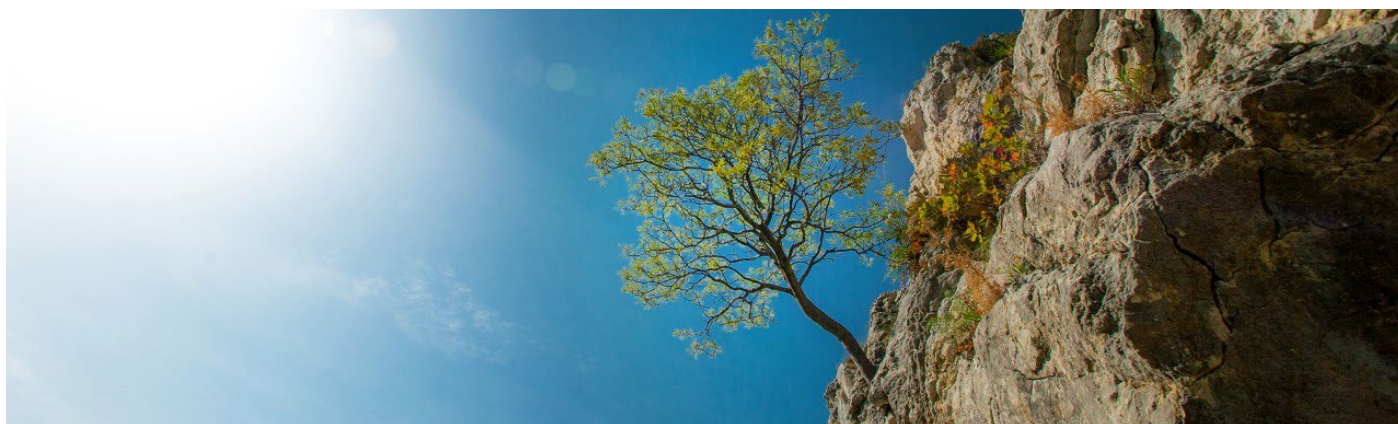




GENERAL Member Assembly 2021

Message from Gaëtan Hannecart, Chairman Board of Directors, GUBERNA

More than ever before, we should be aware of the impact that new technologies, climate change, cyber security, migration, social inclusion, and (de)globalisation will have on our societies and organisations.

Facing such changes, the need for well-structured governance bodies that contribute to qualitative decision making, ethical behaviour and sustained value creation for private, public, and government-owned organisations, is more obvious than ever.

The COVID-19 pandemic also teaches us an important lesson to include in the design of governance bodies the ability to react quickly to a changing environment and to deliver effective, balanced, and timely decisions in specific circumstances. [Continue reading>>](#)

Discover what our strategic pillars have in store for you in 2021 ?

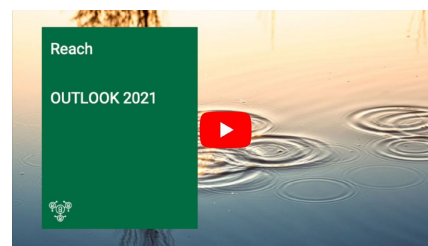
Knowledge development



Lifelong Learning



Reach



We also warmly invite you to browse through [our Annual Report 2020>>](#) which gives an overview of our key realisations of 2020.



Knowledge Development

Reflection note

European initiatives on Sustainable Corporate Governance and Corporate Due Diligence

Last year, the EU Commission launched an initiative on Directors' Duties and Sustainable Corporate Governance. It started with the **publication of a controversial study by EY**, followed by a public consultation on the 'Proposal for an Initiative on Sustainable Corporate Governance'. This proposal was not a standalone action, but is part of a wider drive of the Commission's actions on sustainability, such as the European Green Deal, the Action Plan for Financing Sustainable Growth etc.

In parallel, the Commission launched the Corporate Due Diligence and Corporate Accountability Initiative, and it was announced by Commissioner for Justice Didier Reynders that in 2021 the Commission would take legislative steps on mandatory due diligence for companies. These elements were also taken into account in the above-mentioned public consultation which was closed in February 2021.

More recently, on 10 March 2021, the European Parliament adopted a legislative own-initiative report on Corporate Due Diligence and Corporate Accountability with recommendations to the Commission. This text sheds a new light on the ongoing discussion because it includes both elements of their own sustainability report and of the due diligence initiative. This EP report comes ahead of the Commission's proposal for a directive.

