



GUBERNA

INSTITUUT VOOR BESTUURDERS

INSTITUT DES ADMINISTRATEURS

EDUCATION PROGRAM GUBERNA

Sibylle du Bus
Development Manager,
Member of the Management Committee



INTRODUCTION

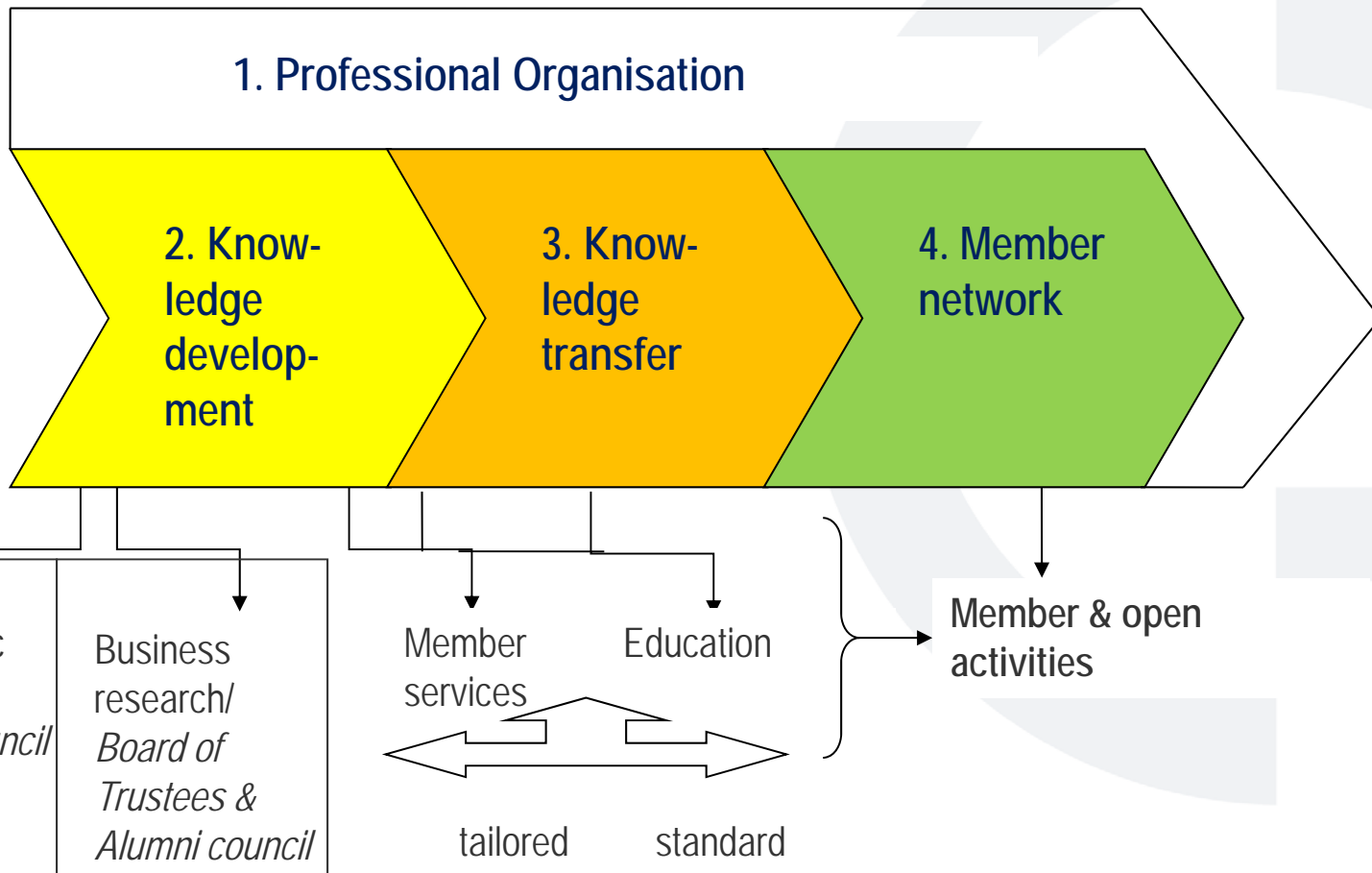
- ✘ **GUBERNA is the result of a merger between BGI & AB in November 2007 but origin goes back to 1996**
- ✘ **GUBERNA wants to be the reference centre for corporate governance in Belgium and, as such, wants to be involved in the Belgian and international/European debate.**
- ✘ **GUBERNA represents a large network of directors (more than 1500 members).**
- ✘ **GUBERNA is a sound financially independent non-profit organization.**

