

Full Programme · Cape Town · Sunday 11 – Thursday 15 October 2026

Travel note: Participants are encouraged to arrive in Cape Town at Protea Hotel Cape Town Waterfront Breakwater Lodge on Sunday 11 October 2026 (Sirdar discount block rate for delegates). West African passport holders are required to have a valid passport, visa, and updated yellow fever vaccination form for entry into South Africa.

GOVERNANCE

LEADERSHIP

WEST AFRICA FOCUS

WOMEN ONLY SESSION

Arrival — Sunday 11 October

Check-in, welcome reception & dinner

ARRIVAL DAY

From 14:00	Participants arrival & hotel check-in Rooms available from 14h00. Afternoon at leisure — pool, spa, explore the city.	
18:00 – 19:30	Welcome reception & networking drinks Informal terrace gathering with welcome drinks. Meet & network with fellow participants from across West Africa. Casual dress.	SOCIAL
19:30 onwards	Welcome dinner Hosted dinner — opening address by Warwick van Breda, Chief Executive: Sirdar Group & Bayo Alade-Loba, CEO Sirdar Nigeria & West Africa Partner. Smart casual dress.	SOCIAL

Day 1 — Monday 12 October

Foundations of board effectiveness

FULL DAY

9:30	Programme opening & participant introductions Facilitation team welcome. Programme overview and housekeeping.	
9:45 – 11:00	Session 1: The key roles and responsibilities of the board Governance fundamentals · Strategy vs. operations · Risk oversight · The Three Hats framework · Legal duties: care, skill and diligence · Decision-making and the board Business Judgement Test.	GOVERNANCE
11:00 – 11:20	Coffee break	
11:20 – 12:45	Session 2: Board structure, process and authority Committee structures · Governance frameworks · Board calendar, agendas and information packs · Role of the chair and company secretary · Managing the work of the board.	GOVERNANCE
12:45 – 14:00	Lunch	
14:00 – 15:30	Session 3: The board's role in strategy formulation and development Strategic oversight vs. operational management · Board-management relationship in strategy · Interrogating strategy without crossing governance boundaries · Monitoring frameworks for strategic progress.	GOVERNANCE
15:30 – 15:50	Coffee break	
15:50 – 17:00	Session 4: Essentials for reading and shaping boardroom dynamics Power vs. influence · Understanding alliances, personalities and undercurrents · Timing contributions for maximum impact · Leading through credibility, not position.	LEADERSHIP
Evening free	Night off — Cape Town at leisure Explore the waterfront, V&A, restaurants. Informal networking at own pace.	SOCIAL



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WOMEN ONLY SESSION

Day 2 — Tuesday 13 October

Culture, leadership, risk & financial oversight

ARRIVAL DAY

9:30 – 11:00	Session 5: Culture, ethics and stakeholder engagement Board's role in organisational culture · Tone at the top · Values, ethics and the social & ethics committee · Stakeholder mapping, media, brand and reputation.	LEADERSHIP
11:00 – 11:20	Coffee break	
12:45 – 14:00	Session 6: Effective board leadership and accountability Creating accountability structures · Leadership frameworks · Nomination and succession planning · Human capital oversight · Board evaluation.	LEADERSHIP
11:20 – 12:45	Lunch	
14:00 – 15:30	Session 7: Risk, compliance and internal audit Unlocking the value of risk governance · Types of risk and mitigation · Internal controls and combined assurance · Legal compliance across multiple jurisdictions · Business continuity.	GOVERNANCE
11:00 – 11:20	Coffee break	
15:50 – 17:00	Session 8: Board financial oversight and sustainable returns Understanding your business model and drivers of returns · Financial accountability for non-executive directors · Going concern, solvency and liquidity · Integrated reporting · Role of the audit committee.	GOVERNANCE
18:30 – 21:00	Night off — Cape Town at leisure Explore the waterfront, V&A, restaurants. Informal networking at own pace.	SOCIAL

Day 3 — Wednesday 14 October

Foundations of board effectiveness

FULL DAY

9:30 – 11:00	Session 9: Delivering sustainable returns and continuous improvement Integrated thinking and reporting · Defining sustainable returns · Shareholder approach and behaviour · Assessing internal control effectiveness · Managing policy effectiveness.	GOVERNANCE
11:00 – 11:20	Coffee break	
11:20 – 12:45	Session 10: The West African board director — realities and opportunities Facilitated by Bayo Alade-Loba (CEO Sirdar Nigeria & West Africa Partner & former Lead Independent Director, Flour Mills Nigeria, PLC): Navigating board participation in Nigeria and Ghana · Family business governance · Regulatory complexity and political risk · Positioning yourself for board appointment.	WEST AFRICA
12:45 – 14:00	Lunch	
14:00 – 15:30	Session 11: AI and impact on corporate boards Facilitated by Warwick van Breda (Chief Executive – Sirdar Group): Current themes relevant to West African boards (AI in the African workplace, ESG, geopolitics). Facilitated open discussion.	LEADERSHIP
15:30 – 15:50	Coffee break	
15:50 – 17:00	Session 12: Optional Contribution Compass diagnostic For participants who opted in (+USD 250): Individual board energy profile review and debrief with a Sirdar facilitator.	GOVERNANCE
Evening free	Night off — Cape Town at leisure Final free evening. Shopping, restaurants, Table Mountain sunset. Informal farewell drinks.	SOCIAL