As a knowledge and member institute, GUBERNA closely follows up the EU developments in this matter. Through its involvement in ecoDa, GUBERNA is able to have a voice in the European scenery. In particular, GUBERNA contributed in both ecoDa's responses to the report on due diligence as well as in the public consultation on sustainable governance and participated in **several webinars dedicated to this topic**.

On the national level, GUBERNA has called upon its Board of Directors, the Academic Council and its Alumni to prepare a response to the **public consultation on sustainable governance as well**. Moreover, the theme is thoroughly underpinned in a paper by Prof. dr. Eddy Wymeersch, Chairman of the Academic Council while 'sustainability' is a recurring theme in GUBERNA's member events, training programmes and **press articles**. Finally, the topic is high on the agenda of the Commission Corporate Governance, of which GUBERNA is a member.

As part of GUBERNA's advocacy role, GUBERNA wants to feed the debate and inform its members on its point of view. The objective of this note is twofold. First, it wants to elaborate on key issues that were raised by the initial proposal on sustainable corporate governance of the European Commission ('looking back') and secondly, it wants to provide some 'food for thought' regarding the legislative path that the European Parliament and Commission are taking in this matter ('looking forward'). **Continue>>**

3-COM Purpose Info - Le rendez-vous de la raison d'être

Depuis la loi PACTE en 2019, beaucoup d'entreprises se sont emparées du thème de la raison d'être, sans forcément se poser les bonnes questions. En provoquant des débats réguliers et des interviews d'experts sur le sujet, 3-COM espère faire progresser la réflexion de ceux qui veulent comprendre l'intérêt de ce sujet, ainsi que ses limites. Clarence Michel a donc fondé Purpose Info, le rendez-vous de la raison d'être.

Nous vous invitons à découvrir le débat qui a eu lieu le 3 mars dernier entre Sandra Gobert, administratrice déléguée de GUBERNA, et Sébastien Crozier, expert du secteur des télécoms et Président du syndicat CFE-CGC d'Orange, modéré par Clarence Michel, autour de la raison d'être.

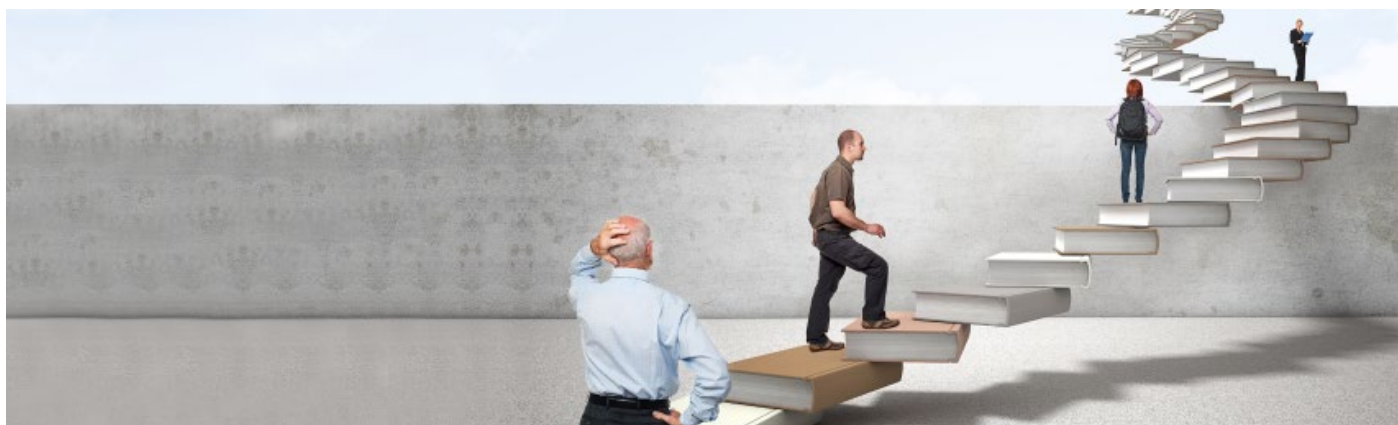


ecoDa Publication

Five corporate guidelines to accelerate change and sustainable growth in Europe

The world is changing and so does governance. Democracy is in a crisis, platforms take over business, digital transformation becomes the new normal. Or in governance terms: we move towards servant leadership, shared economy, and new stakeholders. ecoDa wishes to make its own contribution. Not through rules, but through tools – by exchange of best practices. In this way ecoDa intends to participate in the reflection the European Commission has initiated on the role that corporate governance could play to promote sustainability in European companies.

ecoDa prepared this **publication**>> with the objective to unite European board members around a common action plan to respond to the multiple challenges they face, and to define good practices to which they should strive.



