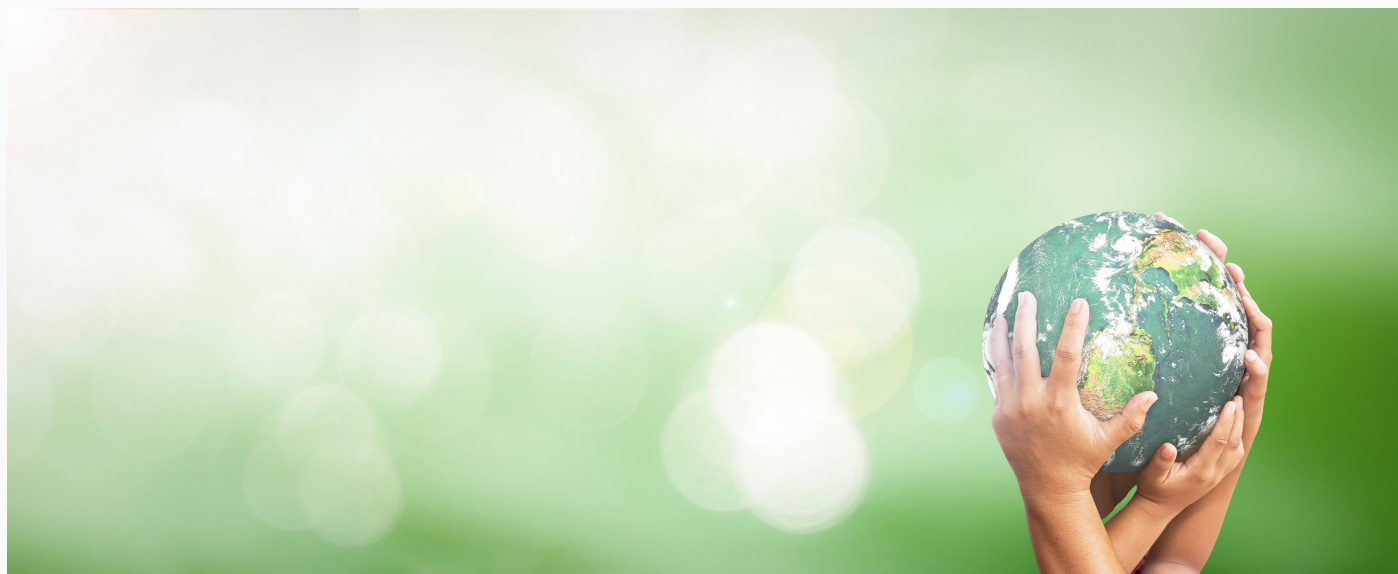




General Member Assembly - 24 March 2020

The Urgenda case: implications on future governance? A reflection on the accountability of companies and the role of the board.

The Urgenda Climate Case against the Dutch Government was the first in the world in which citizens established that their government has a legal duty to prevent dangerous climate change. On 24 June 2015, the District Court of The Hague ruled the government must cut its greenhouse gas emissions by at least 25% by the end of 2020 (compared to 1990 levels). The ruling required the government to immediately take more effective action on climate change. Finally on 20 December 2019, after further proceedings, the Dutch Supreme Court upheld the previous decisions in the Urgenda Climate Case, finding that the Dutch government has obligations to urgently and significantly reduce emissions in line with its human rights obligations.

In a reflection of the international significance of the case, the UN High Commissioner for Human Rights has also published a news release about the decision in which she notes that “the decision confirms that the Government of the Netherlands and, by implication, other governments have binding legal obligations, based on international human rights law, to undertake strong reductions in emissions of greenhouse gases.”

Together with some eminent experts we will reflect upon the potential impact of the case on the accountability of companies and boards and this from both a philosophical, legal and business point of view.

Join us on Tuesday 24 March 2020 for the General Member Assembly, exclusively for you as a GUBERNA member!

Programme

17.45 Welcome & registration

18.15 Opening by Sandra Gobert, Executive Director GUBERNA

18.20 Graduation Ceremony

18.35 Introduction by Gaëtan Hannecart, Chairman GUBERNA

18.45 The Urgenda case: implications on future governance? A reflection on the accountability of companies and the role of the board. With Prof. Luc Van Liedekerke (UA, KUL), Prof. Olivier De Schutter (UCL) and inspiring messages from business organisations' perspective

19.30 Q&A

19.45 General Member Assembly

20.30 Cocktail

Register >>

GUBERNA - Euronext New Year's Ceremony: Sustainability in Finance - Time to Act!