MISSION

GUBERNA's mission is to contribute to enhancing professionalism and governance attitude amongst directors and organisations, which implies a number of consecutive steps :

- creating awareness,
- developing professional directors with the right governance attitude,
- supporting them with the necessary tools and instruments, and
- creating a platform to exchange experiences.

GUBERNA'S VALUE CHAIN : 4 pillars

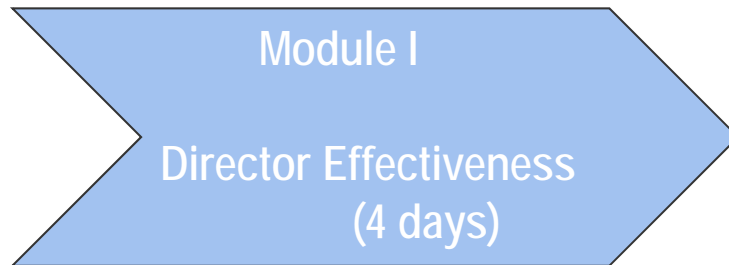


KNOWLEDGE DEVELOPMENT: THE 2R'S PRINCIPLE

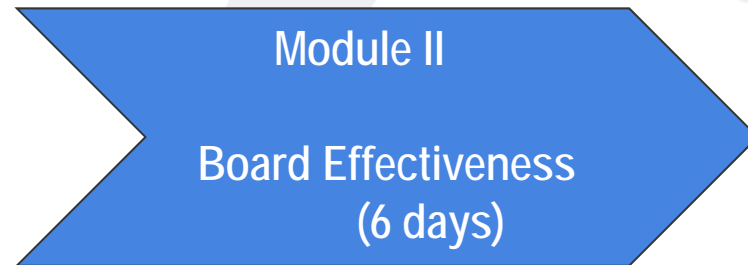
- ✘ Research combines *business relevance* and *academic robustness*.
- ✘ Research in collaboration with *institutional* and *corporate* partners as well as with *academic* partners and experienced directors.
- ✘ Research is based on the following *norms*:
 - Professionalism and quality
 - Innovative thinking
 - Independence
 - Sound and mixed funding

KNOWLEDGE TRANSFER : EDUCATION

✘ Modular education program 2011-2012



Focus on the individual director

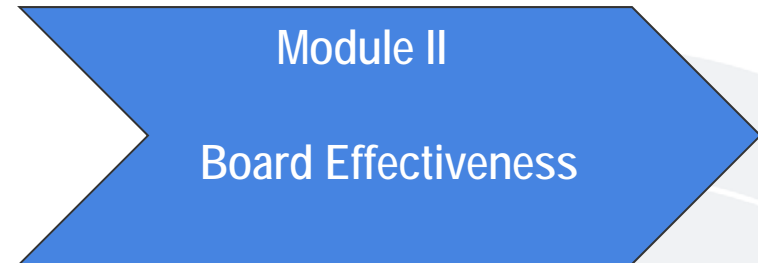
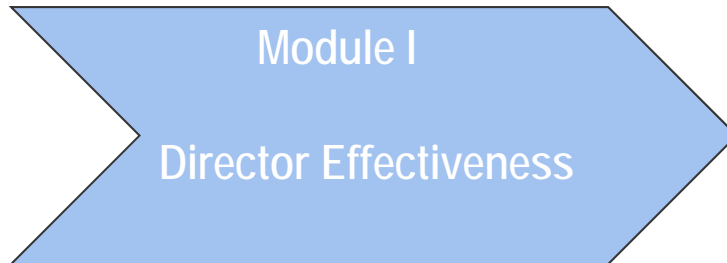


