



**Better Boards,  
Better Organisations,  
Better World.**

GUBERNA, the Belgian Institute for Directors, believes that good governance leads to better organisations and that better organisations contribute to a better world. Our purpose therefore is:

## **Better Boards, Better Organisations, Better World.**

GUBERNA wants to foster good governance in all types of organisations based on transparent roles, high-quality decision-making, ethics and integrity. Good governance comprises leadership and entrepreneurship and strives towards a balance of daring and doing. Sustainable value creation is the ultimate goal.

We achieve our purpose via our three strategic pillars:



### **KNOWLEDGE DEVELOPMENT**

We inspire all governance actors by developing one-step-ahead governance expertise in today's rapidly changing environment. We accomplish this through our own research and study projects, by exploring in-depth themes, both independently and in cooperation with our partners, and supported by our [Academic Council](#).



### **REACH**

We connect a representative group of directors, entrepreneurs and organisations and stimulate them to share best practices and experiences on good governance.

We offer tailor-made membership formulas and partnerships. In addition, we can count on our supportive network of Befriended Organisations.

This is how we build our warm and welcoming GUBERNA network together.

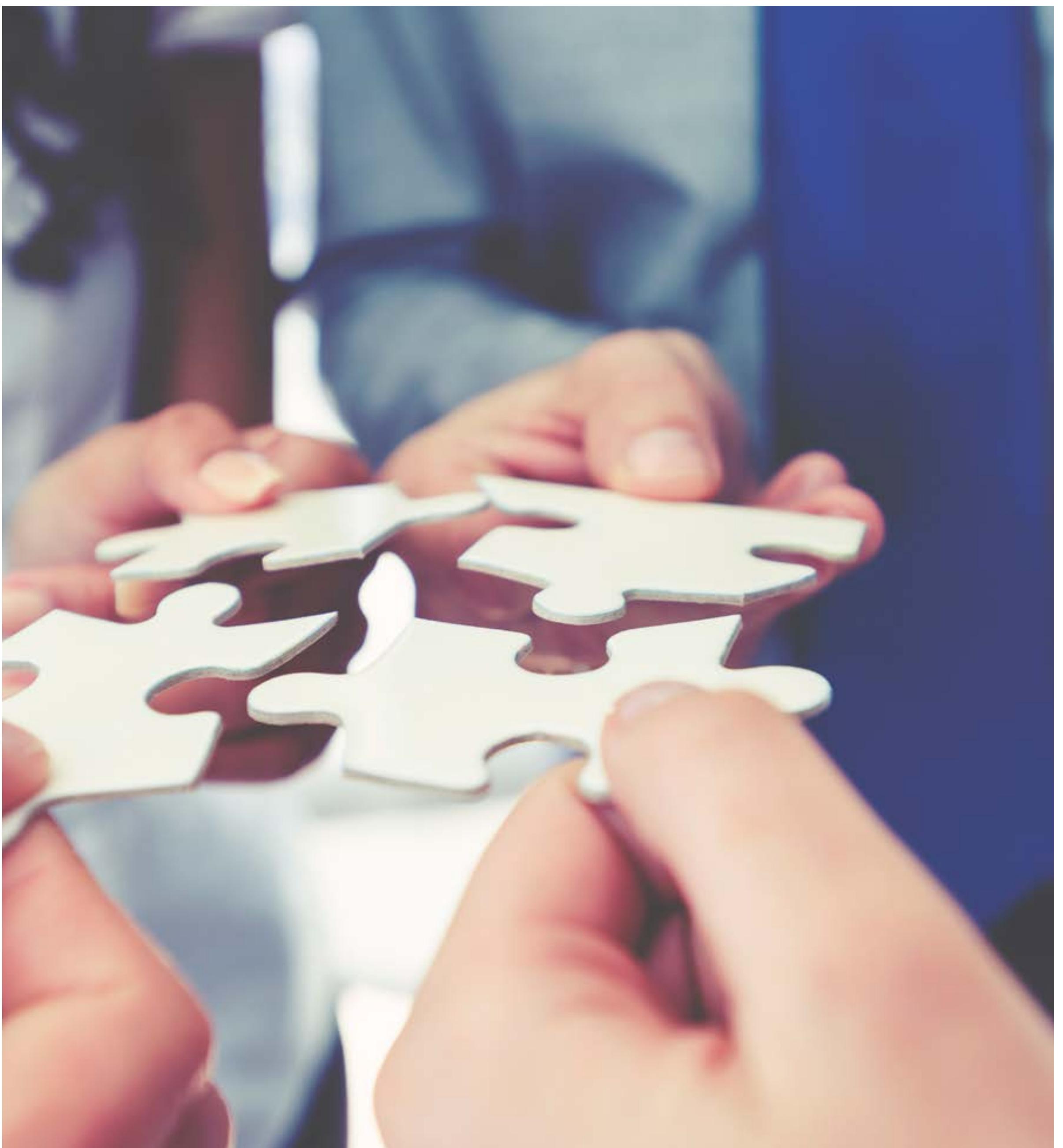


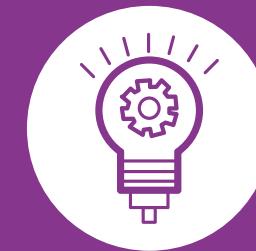
### **LIFELONG LEARNING**

We support organisations and individuals through their governance journey via our continuous learning offer. We strive to offer high-quality educational programmes in which we use state-of-the-art educational learning methods.

In addition to our open certification programme, we invest in e-learning programmes that you can complete at your own pace.

**content inspires network  
network inspires content**





# KNOWLEDGE DEVELOPMENT

GUBERNA aims to be one step ahead at all times. Our experts continuously carry out research and closely follow up national and international developments.

In our Knowledge Centre, we keep directors informed about the most recent publications and trends in good governance. Thanks to our extensive network, you will find a balance between theory and practice in our publications.

In addition to the GUBERNA publications, we offer you an overview of the leading Belgian and international codes and publications on good governance. Feel free to browse in our knowledge database via [guberna.be/know](http://guberna.be/know).

## Our research theme

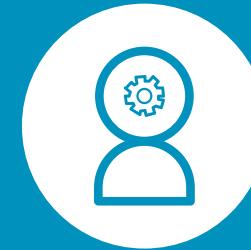