"No sustainability without profit, no profit without sustainability"

At GUBERNA we believe good governance is the motor of our Belgian companies and directors are in the driving seat. However, no car and therefore no company moves forward without energy. To drive in the desired strategic direction, to reach the planned objectives and overcome obstacles on the way, every car needs the right type of energy. The financial sector is such an important energy source for companies as without enough financial means their very existence is threatened. In 2020, the year in which climate change will be undoubtedly higher on our agenda's than ever before, one question, however, remains: is the financial sector a fossil fuel or a renewable source of energy? **Find out more >>**



How Michel Moortgat runs the family business behind Duvel and Vedett

The Family Business Award of Excellence winner exchanges best practices with Guido Vanherpe (president of the jury) and Eric Van Hoof (EY).

'Sterke familiebedrijven benutten ook extern talent'

Goed bestuur, ondernemingszin en maatschappelijk engagement. Het zijn drie kernwoorden waarin Duvel Moortgat uitblinkt. De brouwerij is dan ook laureaat van de Family Business Award of Excellence. Eric

"Les entreprises familiales solides font aussi appel à des talents externes"

Bonne gouvernance, esprit d'entreprise et engagement social : Duvel Moortgat excelle dans ces trois domaines essentiels. La brasserie est également lauréate du Family Business Award of

Van Hoof van EY en juryvoorzitter Guido Vanherpe (La Lorraine Bakery Group) wisselen met Michel Moortgat ervaringen en best practices uit.

[Naar het artikel in De Tijd >>](#)

Excellence. Eric Van Hoof (EY) et le président du jury, Guido Vanherpe (La Lorraine Bakery Group), échangent leurs expériences et leurs meilleures pratiques avec Michel Moortgat.

[Vers l'article dans l'Echo >>](#)

Family Business Award of Excellence®

Een bekroning voor Belgische familiebedrijven die zich onderscheiden

De 7^{de} editie van de "Family Business Award of Excellence® - Sustainable entrepreneurship across generations" zal plaatsvinden op dinsdag 8 december 2020 in The Event Lounge (Brussel) vanaf 17u45. Noteer alvast deze datum in uw agenda!



In partnership met BNP Paribas Fortis en De Tijd / L'Echo is de "Family Business Award of Excellence® - Sustainable entrepreneurship across generations" een gezamenlijk initiatief van EY, GUBERNA en FBN Belgium dat familiebedrijven wil aanmoedigen om hun ervaringen en beste praktijken onderling uit te wisselen op het vlak van goed bestuur, ondernemingszin en maatschappelijk engagement.

In de volgende weken gaan we op zoek naar nieuwe kandidaten en in het najaar zal u kennis kunnen maken met de bedrijven die dit jaar als laureaat gehuldigd worden. Wie zal Duvel Moortgat opvolgen als Belgische ambassadeur tijdens de "EY Global Family Business Summit" in Monte Carlo in 2021? Waarom niet uw onderneming? Heeft u interesse in een verrijkende en stimulerende ervaring voor uzelf en uw familie? Zoekt u een gelegenheid om heel wat formele en informele contacten te leggen en een inspiratiebron voor andere familiebedrijven te worden?

Selectiecriteria:

- Het familiebedrijf is ten minste van de 3^{de} generatie
- Het beslissingscentrum ligt in België
- De familie bezit minstens 50% van de stemrechten (25% als het gaat om een beursgenoteerde onderneming)
- De familie heeft een uitgesproken wens om de onderneming over te dragen aan de volgende generaties. Bovendien zijn de familiewaarden duidelijk aanwezig in de visie en strategische koers van het bedrijf
- Ten minste een lid van de familie is actief op management of governance niveau

Opgelet: de kandidaturen moeten ons bereiken **vóór dinsdag 31 maart 2020**.

Geïnteresseerd? Contacteer Liesbeth De Ridder voor meer info via [e-mail >>](#) of bel haar op 09 210 98 91.

Alumni Network: a Pool of Talent!

As announced in last month's [Monthly Newsletter >>](#), GUBERNA is working on a new project together with Deminor Shareholders & Governance Services, its new partner for the SME Centre of Expertise. This initiative consists of coaching sessions targeting SMEs willing to professionalise their governance and, hence, to set up a board of directors or an advisory board. Such a process will need to call in candidate directors possessing not only the skills required for each company's strategic challenges. Thorough knowledge of good governance principles is also a must.



As a network of members, GUBERNA can count on hundreds of Alumni that constitute a rich Pool of Talents (PoT). Therefore, we want to take advantage of this valuable asset by setting up a win-win situation where the SMEs participating to the coaching sessions would be presented with a set of Alumni in line with their director search.

