

# GUBERNA BOARD EVALUATIONS FOR BETTER BOARDS

*When aiming for a target,  
each adjustment – however minimal –  
in the end makes a great difference"*



**GUBERNA**

INSTITUUT VOOR BESTUURDERS  
INSTITUT DES ADMINISTRATEURS

## Governance is more than compliance with regulations. Is your board focusing on the right topics and does it manage them correctly?

As chair or member of the board of directors, you strive for the best for the company, with one goal in mind: to provide added value to the management, the shareholders and other stakeholders.

**Good governance is a dynamic process.** Companies can make enormous progress when they take the (sometimes difficult) first step towards critically evaluating the effectiveness of their board. An evaluation exercise is not only useful for listed companies. Continuous improvement is an important challenge for all enterprises, as it guarantees efficient company management that is capable of providing true added value.

With **over 20 years of pioneering experience in governance**, GUBERNA offers you **unique services to support your evaluation exercise**. Under my leadership, the GUBERNA team developed its own research methodology that has earned a reputation, both academically and in terms of its practical relevance.

GUBERNA has the required experience in house with a team that professionally guided numerous boards through examining their governance.

With great satisfaction and pride, I present you **our services designed to help you get the most out of your board of directors!**



Prof. dr. Lutgart Van den Berghe  
Executive Director  
GUBERNA

## **Insights to achieve continuous improvement and added value**

- Do you feel that your board of directors spends sufficient time on strategy, follow-up and financial results?
- Do you know what your directors think about these issues?
- Is the information they receive adequate?
- Do you have insight into the concerns of your directors and how they interact with each other?
- How do your directors perceive the role of the chair?
- Does your board meet the expectations of your management, shareholders and stakeholders?

## **Examine the effectiveness of your board of directors, systematically and timely**

- Make optimal use of the full potential of your board of directors
- Anticipate future challenges and threats in a focused way
- Detect potential problems and tackle them in an early stage
- Fine-tune the functioning of your board of directors and its committees
- Timely reorient the composition of your board of directors and its committees

## GUBERNA

### Your partner to evaluate your board of directors

GUBERNA, the Institute for Directors, is an **independent Belgian non-profit organisation** that promotes good governance in all dimensions and for all types of companies and organisations.

Based on academic research and the vision of experienced field experts, GUBERNA has developed its own **unique methodology** to assess your board of directors.

With **over 20 years** of **expertise** in **evaluating boards of directors**, we gladly provide you with a list of **references upon request**.

### For whom

We provide this service to all **types of organisations**: listed as well as unlisted companies, organisations in the public sector, family businesses, SMEs, social profit organisations, companies with a private equity partner, as well as those with a partnership structure.

*“Our board of directors was very satisfied with the services provided by GUBERNA, particularly by GUBERNA’s summary of the findings of this approach, as well as by the recommendations which were both interesting and useful. In such an evaluation, the added value of GUBERNA comes from their input on best practices as well as the external, objective approach they take to assess the governance quality and functioning of a board of directors.”*

*Chair of a listed investment company*

# The unique GUBERNA Board Effectiveness Methodology

## Key principles

- A board of directors has to deliver **added value**
- An effective board is characterised by a **complex interplay of various factors and actors**
- Since every board of directors is **unique**, their assessment can never be a standard exercise
- The board has to be evaluated in light of its **freedom** to operate within the existing structure
- Corporate governance is **dynamic**, and has to be in line with the company's **ambitions and strategic objectives**

## GUBERNA offers you an independent and thorough evaluation of your board of directors

- Once we have compiled the evaluation data, we process and analyse it **objectively and scientifically**
- We map both **quantitative and qualitative data**
- We assess the functioning of your board based on the **(relevant) principles of good governance** and **best practices** used at other companies
- Our findings and recommendations take **your company's context and life cycle** into account
- We treat all information with the greatest **discretion and confidentiality**

# 7 REASONS...

## ... to work together with GUBERNA

- 1 You control the entire process** and **determine** the scope of the evaluation and the resulting action plan
- GUBERNA delivers **a custom-made evaluation**, aligned to your needs
- GUBERNA is an **independent** and **neutral partner**. As we offer no implementation services, there are no conflicts of interest
- The **quality** of the evaluation is guaranteed by our **unique** and **scientifically-based board effectiveness methodology**
- You have an **experienced** and **professional team** at your service
- You receive a **properly substantiated report** in the format that best suits your needs
- Previous exercises serve as starting point for **follow-up evaluations**

*“As a family shareholder, I thought that my intentions for the company were clear. Thanks to GUBERNA’s evaluation, I now understand that I need to explain my objectives much more clearly.”*

*President of a family-owned group*

*“A GUBERNA evaluation of the board of directors is an ideal way to learn from each other and from others in an extremely efficient way.”*

*Independent director of a listed company with an international shareholdership*

*“People underestimate the positive effect such an evaluation can bring to the group dynamics within a board of directors.”*

*Managing director of a non-listed growth company*

# TESTIMONIALS

“While replying to the questionnaire it was clear to us that GUBERNA would help us improve our way of working.”

“When the results were being presented, none of the thorny issues were avoided. However, this was handled in a very **balanced** way, showing appreciation for the **commitment** of all directors.”

Chair of a public-sector company

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GUBERNA’s evaluation of our board provided a clear added value thanks to their **expertise, independence and experience**. The “**research basis**” on which GUBERNA can depend is a **guarantee for quality**. Naturally, all of this **stimulates discussion** within the board of directors. Because, as always, everything which is done to control “quality”, is a guide to doing things better afterwards.”

Chair of a listed company

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“The knowledge of the GUBERNA management with respect to board evaluations allows them to provide balanced feedback to the respective companies. Their ability to compare implies that this analysis provides considerable information to the chair and his/her board. It is then up to the board to implement the change processes in the best possible way.”

Luc Bertrand, Managing Director Ackermans & van Haaren, Chair Board of Trustees GUBERNA

**Contact us for more information and  
to receive an offer tailored to your needs,**

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