Governance is a dynamic process that is influenced by the society we live in. Evolutions such as digitisation, technological innovation and environmental awareness demand a new perspective in relation to governance. In the first and second wave of governance, the highest priority was given to clarifying roles within the board of directors and monitoring the balance between shareholders.

Currently, we find ourselves in the third wave of governance which builds further on the above themes and puts the emphasis on the alignment of interests between the various internal and external stakeholders. Getting everybody to move in the same direction is not easy, especially when the interests of organisations seem to contradict those of some stakeholders. We keep our finger on the pulse and ensure you stay well informed about relevant developments.

## Aligning interests for long-term results

These days, directors must answer fundamental questions such as the role of the organisation in society. The importance of the ecosystem in which the organisation operates surpasses the interest of the organisation. Only when these opposite interests are aligned, is an organisation more assured of a competitive advantage in the future. In other words, sustainable business practices and ethical trading are necessary in the short term to achieve long-term results and stability. In addition to increased agility and flexibility to fit in with the requirements of society and other stakeholders, stability or resilience is also important for today's organisations.

Visit [guberna.be/know](http://guberna.be/know) for more information about our research themes.



# LIFELONG LEARNING

We believe in lifelong learning. We therefore offer a diverse educational programme that supports directors, entrepreneurs, CEOs and top managers in their professional development as a director. Every educational programme comprises a mix of theoretical knowledge and a solid conceptual basis that is supplemented with practical experience.

We highly value interactivity and peer exchange, further explained and illustrated through concrete examples and case studies. This is why our educational programmes take place in a limited but complementary group of participants.



## GUBERNA Certified Director

When you follow the 3 modules of our open certification programme, attain the related certificates and meet a number of conditions, you can hold the title of

### GUBERNA Certified Director.

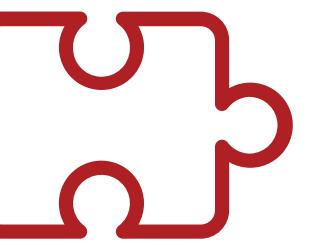
Our annual **GUBERNA Summer School** enables you to keep up your lifelong learning.