In the past months we have built the framework of a database to gather the skills and the professional expertise of all Alumni interested to enter the board of SMEs professionalising their governance. This opportunity constitutes an exciting challenge for our Alumni that would thus be participating to the first board meetings and be confronted with the diverse challenges of Belgian small and medium-sized companies.

Needless to say, the mapping offered by the PoT will also serve additional possible missions that GUBERNA may need to complete in the light of other projects and new partnerships that will be announced in 2020. Thanks to the Alumni network base, all these initiatives will help GUBERNA to expand its governance offer for Belgian SMEs.

Are you a GUBERNA Alumnus up to the challenge of strengthening good governance in Belgian SMEs? Then [apply online >>](#) to receive more information and to submit your application. We look forward to receiving your application!

Upcoming education programmes:



Les inscriptions pour notre formation en “Comité d’Audit” sont ouvertes

Êtes-vous (candidat) administrateur ou membre d'un comité d'audit, secrétaire général, membre du comité de direction (tel que CFO, CRO, auditeur interne) ou reviseur d'entreprise ? Vous devez alors, sans doute, vous tenir à jour des dernières tendances du secteur de l'audit et des développements juridiques ; vous désirez aussi maîtriser la technicité des détails financiers pour être à même de poser les bonnes questions.

Le 17 mars démarrera un cycle de sessions interactives d'une après-midi chacune qui vous permettront de mettre à jour vos connaissances en la matière par une approche pratique et des exemples concrets. En approfondissant vos connaissances, vous disposerez des outils nécessaires pour contribuer à la création de valeur durable pour les entreprises dans lesquelles vous servez.

Parmi les intervenants, tous de haut niveau, nous sommes heureux de pouvoir annoncer Georges **Hübner**, président du comité d'audit de Belfius et professeur de Finance à HEC Liège. M. Hübner interviendra pendant la deuxième session du 24 mars au sujet de la gestion des risques, du contrôle interne et d'audit interne. Avant cela, le 18 février prochain M. Hübner sera parmi les orateurs de la [conférence de présentation >>](#) du rapport « **Facing Change: Audit Committees in Europe** » organisée à Bruxelles par ICAEW et Deloitte.

Pas le temps de vous déplacer ? Nous vous conseillons, alors, la lecture de son entretien paru dans L'Echo le mois dernier où M. Hübner livre ses [réflexions sur les marchés financiers et sur le comportement des épargnants belges >>](#).

[Pour plus d'informations et pour vous inscrire à la formation en comité d'audit >>](#)



Elle en est où, la gouvernance de votre PME ?

Dirigeants, actionnaires, fondateurs ou administrateurs d'une PME, êtes-vous confrontés à plusieurs défis de différents ordres et avez-vous souvent l'impression de manquer de temps ? Etes-vous également conscients

que la prise de recul est nécessaire afin d'avoir une bonne vue d'ensemble et de pouvoir se consacrer à des sujets moins opérationnels ? Or, la durabilité de votre entreprise demande une professionnalisation de la gouvernance. Un conseil activement impliqué doit apporter de la valeur ajoutée pour votre entreprise. Certes, plus facile à dire qu'à faire !

Pierre De Muelenaere (IRIS Group) et Philippe Moorkens (Buro Market) interviendront le 18 mars prochain au CEI de Louvain-La-Neuve autour du sujet « A quoi sert un conseil d'administration ou conseil d'avis actif ? ». Ce sera la première de sept soirées qui constituent notre formation en gouvernance et en esprit d'entreprendre : **« CAP sur la gouvernance des PME »**.

Lors de cette première soirée, nous aborderons de façon très interactive un état des lieux de la gouvernance des PME : de quelle manière un conseil actif peut-il être un levier de croissance pour votre entreprise ? Nous mettrons en évidence l'utilité d'avoir un conseil actif, ainsi que les ingrédients nécessaires à sa composition optimale.

Venez explorer le potentiel de pérennité qu'offre la mise en place d'une gouvernance de qualité. Des **témoignages pratiques** de dirigeants d'entreprise seront à la base de **discussions interactives**.

Pour plus d'information sur cette formation qui se déroulera à Louvain-La-Neuve, vous pouvez consulter notre **site web >>** où vous trouverez aussi un formulaire d'inscription.

En collaboration avec



GUBERNA Summer School

Boarding into sustainability & digitalisation: 2 - 3 July 2020

Change is an integral part of our daily lives; it is fast and innovative. This "changing environment" is also marked by a new cross-cutting societal issue, sustainable development. We are currently in the "third wave" of governance, which is characterised by the questioning of the role of companies in society. How can they be agile and impactful in an increasingly connected and cooperative world?



