm	About the ICSI	<ul style="list-style-type: none"> <li>• ICSI's history, milestones, and contributions.</li> <li>• ICSI's Role in promoting Good Corporate Governance Practices</li> <li>• Organisational Structure, Offices, Chapters and Overseas presence.</li> <li>• International collaborations and initiatives.</li> <li>• Role of Company Secretaries in governance.</li> </ul>
01:00 pm - 02:00 pm	Lunch	
02:00 pm - 03:30 pm	Indian Corporate Governance Framework	<ul style="list-style-type: none"> <li>• Overview of company types</li> <li>• Roles of key regulators: MCA, SEBI, RBI.</li> <li>• Regulatory framework shaping governance practices.</li> </ul>
03:45 pm - 05:00 pm	Evolution of Governance Principles	<ul style="list-style-type: none"> <li>• Evolution from traditional to modern governance.</li> <li>• Core principles: accountability, transparency, fairness, integrity, responsibility.</li> <li>• Key drivers of governance evolution.</li> </ul>

## Day 2 Evolving Corporate Governance Landscape

10:00 am - 11:30 am	Regulatory Developments, Amendments and Trends	<ul style="list-style-type: none"> <li>• Companies Act, 2013.</li> <li>• Emerging trends and challenges in corporate governance.</li> </ul>
11:45 am - 01:00 pm	Board and Executive Compensation	<ul style="list-style-type: none"> <li>• Disclosure requirements for shareholding patterns and executive compensation.</li> <li>• Best practices for transparent and accountable remuneration policies.</li> </ul>
01:00 pm - 02:00 pm	Lunch	
02:00 PM – 03:30 pm	Board Evaluation	<ul style="list-style-type: none"> <li>• Need for Board Evaluation</li> <li>• International Trends and Practices</li> <li>• Legal Framework in India</li> <li>• Board Evaluation Methodologies</li> </ul>
03:45 pm - 05:00 pm	Interactive Discussion	

<b>Day 3</b>	<b>The ICSI Secretarial Standards</b>
--------------	---------------------------------------

10:00 am - 11:30 am	Secretarial Standard - Board Meetings	<ul style="list-style-type: none"> <li>Overview of principles for convening and conducting Meetings of the Board of Directors and matters related thereto.</li> </ul>
11:45 am - 01:00 pm	Secretarial Standard - General Meetings	<ul style="list-style-type: none"> <li>Overview of principles for the convening and conducting of General Meetings and matters related thereto.</li> </ul>
01:00 pm - 02:00 pm	Lunch	
	Secretarial Standard - Reports of the Board of Directors	<ul style="list-style-type: none"> <li>Overview of principles for making disclosures in the Report of the Board of Directors of a company and matters related thereto</li> </ul>
03:45 pm - 05:00 pm	Interactive Session: Secretarial Standards	

<b>Day 4</b>	<b>Stewardship and Institutional Investors</b>
--------------	--

10:00 am - 11:30 am	ICSI Guiding Principles on Stewardship (IGPS)	<ul style="list-style-type: none"> <li>Overview and significance of IGPS.</li> <li>Role of institutional investors in promoting sustainable corporate practices.</li> </ul>
11:45 am - 01:00 pm	Ethical Stewardship: Global Practices	<ul style="list-style-type: none"> <li>Case studies of ethical stewardship.</li> <li>Challenges and opportunities in implementing ethical stewardship.</li> </ul>
01:00 pm - 02:00 pm	Lunch	
02:00 pm - 03:30 pm	Implementing Stewardship: Policies and Processes	<ul style="list-style-type: none"> <li>Practical guidance on stewardship codes.</li> <li>Developing robust stewardship policies.</li> </ul>
03:45 pm - 05:00 pm	Interactive Session: Applying Stewardship Principles	

<b>Day 5</b>	<b>Governance and Risk Management Leadership</b>
--------------	--

10:00 am - 11:30 am	Global Governance and Risk Management	<ul style="list-style-type: none"> <li>Overview of leading frameworks and standards.</li> <li>Comparative analysis of global best practices.</li> </ul>
11:45 am - 01:00 pm	Secretarial Audit (Compliance Audit)	<ul style="list-style-type: none"> <li>Importance of audits in ensuring compliance.</li> <li>Key aspects of conducting audits.</li> </ul>
01:00 pm - 02:00 pm	Lunch	
02:00 pm - 05:00 pm	Study Tour	

<b>Day 6 &amp; 7</b>	<b>Exploring Kolkata Heritage</b>
----------------------	-----------------------------------

<b>Day 8</b>	<b>Corporate Restructuring, Valuation &amp; Insolvency</b>
--------------	--

