

Corporate governance and boards need to adapt quickly – footnotes

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2. Jill Fish and Steven Davidoff Solomon, ‘Should corporations have a purpose?’ European Corporate Governance Institute (ECGI) – Law Working Paper No. 510/2020.
3. Leo Strine, ‘The dangers of denial: The need for a clear-eyed understanding of the power and accountability structure established by the Delaware General Corporation Law’, University of Pennsylvania Institute for Law and Economics, Research Paper No. 15-08, 2015.
4. Nassim Taleb, *The Black Swan: The impact of the highly improbable*, Random House, 2010.
5. Taken from a report that I wrote when transitioning from Shell International to the World Economic Forum. Alexander Van de Putte, ‘Actionable foresight – identifying disruptive forces that shape companies, industries, countries and the future of competition’, Sustainable Foresight Institute, 2004.
6. Alexander Van de Putte, ‘The evolution of scenario planning: A perspective from a capital intensive, slow clock-speed industry’, unpublished PhD thesis, University of Cambridge, 2012.
7. Niall Ferguson, *Doom: The Politics of Catastrophe*, Penguin, 2021.
8. Michele Wucker, *The Gray Rhino: How to Recognize and Act on the Obvious Dangers We Ignore*, St. Martin’s Press, 2016.
9. See footnote 47 in *Corporate Governance 3.0*
10. Succession planning and board diversity are discussed in Chapters 6 and 7, respectively, in *Corporate Governance 3.0*.
11. <https://cybersecurityventures.com/hackerpocalypse-cybercrime-report-2016> (accessed 25 June 2021).
12. NACD Director’s Handbook on Cyber-Risk Oversight. www.nacdonline.org (accessed 25 June 2021).
13. See also Chapter 3: Board leadership; Chapter 6: Board Diversity – A Historical Perspective; and Chapter 7: The Gen 3.0 Broader Context of Board Diversity.
14. <https://www.legislation.gov.uk/ukpga/2006/46/contents> (accessed 29 June 2021).
15. DeepMind, a UK-based AI company, was acquired by Google in 2014.
16. https://www.ey.com/en_gl/board-matters/five-ways-to-enhance-board-oversight-of-culture (accessed 27 June 2021).
17. See also Chapter 17 in *Corporate Governance 3.0*: ‘The Dynamics of Corporate Reporting’.
18. <https://corp.gov.law.harvard.edu/2021/05/28/sec-regulation-of-esg-disclosures> (accessed 27 June 2021).