



GOVERN

ECONOMIC AND CORPORATE GOVERNANCE CENTER



In the world where...

board responsibilities are rising as the regulatory requirements concerning corporate governance are growing, the concept of board effectiveness has become elusive. Is an effective board one that protects and creates value for all shareholders? One that maintains independence from management and shareholders? One that is able to address mounting compliance challenges? One that is able to supervise and dialogue with management? One that is able to attract long-term shareholders?

GOVERN's approach to...

supporting board effectiveness seeks to provide support to boardrooms in all of these areas, based on our experience working with boards and regulators in private, listed and state-owned enterprises across emerging markets. Our approach working with boards is grounded in decades of experience developing regulations for international and national regulators as well as working with investors and companies in implementing them.

We believe that each board...

is inherently unique not only due to differences in national regulations, sectoral differences, and company ownership but also since boardroom effectiveness is fundamentally linked to the quality of relationships and individual communication and leadership styles. In our approach, we consider that this uniqueness is to be valued and fostered.

We are against templates, checklists...

and distributing governance scores to companies. We do not believe that board effectiveness can be fostered through standardised assessments nor through generic training. Today, as boards are growing to be increasingly sophisticated, the need for governance and strategy support needs to be targeted to respond to the particular corporate challenges and board dynamics.

We believe that supporting board effectiveness...

requires not only a deep understanding of a company's economic context and corporate strategy, but also an understanding of board dynamics and its relationships with management and shareholders. It is only by reconciling strategic with behavioural considerations, that board effectiveness can be fostered.

GOVERN's offer for boardrooms includes the following:

- *Establishing a board governance framework*
- *Assessing board and committee composition*
- *Conducting and supporting board evaluations*
- *Developing board/ESG reports for annual reporting*
- *Supporting communications by the Chair/board*
- *Recruiting board members to augment board performance*
- *Supporting board oversight of legal regulatory compliance*
- *Facilitating board retreats and periodic briefings*
- *Organising development courses on technical subjects*
- *Developing effective protocols for board meetings*
- *Training Corporate Secretaries on how to support boards*
- *Developing management reporting frameworks to boards*
- *Supporting the technological and data needs of boards*
- *Supporting board members' effective participation in AGMs*

For further information on our services and credentials, we invite you to contact inquiries@govern.center.