GOVERNANCE

LEADERSHIP

WEST AFRICA FOCUS

WOMEN ONLY SESSION

Day 4 — Thursday 15 October

Capstone, certification & closing

**HALF DAY ·
CLOSES NOON**

9:30 – 11:00	Session 13: Your boardroom action plan Personal boardroom development commitments · Applying retreat learnings in your organisation · Key takeaways for West African governance leadership.	GOVERNANCE
11:00 – 11:15	Coffee break	
11:15 – 12:00	Closing ceremony & certificate presentation Sirdar Board Effectiveness Certificate awarded to all participants · Welcome to the Sirdar Directors Network (SDN) · Closing remarks from Warwick van Breda and Bayo Alade-Loba.	GOVERNANCE
12:00	Retreat closes · Optional farewell lunch Participants check out.	
12:30 – 14:00	Lunch — Women in Boardrooms session [Women participants only] Dedicated women's only session facilitated by Norma Ndhlovu who will share more on women's experience, influence and leadership on African boards.	WOMEN ONLY

Our Speakers

**Warwick van Breda****Chief Executive – Sirdar Group**

Warwick acquired a majority stake in Sirdar in 2022, bringing a wealth of experience in law, business restructuring, and corporate governance. A former mergers specialist at a multi-national law firm, he has advised across sectors including construction, mining, manufacturing, and financial services. Warwick has held executive roles in JSE-listed companies, served on multiple boards, and successfully founded, scaled, and sold an SME in manufacturing and logistics. With deep expertise in governance, strategy, and operational leadership, he applies Sirdar's methodology to support high-growth businesses. He holds degrees in economics, law, and business, and is currently pursuing a PhD in Corporate Strategy.

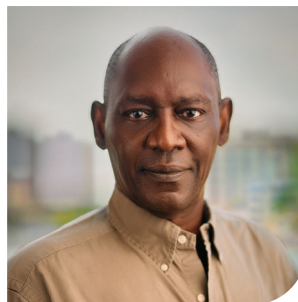
**Tim Holmes****Senior Partner**

Tim joined Sirdar in 2013, bringing 26 years of experience in asset management and IT. With a passion for education, he excels at translating complex issues into actionable insights for business leaders. Tim's extensive boardroom experience – as a shareholder, director, and manager of privately-held and family-owned businesses – gives him a deep understanding of effective governance. He leverages Sirdar's methodology to empower boards to drive sustainable economic impact. An advocate for lifelong learning, Tim continually studies governance and business, sharing his expertise through workshops, his roles as board chairperson, and speaking engagements. He holds an MBA and a BSc Honours in Engineering (Naval Architecture).



Norma Ndhlovu
Associate

Norma joined Sirdar in March 2021, bringing over 13 years of executive recruitment experience across technology, finance, and healthcare. With a strong background in executive search, talent acquisition strategy, and succession planning, she has helped organisations connect the right leaders with their strategic goals. Her role has evolved from focusing on non-executive director appointments to supporting boards through advisory services, including board appointments, board composition, and board evaluations. She also heads up the Sirdar Director Network, connecting board-ready professionals and organisations to strengthen boardroom capability. With a passion for building meaningful connections between boards and candidates, Norma combines strategic insight, industry experience, and a strong professional network to deliver impactful solutions.



Bayo Alade-Loba
CEO and Partner of Sirdar Nigeria

Bayo is CEO and Partner of Sirdar Nigeria operating across the West Africa region. Bayo has served as a non-executive director and board committee chairperson on both East and West African private and publicly listed companies. As a former lead independent director of Flour Mills Nigeria PLC, he brings keen first hand insights into the distinct dynamics of West African boards.

Prior to joining Sirdar, Bayo had a long career as head of Sub-Saharan Africa investment banking at Credit Suisse and the International Finance Corporation, advising and raising capital for African corporations and governments.

Bayo graduated with an undergraduate degree in Economics from Oxford University and an MBA from the Harvard Business School.

About Sirdar

Sirdar partners with boards and businesses of any size to navigate their unique journey of improved performance. Our solutions include board implementation, advisory services, board diagnostics and evaluations, governance education, as well as appointment of directors and executives.

As a truly invested boardroom partner, we have positively impacted a multitude of boardrooms globally.

Sirdar (noun): Guide

'Sirdar' is the name given to the lead Sherpa on a mountain expedition. Where others view a high mountain as a great challenge or an insurmountable obstacle, the Sirdar sees it as a clear path of opportunity.

The Sirdar builds the right team, chooses the correct route and knows when to go for the summit.

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