Focus on the board of directors

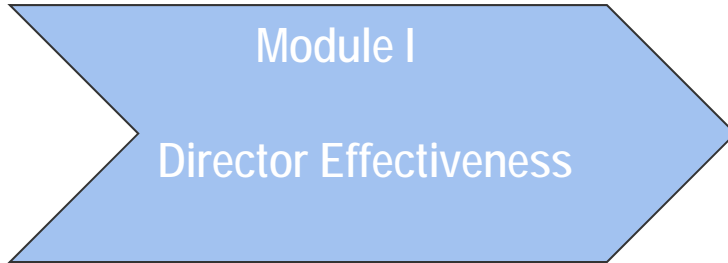
CERTIFICATION basis for DIPLOMA

TODAY 800 ALUMNI

✘ **Tailor made education:** In company training & crash courses for directors



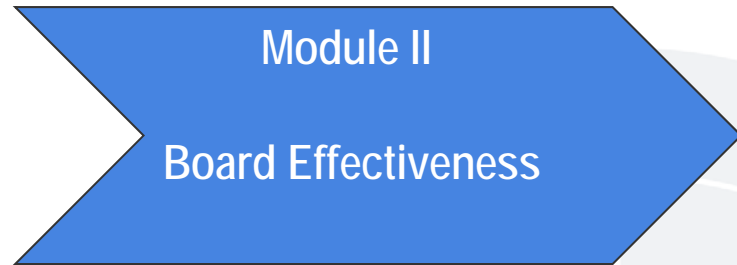
- **Target** : directors or future directors from listed and non-listed companies, SME's and public/state-owned organisations.
- **Methodology** : Combination of conceptual expertise, case studies and exchange of experience among participants and with guest speakers from business practice
- **Speakers** : experts in practical and conceptual aspects in each field
- **Languages** : French & Dutch
- **Continuous improvement** : new developments in the field, benchmark with other programmes and feedback from Alumni



Module I
Director Effectiveness

- **Focus** on the core knowledge/competencies that a director needs to possess in order to fulfil his role professionally and effectively
 - The director and corporate finance
 - The director and strategy
 - The director and strategic marketing
 - The director and human resources
 - The director and company law

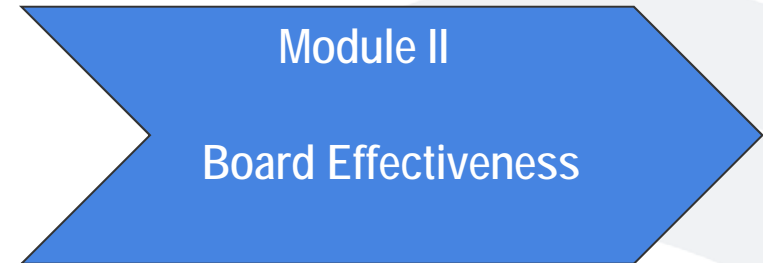
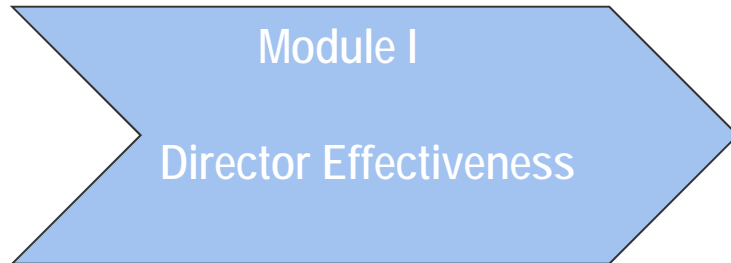
- **Certification** : after written test on topics covered in the module



Module II
Board Effectiveness

- **Focus** on the effectiveness/efficiency of the BoD and its interaction with shareholders and management
 - The right structure
 - The right people
 - The right culture
 - The right info
 - The right process
 - The right issues
 - The right remuneration
 - The right follow-through
 - Responsibilities, rights and duties of the directors

- **Certification** : after governance case analysis



Certificate GUBERNA Director Effectiveness (DE)

+

Certificate GUBERNA Board Effectiveness (BE)