Lifelong Learning

GUBERNA Lifelong Learning e-programme Information security to the board

Numerous kinds of cyber-attacks on companies and organisations all over the world take place every day. While the management should be prepared to deal with such attacks adequately and rapidly, it is up to the board to keep the helicopter view on the risks and consequences of the organisation's information security

policy.

Therefore we created an e-programme for directors and aspiring directors, executives and professionals, who want to acquire insights and tips and tricks on how to deal with information security policies, cyber risk assessment and GDPR issues from a board level perspective.

We created this programme together with our Befriended Organisation **Beltug>>**. The combination of GUBERNA's governance expertise and Beltug's digital savviness brings you balanced technical and instantly applicable knowledge. As such, we empower you to ask your management the right questions on information security.

I want to update my knowledge>>

GUBERNA Summer School 2021 – 28/06/2021

The Human Factor in Boards

Following last year's success, we look forward to the second edition of the GUBERNA Summer School which will take place on 28 June 2021.

We are putting together an inspiring, interactive programme around the central theme:
The Human Factor in Boards.

More will be revealed shortly!



Reach

GUBERNA Home of Governance Talks – 20/04/2021

Matthias Lannoo & Laura Lannoo, Uitgeverij Lannoo

On Tuesday 20 april, at 17.00, we warmly welcome **Matthias Lannoo, CEO of Uitgeverij Lannoo** and his daughter, **Laura Lannoo, General Counsel of Lannoo Publishing**. Matthias Lannoo was finalist of **the 2020 Family Business Award of Excellence**. This session will be held in Dutch.

Don't miss the opportunity to network

Following the session, you can join us for a 30-minute networking session in small groups.

Register now>>

Did you miss any of the previous editions of the GUBERNA Home of Governance Talks?

You are invited to discover them on our YouTube Channel>>



Hospital Governance Forum Netwerkvorming op laboratoriumniveau 26 april 2020 (12.00 – 14.00) - digitaal

Het Hospital Governance Forum brengt onze leden die actief zijn in de ziekenhuissector samen om te debatteren rond een specifieke uitdaging op het vlak van governance.

Op 26 april zoomen we in op netwerkvorming op laboratoriumniveau. Hiertoe zal Dieter De Smet zijn ervaringen als Laboratorium Directeur bij AZ Delta met ons delen.

Welke plaats moeten laboratoria krijgen binnen het netwerk? Hoe ver moeten we gaan in de integratie om de synergie tussen de verschillende ziekenhuisstructuren te maximaliseren? En hoe kunnen we een governancemodel uitbouwen dat daar rekening mee houdt?

Deze bijeenkomst is tweetalig (NL/FR) en wij nodigen iedereen uit om zich in zijn/haar eigen taal uit te drukken. Om de interactiviteit van het debat te garanderen is het aantal plaatsen beperkt. Aarzel dus niet om u in te schrijven. Wij passen het “first come, first served” principe toe.

[Schrijf nu in>>](#)



GUBERNA Public Governance network event 27 april 2021 (16.30 – 18.00) - digitaal

Het Centrum Public Governance nodigt u graag uit voor een virtuele netwerksessie waarin wij samen in debat te gaan rond het maatschappelijk belang van publiek aandeelhouderschap, de onafhankelijkheid van geest als bestuurder in de publieke sector en de strategische visie van de overheid.

De interactieve discussies worden gemodereerd door een lid van ons team die u door de verschillende onderwerpen zal loodsen.

[Schrijf nu in>>](#)

What do our Centres of Expertise have in store for you in 2021?

Centre Listed Companies



Centre SME Governance

Centre Public Governance



Centre Family Business Governance

Centre Financial Sector Governance



Centre Social Profit Governance



GUBERNA Coaching Sessies voor kmo's

Omdat het governance traject van elke onderneming uniek is, hebben we het concept van de **Coaching Sessions**>> ontworpen. De eerste interactieve workshops starten in mei.