In addition to our open certification programme, we offer **specific programmes** such as our SME growth cycle and our incompany training programmes that are tailor-made for your company or organisation.

You find more information on [guberna.be/learn](http://guberna.be/learn)

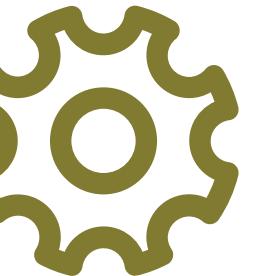


**Our open certification programme consists of 3 modules that supplement each other:**



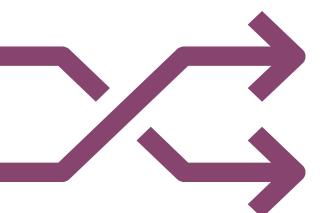
## Director Effectiveness

This 4-day educational programme focuses on the required competences and knowledge that a professional director should have to fulfil his/her mandate as efficiently as possible.



## Board Effectiveness

This 6-day educational programme dives into the topics that are useful to the director as a member of a board of directors in interaction with the management and shareholders.



## Board Simulation

During this 2-day residential module, we simulate a board of directors including committees, based on a business case. As the director of a fictitious company, you practice your skills within a realistic context and you receive feedback from experienced directors and experts.



# REACH

## Our membership formulas

Would you like to develop your governance expertise and keep it up-to-date, and join our welcoming community of directors, entrepreneurs, CEOs and top managers? We offer you a wide range of membership formulas, adapted to your needs. You find a complete overview in the enclosed leaflets.

Curious which organisations and companies put their trust in GUBERNA and are part of our network?

Visit [guberna.be/our-corporate-members](https://www.guberna.be/our-corporate-members).

## Our events

We believe in lifelong learning. We therefore organise a wide range of events that dive into current governance themes. Our experts follow the latest national and international trends for you and translate them into clear concepts and practical applications. Within our welcoming network you find a platform for the exchange of knowledge, experiences and best practice and you can exchange ideas with your peers.

You find a full overview of our events on [guberna.be/learn/events](https://www.guberna.be/learn/events).

## Our practical governance tools and personal support

As a member of GUBERNA you can use our practical governance tools such as checklists and online assessment tools.

Furthermore, we offer personal governance assistance to our premium corporate members, adapted to the needs of their organisation. In addition to our robust academic grounding, we can rely on the practical experience we have accumulated, partly thanks to our extensive network. This mix of theory and practice guarantees that we support you optimally in the professionalisation of your governance. Did you know that we have developed a large part of our governance tools and personal governance assistance in close collaboration with our members?

You find a full overview of our events on <https://www.guberna.be/en/act>

## A selection of what we can offer you:

### **Are you looking for external directors to reinforce your board of directors?**

We distribute your vacancies free of charge within our network of members.

### **Would you like to put your knowledge and experience at the service of an organisation and are you a member of GUBERNA?**

We publish the open board mandates that we receive. Activate your membership profile and check them out on our online governance platform.

### **Evaluate your board of directors**

We put the experience and knowledge that we have gathered over the years at the service of our members (our list of references is available upon request). We have developed our own assessment method that takes the specific characteristics of your organisation into account. To ensure our objectivity, we are not involved in the implementation of the action items and recommendations that we suggest.

### **Remuneration benchmark**

We support you with the development of an appropriate remuneration policy for your non-executive directors based on a tailor-made analysis adapted to the needs of your organisation.

### **Incompany educational programme**

Do you need a personalised governance programme? We can support your organisation with the professional development of your directors and senior management. We follow a practice-oriented approach which is based on basic principles, and which takes recent developments into account.

In close consultation, we identify your specific requirements and objectives. We provide you with a proposal that is tailored to the needs of your organisation.

### **Review of your governance documents**

We gladly support you with the review of your governance documents such as your governance charter, family charter, etc.

**If you have any questions, please contact us via [services@guberna.be](mailto:services@guberna.be)**

## An offer adapted to every organisation type

Good governance is not a one-size-fits-all. We therefore use a segmented approach, tailor-made to each organisation type. Our Centres of Expertise are ready to support you with your specific requirements and challenges.