10:00 am - 11:30 am	Mergers & Acquisitions (M&A)-Planning & Strategy	<ul style="list-style-type: none"> <li>• Governance and Regulatory Overview</li> <li>• Prerequisites of Merger &amp; Acquisition</li> <li>• Practical Guide to the Due Diligence</li> </ul>
11:45 am - 01:00 pm	Business Valuation	<ul style="list-style-type: none"> <li>• Overview of Business Valuation</li> <li>• Valuation of Business and Assets for Corporate Restructuring</li> </ul>
01:00 pm - 02:00 pm	Lunch	
02:00 pm - 03:30 pm	Overview of the Insolvency and Bankruptcy Code (IBC)	<ul style="list-style-type: none"> <li>• Pillars of IBC, 2016 [IBBI, IPA, IP, AA, IU]</li> <li>• Role, Functions and Duties of IP/ IRP/ RP</li> <li>• Application for Corporate Insolvency Resolution Process</li> <li>• Enabling provisions for cross border transactions under IBC</li> </ul>
03:45 pm - 05:00 pm	Interactive Discussion	<ul style="list-style-type: none"> <li>• Key Practical Insights</li> </ul>

<b>Day 9</b>	<b>ESG, Sustainability, and Compliance</b>
--------------	--

10:00 am - 11:30 am	ESG Governance	<ul style="list-style-type: none"> <li>• ESG Rating</li> <li>• ESG analysis and climate change considerations.</li> <li>• Integrating ESG into governance frameworks.</li> <li>• Board's Accountability on ESG</li> </ul>
11:45 am - 01:00 pm	Sustainability Disclosure Assurance	<ul style="list-style-type: none"> <li>• Sustainability Audit</li> <li>• Integrated Reporting Framework</li> <li>• Global Reporting Initiative Framework</li> </ul>
01:00 pm - 02:00 pm	Lunch	
02:00 pm - 03:30 pm	Regulatory Compliance	<ul style="list-style-type: none"> <li>• Annual Secretarial Compliance Report</li> <li>• SEBI (Listing Obligations and Disclosure Requirements) Regulations</li> <li>• SEBI (Prohibition of Insider Trading) Regulations</li> </ul>
03:45 pm - 05:00 pm	Interactive Discussion	

<b>Day 10</b>	<b>Integrating Risk Management</b>	
---------------	------------------------------------	--

10:00 am - 11:30 am	Integrating Risk in Corporate Governance	<ul style="list-style-type: none"> <li>• Frameworks for risk identification, assessment, and management.</li> <li>• Role of the board and Company Secretary in risk oversight.</li> </ul>
11:45 am - 01:00 pm	Reporting Non-Financial Metrics	<ul style="list-style-type: none"> <li>• Key non-financial metrics and disclosures.</li> <li>• Q&amp;A</li> </ul>
01:00 pm - 02:00 pm	Lunch	
02:00 pm - 05:00 pm	Interactive Discussion	

<b>Day 11</b>	<b>Transparency and Disclosures</b>	
---------------	-------------------------------------	--

10:00 am - 11:30 am	Key Disclosures in Annual Reports	<ul style="list-style-type: none"> <li>• Overview of mandatory and voluntary disclosures.</li> <li>• Best practices for clear and concise reporting.</li> </ul>
11:45 am - 01:00 pm	Related Party Transactions (RPTs)	<ul style="list-style-type: none"> <li>• Regulatory framework for RPTs.</li> <li>• Role of the Company Secretary in managing RPTs and conflicts of interest.</li> </ul>
01:00 pm - 02:00 pm	Lunch	
02:00 pm - 05:00 pm	Activity: Analyzing a Corporate Governance Report	

<b>Day 12</b>	<b>Program Conclusion</b>	
---------------	---------------------------	--

10:00 am - 11:30 am	Future of Corporate Governance	<ul style="list-style-type: none"> <li>• Emerging trends and challenges.</li> <li>• Evolving role of the Company Secretary.</li> </ul>
11:45 am - 01:00 pm	Program Review	<ul style="list-style-type: none"> <li>• Recap of key learnings.</li> <li>• Final Q&amp;A session.</li> </ul>
01:00 pm - 02:00 pm	Lunch	
02:00 pm - 03:30 pm	Feedback and Evaluation	<ul style="list-style-type: none"> <li>• Program feedback and evaluation.</li> <li>• Assessment of learning outcomes.</li> </ul>
03:45 pm - 05:00 pm	Closing / Valedictory Session	<ul style="list-style-type: none"> <li>• Distribution of certificates.</li> </ul>