Sandra Gobert en Bernard Thuysbaert, Managing Partner Deminor Shareholder & Governance Services, leggen uit waarom goed bestuur zo belangrijk is en hoe de Coaching sessies uw KMO ondersteunt en begeleidt.



"Raad van Bestuur of Raad van Advies: een klankbord en sparring partner voor de CEO!"
Yves Depoortere, CEO Jules Destrooper, deelt zijn governance ervaring tijdens de GUBERNA Coaching Sessions

Het aantal deelnemers is beperkt. Daarom raden wij kmo's die hun bestuursmodel willen professionaliseren aan om zich zo snel mogelijk in te schrijven.

Tijdens de interactieve workshop van 25 mei deelt Yves Depoortere, CEO van Jules Destrooper zijn governance ervaring.

GUBERNA Coaching Sessions pour les PME's

Le concept des Coaching Sessions a été conçu pour répondre aux besoins spécifiques de chaque entreprise en matière de gouvernance. **Les premiers ateliers interactifs commencent en mai>>.**

Sandra Gobert et Bernard Thuysbaert, Managing Partner Deminor Shareholder & Governance Services, expliquent pourquoi la bonne gouvernance est si importante et comment les Coaching Sessions supportent et accompagnent votre PME.



Le nombre de participants étant limité, nous conseillons les PME qui veulent professionnaliser leur gouvernance, à s'inscrire au plus vite.

Fabrice Brion, CEO de l'entreprise I-Care partagera



son expérience lors de l'atelier interactif du 22 juin.

KMO CS Ambitie – Samen strijden voor digitale veiligheid

Digitale transformatie is sinds 2020 in een versneld tempo gekomen, wat belangrijke opportuniteiten biedt maar ook niet te onderschatten veiligheidsrisico's met zich meebrengt. De dagelijkse melding van cyberaanvallen stijgt continu ongeacht de omvang van de onderneming. Kleinere bedrijven worden zelfs als favoriete prooi beschouwd gezien hun gebrek aan een efficiënt cybersecuritybeleid.

In dit kader werd recentelijk het project **KMO CS Ambitie>>** gelanceerd met als doelstelling de maturiteit van KMO's in digitale veiligheid te verhogen via specifieke opleidingen.

GUBERNA ondersteunt dit initiatief gezien cybersecurity een belangrijk governance aandachtspunt is en zal blijven. Deze topic stond trouwens hoog op de agenda van de GUBERNA Summer School 2020 en wordt behandeld in onze nieuwe e-learning module **Information security to the board>>** die op 29 maart gelanceerd wordt.

Het 'KMO CS Ambitie' project wordt in verschillende fasen uitgerold en start met een **maturiteitspeiling>>** die beschikbaar is tot einde maart.

Waarom zou u deelnemen?

Deze enquête is anoniem, neemt maximaal 10 minuten in beslag en de resultaten worden in een overzichtelijk rapport opgenomen en gratis ter beschikking gesteld op de website. Bovendien krijgt u toegang tot een gratis cybersecurityopleiding.

Ik neem deel aan de maturiteitspeiling>>

GUBERNA Pool of Talent

Our Pool of Talent is growing! Last month we warmly welcomed two new members: Danny Vandevyver and Paul Denayer.



Danny Vandevyver>>

"An international career within various multinationals who were market leader has given me an interesting palette of experiences that I will use to support boards of directors with strategic thinking, keeping customer centricity in mind. As an engaged member of the GUBERNA Alumni Council, I continuously foster good governance practices in every type of organisation. My objectives are to stay on the top of governance and to contribute proactively to the modernisation of the role of the board."

Paul Denayer>>

Ik sta gelukkig in het leven met mijn echtgenote en 3 kinderen. Samen met mijn professionele ervaringen geeft dit mij het nodige evenwicht om mijn sterktes uit te spelen in het bedrijfsleven. Namelijk structuur aanbrengen in bedrijven waardoor groei en innovatie mogelijk worden.



Verder inspireer en sta ik graag bedrijfsleiders bij door in te zetten op deugdelijk bestuur als hefboom voor economische en sociale groei.”

We are very grateful to both of them for their engagement in our GUBERNA Pool of Talent.