GUBERNA, conscious of the need, has built the Summer School to help our Alumni optimise their capacity to adapt to Innovation and Sustainability, two key elements of the "third wave". It is an add on to our open education programme in order to promote continuous learning and to bring our alumni up to speed with new developments.

The training focuses on topics that constitute a strategic challenge for good governance. It aims to maintain a high level of knowledge and competence for the GUBERNA Certified Directors.

Practical information

Dates: 2 – 3 July 2020 (non-residential)

Location: Brussels

Your investment:

Day 1: 385€ (VAT excl) - incl dinner

Day 2: 345€ (VAT excl)

If you participate to both days, you can benefit from the preferential rate of 700€ (VAT excl)

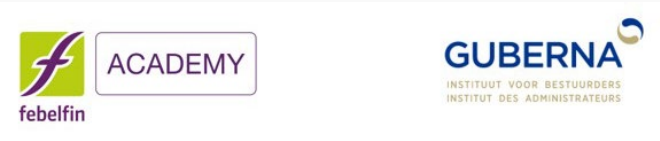
Education points:

Day 1: 7 points
Day 2: 6 points

Languages: English, French, Dutch

This training programme is exclusively reserved for GUBERNA members.
Secure your seat now as the number of places is limited.

[More details & registration >>](#)



Executive programme
The Board of Directors in the Financial Sector

“The Board of Directors in the Financial Sector” programme is an executive programme on corporate governance, organised by Febelfin Academy in collaboration with GUBERNA. The objective is to train directors to work in the financial business sector.

The next edition of this 6-day programme will start on 11/03/2020.

- **Language:** English
- **Dates:** 11/03/2020 - 01/04/2020 - 29/04/2020 - 13/05/2020 - 03/06/2020 - 24/06/2020
- **Hours:** 12h30 - 19h15 followed by a dinner
- **Location:** Febelfin Academy, Aarlenstraat/Rue d'Arlon 80, 1040 Brussels

[More information >>](#)

New publications

Memorandum : Vers un alignement national et international de la liberté de choix des modèles d’administration et de gestion dans le secteur financier >>

Memorandum: Naar een nationale en internationale alignering van de keuzevrijheid voor bestuurs- en managementmodellen in de financiële sector >>

or watch our video for a brief summary



The future of governance through the eyes of board members
Trends & results on governance, compliance, whistleblowing and much more.

We are happy to share this topical insight into the statistic report of EcoDa, iBabs and Euronext on the **Future of governance as a board member >>**

The Future of Executive Reward – What will executive remuneration look like anno 2025?

The **Vlerick Executive Remuneration Research Centre** is currently reflecting on the outlook of executive remuneration for the future, taking into account a number of strategic and societal challenges, by gathering insights, practices and challenges that can shed a light on next steps or possible changes.

To this end, they prepared a survey on **Executive Reward anno 2025** in which they want to gather the input from key stakeholders, such as board members, the academic world, C-level professionals and legal experts. It would be great if we could capture your insights as well.

The outcome of this research will be a white paper on the Future of Executive Reward anno 2025 which we will gladly share with you upon its publication.

Can we count on your collaboration to fill out this **survey before 29/02? >>**

Vacant board mandates **A service for GUBERNA members**

We have **1 vacant board mandates** available for you. Check them out on our **website** by logging in on **My GUBERNA login >>** and clicking on Services & Tools > Services.
Not a member of GUBERNA? **Join us today >>**



- 11/03/20 Executive programme - The Board of Directors in the Financial Sector >>
- 17/03/20 Comité d'Audit: Garant de la Création de Valeur Durable >>
Start of the education programme
- 18/03/20 Cycle de soirées interactives : CAP sur la gouvernance des PME >>
Start of the education programme
- 24/03/20 Welcome@GUBERNA >>
- 24/03/20 General Member Assembly >>
- 02/07/20 GUBERNA Summer School - save the date. More info will follow shortly (2 day programme)

External events

- 20/02/20 Vlerick conference: Mergers, acquisitions and buyouts >>
GUBERNA members receive 50€ discount when mentioning the code 'GUBERNA2020'
- 31/03/20 ecoDa Training Programme - New Governance Challenges for Board Members in Europe >>
Start of the education programme
- 23/04/20 Forum Mind & Market >>



SME member

Globetrade Deluco

Meet our partners



ALLEN & OVERY



and our institutional and collective members >>

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