=

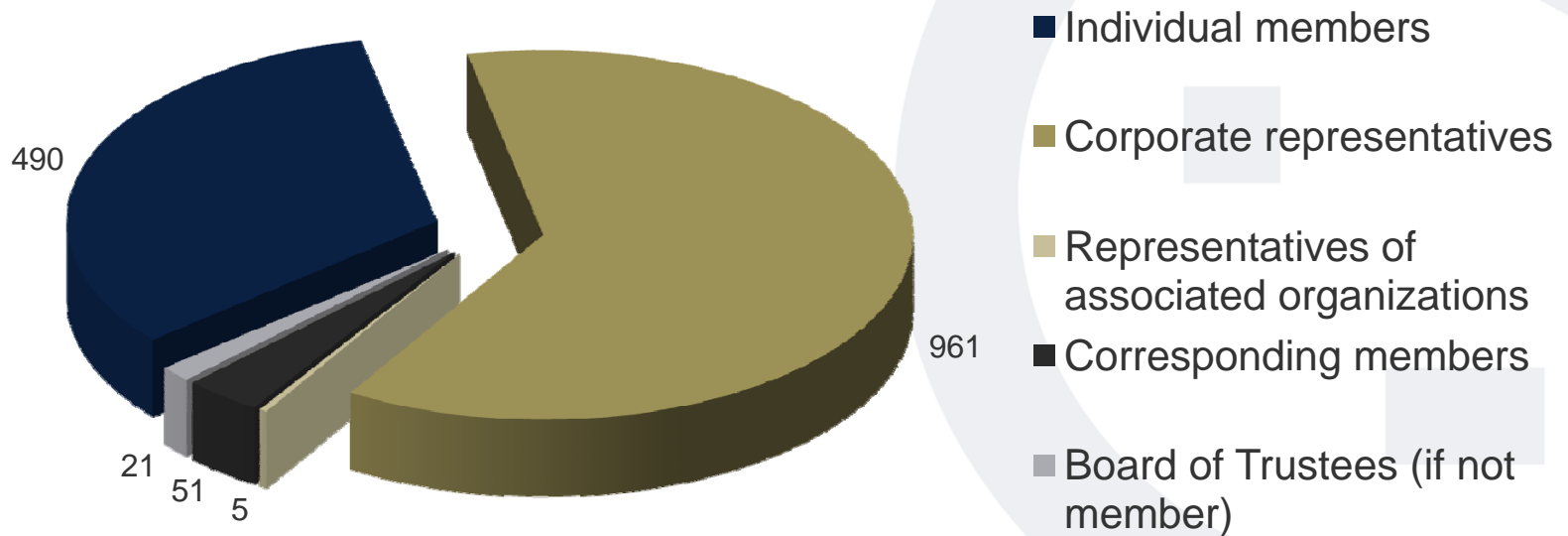
Diploma GUBERNA after successfully passing an oral test before a Jury composed of independent directors

