Corporate Membership

BENEFITS DETAILS
BRIEFING OVERVIEW

Boards provide the leadership and accountability that determine the success of the company. The board's effectiveness is often supported by ongoing training and professional development of its members.

Hawkamah provides tailored 2-3 hours Board Briefings on corporate governance matters for the Boards of the MENA region.

TOPICS COVERED

• Updates on corporate governance regulations and impact on board (Basle III guidelines, SCA CG regulations)
• Board effectiveness
• Role and responsibilities of the directors
• Board's role in strategy
• Board's role in risk management, sustainability
• Effective meetings.
EVALUATION OVERVIEW

In the past few years, the idea of board evaluations has become increasingly accepted as a tool for boards to monitor their own performance.

An effective evaluation carried out by an independent third party can help boards to enhance their performance and collective decision making.

The intention of board evaluations is that the strengths of the board are recognized and built upon and weaknesses are addressed.

The underlying focus of board evaluations carried out by Hawkamah is on how well the board works as a team.

SAMPLE Board Evaluation Overview

- **Balance**
  - Skills and experience on the board
  - Board diversity

- **Gaps and concerns**
  - Gaps between strategic priorities and delivery and any other inadequacies
  - Quality of discussions

- **Key relationships**
  - Chairman-CEO relationship
  - Board-CEO relationship

- **Succession planning**
  - How the board discharges its responsibilities for succession planning
  - How the Board ensures the CEO is nurturing talent

- **Board practices**
  - Members’ views on board information, meeting procedures, agendas, company secretary, etc
ASSESSMENT OVERVIEW
Hawkamah has designed a highly confidential and customized corporate governance assessment framework for regional organizations.

Our governance assessments are tailored-made according to the client needs, the size and structure of their organization, as well as their sector of activity.

The assessment enables organizations to benchmark their governance practices against local regulations, regional practices as well as international best practices. However, our approach is based on the recognition that corporate governance is not a compliance exercise, but a platform for enhancing corporate success.
REGIONALLY RELEVANT, PRACTICALLY APPLICABLE, BASED ON INTERNATIONAL BEST PRACTICE.
Delivered by Directors to Directors.
Globally recognised methodology.
Highly interactive, based on case studies, scenarios and role playing.
Over 1000 participants* from 16 countries.

The Program Structure

Testimonials

“As the importance of corporate governance and boards grows in our region’s companies, the Mudara Director Accreditation provides the leading professional certification to qualify directors in our region to play their important role.”

Majid H. Jafar
Executive Director - Crescent Petroleum
INTERNATIONAL CG STUDY TOUR

STUDY TOUR OVERVIEW
Hawkamah organizes one study tour every year to visit one or more of the markets known for their good governance practices.

Participants get the chance to meet regulators, board members, top executives, and corporate governance experts and thought leaders of very prestigious organizations to better understand the challenges their market face and how the various initiatives can be made relevant to the region.

Past tours:
- New York
- Paris
- London
- Singapore
WORKSHOP OVERVIEW

Beyond the 4-part director development program, and based on the needs of the market, Hawkamah through Mudara Institute of Directors designs and delivers specialized programmes that will elevate the quality of good corporate governance practices in the region. Specialized programmes have included:

- Essentials of Corporate Governance
- Finance for Non-Financial Decision-Makers
- Information Technology Governance Audit
- Risk Governance
- Auditing Risk Management
- Family Governance

INTRODUCTION
ONE DAY - REFRESHER COURSES FOR CERTIFIED DICECTORS

- Sustainability Strategy Program
- Risk (and Compliance) for Financial Institutions
- Board Committees
- Managing Conflict of interest within Boards
- Board Governance for the Senior Executive Team
WORKSHOP OVERVIEW

A Board Secretary plays a key role in advancing corporate governance within the Boardroom by ensuring that the Board is adhering to corporate governance and that a healthy relationship exists between the board and management.

The aim of the workshop is to develop the essential skills and knowledge required by those carrying out the roles of a company secretary to ensure that they carry out their roles and responsibilities effectively and in line with international best practice.

For certification, candidates have to pass an online test with an average score of 80%.

PROGRAM STRUCTURE

- Scope, Role and Functions
- Case Study: Compliance for Board Secretary
- CG Best Practice and Board Secretary as Enabler
- Board Evaluation
- Administering the Board
EVENT OVERVIEW
The Annual Conference is an occasion where leading MENA experts, high-level regional and international policy-makers, regulators, investors, private sector and civil society representatives are invited to debate on agenda topics in an open and honest dialogue, addressing the extent of corporate governance implementation in the region and setting the next steps for corporate governance reform.

The 13th Hawkamah Annual Conference will be held on 25 April, 2019.
FORUM OVERVIEW

Hawkamah organizes regular corporate governance forums for its members and governance practitioners to discuss updates, new developments in the areas of corporate governance and provide a networking opportunity. This Forum acts as a hub for assessing and developing regional best practices.

Previous topics included:
• Directors duties and liabilities
• Director independence in the region
As part of your membership, the Chairman is entitled to attend the Chairman’s Majlis

Chairman’s Majlis:
The Chairman’s Majlis is a series of exclusive (Chairman/Vice-Chairman only) roundtable discussions surrounding topics such as Chairman-CEO relationships, facilitating Board self-assessments, strategic leadership, etc. that aim to bring out emerging trends and challenges faced by regional Chairman and Vice Chairman. A two-hour focused discussion, typically facilitated by one of the members, the Chairman’s Majlis is a platform for debate and sharing of practical experiences.
About the Journal:

• The basic idea behind the Hawkamah Journal is to address corporate governance and leadership from the practitioner’s perspective and the underlying theme is to link governance with performance, rather than just controls. It is directed to board directors, shareowners, executives and governance professionals. It covers the whole spectrum of governance, SMEs and family owned enterprises to listed and state owned enterprises.

Editorial Board:

• Stephen Davis
• Grant Kirkpatrick
• Saeed Bin Shabib
• Alec Aaltonen
OUR CREDENTIALS AND STRATEGIC INITIATIVES
CREDENTIALS - SECTORS & INDUSTRIES SERVED

**State-owned enterprises**
Ownership policies, development of frameworks, tailored workshops

**Holding Companies**
Subsidiary governance, formulation of framework, tailored workshops

**Listed Companies /pre-IPO**
Disclosure practices, shareholder relations, tailored workshops

**Investors**
Governance in investment decision making, socially responsible investment

**Banks and financial institutions**
Islamic finance, regulations, board briefings and board retreats

**Regulators and Government Entities**
Good Corporate Governance is Leadership Excellence!