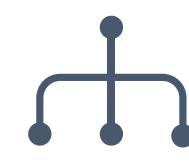
### Centre Public Governance

Based on our conviction that sensitisation and stimulation of public governance is a must, the Centre Public Governance fosters the debate about board issues of public organisations. The centre has developed extensive expertise, and has grown into the reference that guarantees quality and is a privileged partner for numerous related topics. As an example, we regularly assess the functioning of boards of directors of public organisations, and we provide tailor-made educational programmes and projects.



### Centre Listed Companies

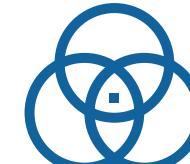
Since its foundation, GUBERNA has paid much attention to corporate governance at listed companies. Together with our partners, we aim to identify relevant national and international developments in corporate governance and company law. Through our Monitoring Study we follow up on the key governance figures of listed companies and we are the designated partner of various listed companies for the assessment of their board of directors.



### Centre Family Business Governance

Solid family foundations: on this you build a strong company. GUBERNA is convinced that good governance at company level goes hand-in-hand with that at family level.

Therefore, the Centre Family Business Governance supports, informs, and advises family entrepreneurs and entrepreneurial families so that they make their life's work future-proof. The emphasis is on further expanding professional relationships between the family and the family business by developing and assessing robust governance foundations and a professional family governance from an intergenerational perspective. The family board, family forum and family charter are essential building blocks of family governance of which the dynamics and individual character are unravelled and clarified through numerous initiatives and activities.



### Centre SME Governance

Every SME is unique and therefore also its governance challenges. The Centre SME Governance supports SMEs on their governance journey while taking the specific challenges in each phase of their growth into account. We support entrepreneurs in implementing a practical, flexible, and efficient governance policy that is aligned with their specific requirements.

Our centre also focuses on the specific governance requirements of start-ups and scale-ups, partnerships and cooperatives.



### Centre Social Governance

In practical terms, good governance of social profit organisations revolves around the way in which responsibilities and organisational processes are managed to optimally realise the mission and social impact in the collective interest of all stakeholders.

This centre also harbours the Centre Hospital Governance which focuses on governance challenges of hospitals and hospital networks.



### Centre Financial Sector Governance

The Centre Financial Sector Governance mainly focuses on bringing top-level services to our members, such as board evaluations and incompany trainings. We tailor these services to the specific governance needs of the financial and insurance sector.

We also develop a specialised educational offer. In particular, the module "boards of directors in the financial sector" in cooperation with Febelfin Academy and Assuralia, endorsed by the National Bank of Belgium and Financial Services and Markets Authority (FSMA), is organised yearly.

We closely follow-up the developments of governance requirements in this sector and aim to have an impact with our "Memorandum for the Financial sector", which pleads for more alignment and flexibility to reach a national and international level playing field.

## About GUBERNA

GUBERNA is the Belgian Institute of Directors (non-profit organisation) that wishes to promote good governance in all types of organisations. GUBERNA was established in 1995 and is the reference centre in Belgium for good governance. GUBERNA represents a network of approximately 3,000 directors, entrepreneurs, CEOs and top managers.

GUBERNA has offices in Brussels and Ghent. It employs twenty people and is supported by various governance bodies. In addition to the General Member Assembly and [the Board of Directors](#), three advisory committees assist us:

- Our [Board of Trustees](#) supports the Board of Directors on a strategic level and consists of actors from the economic and social fields in Belgium and the main representatives of our premium corporate members.
- Our [Alumni Council](#) fosters the interests of the individual director. Its members have followed the GUBERNA certification programme.
- Our [Academic Council](#) reflects about relevant academic developments. Its members are academics from Belgian universities and business schools.

GUBERNA is a member of the Belgian Corporate Governance Committee and of ecoDa (European Confederation of Directors' Associations), which gives us a unique position. It enables us to keep our finger on the pulse of relevant Belgian and European corporate governance developments and we ensure that the voice of our members is heard in Belgium and in Europe.





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INSTITUT DES ADMINISTRATEURS

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