TODAY : 58 CERTIFICATES DE - 59 CERTIFICATES BE - 15 DIPLOMAS

KNOWLEDGE TRANSFER: MEMBER SERVICES

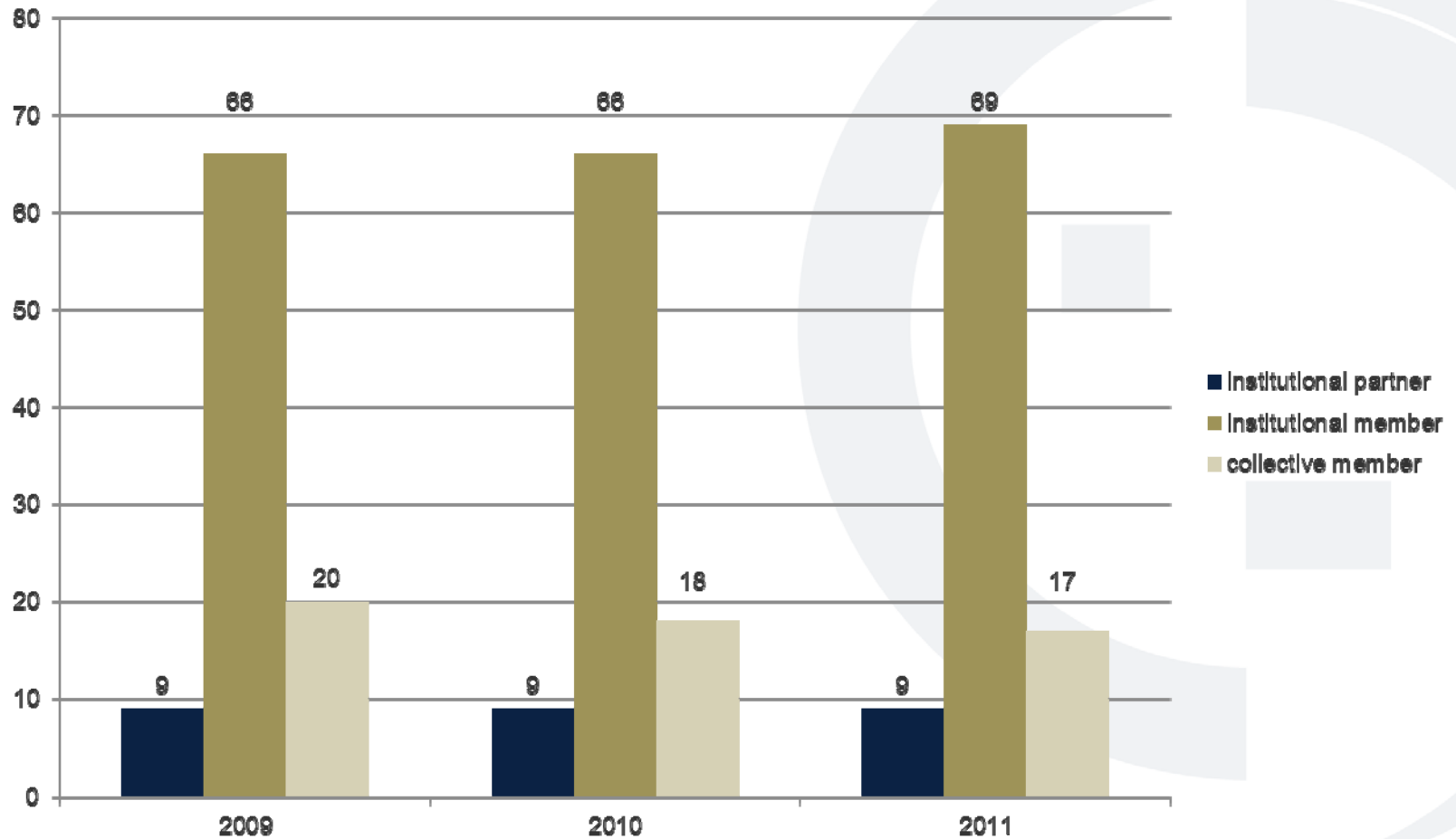
- ✘ **Board evaluation**
- ✘ **Benchmark studies**
- ✘ **Toolkit for directors**
- ✘ **Charters for public and private sector**
- ✘ **Specific projects on demand**

MEMBER NETWORK: DIVERSIFIED MEMBER FORMAT



TOTAL: 1528 members

SOME FACTS & FIGURES: number of corporate members



MEMBER NETWORK: ATTRACTIVE PRODUCTPORTFOLIO

- ✘ **Alumni council** : Development of several workgroups with the Alumni
- ✘ **Regular activities:**
 - Strategic conclave, national and regional members' forum
 - Company visits, alumni meetings
 - Director's day, Roundtables
 - Working & expert groups
- ✘ **Publications/gatekeeping** (e.g. newsletter, flashinfo, yearbook, etc.)



Content inspires network

&

Network inspires content

MORE INFORMATION

GUBERNA

Institut des Administrateurs / Instituut voor Bestuurders
rue Ravenstein 36 Reep 1
1000 Bruxelles 9000 GENT

Tel.: + 32 (0) 2 518.18.02

Fax: +32 (0) 2 514.32.82

Email: sibylle.dubus@guberna.be

www.guberna.be