Are you a GUBERNA Certified Director and do you also want to join the Pool of Talent?

Check out our website for additional information>>.

ecoDa webinar – The impact of COVID on the three lines **19/04/2021 (11.00 – 12.00 CET)**

The COVID-19 global health crisis has had an unprecedented impact on business and society across the globe. The extensive international surveys of **ecoDa**, **FERMA** and **ECIIA** (link to surveys) investigate the impact of the COVID crisis on their respective professions and help them navigate the challenges.

If it is true that the pandemic has accelerated growing attention on ESG, sustainability and stakeholder value issues, it is also true that the robustness of the governance mechanisms has clearly appeared as an essential element for the resilience of companies.

The webinar echoes the three surveys the organisations have launched or contributed to on how their respective professions have been impacted by the crisis and how to best navigate the related challenges.

Register now>>

Value Creation Awards 2021 – 11/05/2021 (17.30 – 18.20)

Value Square, EY, Eubelius en GUBERNA hebben het genoeg u persoonlijk uit te nodigen op de uitreiking van de prestigieuze Value Creation Awards 2021.

Welke beursgenoteerde ondernemingen creëerden de voorbije 10 jaar het meeste waarde? En hoe scoren familiale bedrijven in het bijzonder?

Michaël Van Droogenbroeck, financieel expert van VRT, is op 11 mei uw gastheer op een boeiende avond volledig in het teken van waardecreatie.

Met unieke inzichten en getuigenissen van Gaëtan Hannecart, CEO Matexi, Paul Van Oyen, CEO Etex, Luc Tack, CEO Picanol en winnaar Value Creation Awards 2020 en Patrick Millecam, Senior Portfolio Manager. Volg de Value Creation Awards 2021 vanuit uw woonkamer via livestream. Ook van thuis uit kunt u actief deelnemen en vragen stellen aan onze sprekers.

U dient zich wel vooraf in te schrijven>>



Le Forum Mind & Market LLN revient pour la 13e année consécutive!

L'entrepreneuriat innovant est un maillon indispensable de notre écosystème. Nous remercions vivement les ambassadeurs à nos côtés, pour leur soutien au succès des jeunes pousses qui imaginent un futur meilleur !

Better Boards, Better Organisations, Better World
Join us @ Mind&Market>>

Nous invitons, et remercions, les nombreux candidats qui nous ont proposé leur disponibilité à nous rejoindre lors des **sessions d'intelligence collective Brain Bars du forum>>**.

Découvrez les experts que vous pourrez peut-être rencontrer durant les speed-meetings !>>



My organisation is looking for board members

Are you looking for external board members to strengthen your board of directors?
GUBERNA supports you by sharing your open board mandates with our member network.

This is a service that we offer everyone, members and non-members of GUBERNA.

Contact us. We look forward to helping you further>>



I am looking for a board mandate

A service for GUBERNA members

We have received 2 new vacant board mandates.

Check them out on **our website>>** by logging in (top right corner) and clicking on Act > I am available for a board mandate.

Not a member of GUBERNA? Join us today >>



Alumni

GUBERNA Alumni Sparkles meets Peter Sarasyn Keep calm and carry on!

Maak kennis met Peter Sarasyn, een gepassioneerd ondernemer en



bestuurder met een ruime ervaring in diverse bestuurlijke contexten, zowel in familiale organisaties als in beursgenoteerde bedrijven. Peter wil u inspireren en deelt zijn ervaring met dit boeiende artikel over besturen in crisistijden.

“If you are going through hell, keep going” – over goed besturen in crisis tijden.

[Naar het interview>>](#)



Our upcoming events

- 19/04/21 [ecoDa webinar – The impact of COVID on the three lines>>](#)
- 20/04/21 [GUBERNA Home of Governance Talks – Matthias Lannoo & Laura Lannoo >>](#)
Followed by a 30-minute networking and interactive session in small groups.
- 26/04/21 [Hospital Governance Forum>>](#)
- 27/04/21 [Public Governance networking event>>](#)
- 11/05/21 [Value Creation Awards 2021>>](#)
- 28/06/21 [GUBERNA Summer School - The Human Factor in Boards](#)



Our new corporate members

Welcome to our new Institutional member

John Cockerill

Welcome to our new Collective member

Meet our Partners and Journey members



and our institutional, collective, sme and social profit members >>

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