



Chartered Director

Director Development Programme



“The Capital Market Authority strongly encourages the professional development of board directors in Saudi Arabia. Organisations such as the GCC Board Directors Institute fulfil a valuable role in enhancing board director capabilities through programs such as the new Director Development Programme.

We encourage all listed companies and institutional investors to invest in the development of their directors to ensure all boards have the requisite knowledge and expertise to operate at the highest level of effectiveness.”

H.E Mohammed ElKuwaiz,
Chairman of Capital Market Authority,
Chairman of the Board of Trustees for the Financial
Academy

“The Financial Academy is pleased to announce its partnership with the GCC Board Directors Institute (GCC BDI) in delivering this important programme for Board of Directors and alike. The GCC BDI Director Development Programme is an important programme which helps participants to demonstrate their mastery of knowledge and skills in the boardroom.”

Mana Alkhamsan, Managing Director,
The Financial Academy, Saudi Arabia





Why GCC BDI

GCC BDI is a not for profit company whose mission is to make a positive impact on the economies and societies of the region by promoting professional directorship and raising the level of board effectiveness.

We have a long and successful and proven track record of delivering top quality programmes and working with the top companies in the GCC over the last 15 years.

We work with a large talented pool of top international, regional and local experts in their field, mainly practitioners. Our expertise extends well beyond pure academic references and is based on tried and tested methodologies and programmes.

GCC BDI now works with over 2600 GCC alumni members, the largest and most influential network of directors in the region. Our members are our greatest ambassadors.

We believe that director development is critical to board effectiveness. GCC BDI's unique combination of skills and experience, local knowledge and understanding, and strong corporate governance and regulatory knowledge, combined with practical director expertise is what enables us to deliver exceptionally high quality programmes.

Demonstrating exceptional proficiency of governance knowledge and its application.

GCC BDI Director Development Programme overview

The GCC BDI Director Development Programme provides a structured road map for professional director development tailored for GCC directors.

The programme has 3 levels of qualification:



The GCC BDI Director Development Programme is based upon our Director Competency Framework below.

Director competencies are composed of the following three elements:

- Knowledge and Understanding
- Skills
- Mindsets, Attitudes and Values

	Certificate in Board Directorship	Diploma in Board Directorship	Chartered Director
Knowledge & Understanding	<p>Corporate Governance Essentials</p> <p>The Effective Director</p> <p>The Effective Board</p> <p>Board Finance, Accounting and Corporate Reporting</p>	<p>Corporate Governance Essentials</p> <p>The Effective Director</p> <p>The Effective Board</p> <p>Board Finance, Accounting and Corporate Reporting</p> <p>Board Leadership</p> <p>The Dynamic Board</p>	<p>Corporate Governance Essentials</p> <p>The Effective Director</p> <p>The Effective Board</p> <p>Board Finance, Accounting and Corporate Reporting</p> <p>Board Leadership</p> <p>The Dynamic Board</p>
Skills		<p>Analytical thinking and strategic perspective</p> <p>Effective communication</p> <p>Engaged decision-making involving independent, commercial and objective judgement</p> <p>Financial literacy</p> <p>Performance and achievement oriented and conscientious</p> <p>Professional Leadership</p>	<p>Analytical thinking and strategic perspective</p> <p>Effective communication</p> <p>Engaged decision-making involving independent, commercial and objective judgement</p> <p>Financial literacy</p> <p>Performance and achievement oriented and conscientious</p> <p>Professional Leadership</p>
Mindsets, Attitudes and Values			<p>Awareness and management of self and others</p> <p>Being ethical</p> <p>Being courageous</p> <p>Environmental awareness</p> <p>Performance-oriented</p> <p>Attitude to risk</p> <p>Being conscientious and professional</p>



About the Director Development Programme

The GCC BDI Director Development Programme was launched in 2019 starting with The World of Directorship – Certificate in Board Directorship. It was followed by the Diploma in Board Directorship launched in 2020.

Only participants who have completed the Certificate in Board Directorship, and the Diploma in Board Directorship are eligible to apply for the Chartered Director programme.

The Chartered Director programme is based upon the knowledge and skills acquired from the Certificate and Diploma levels. The Chartered Director Programme encourages participants to develop their skills and to

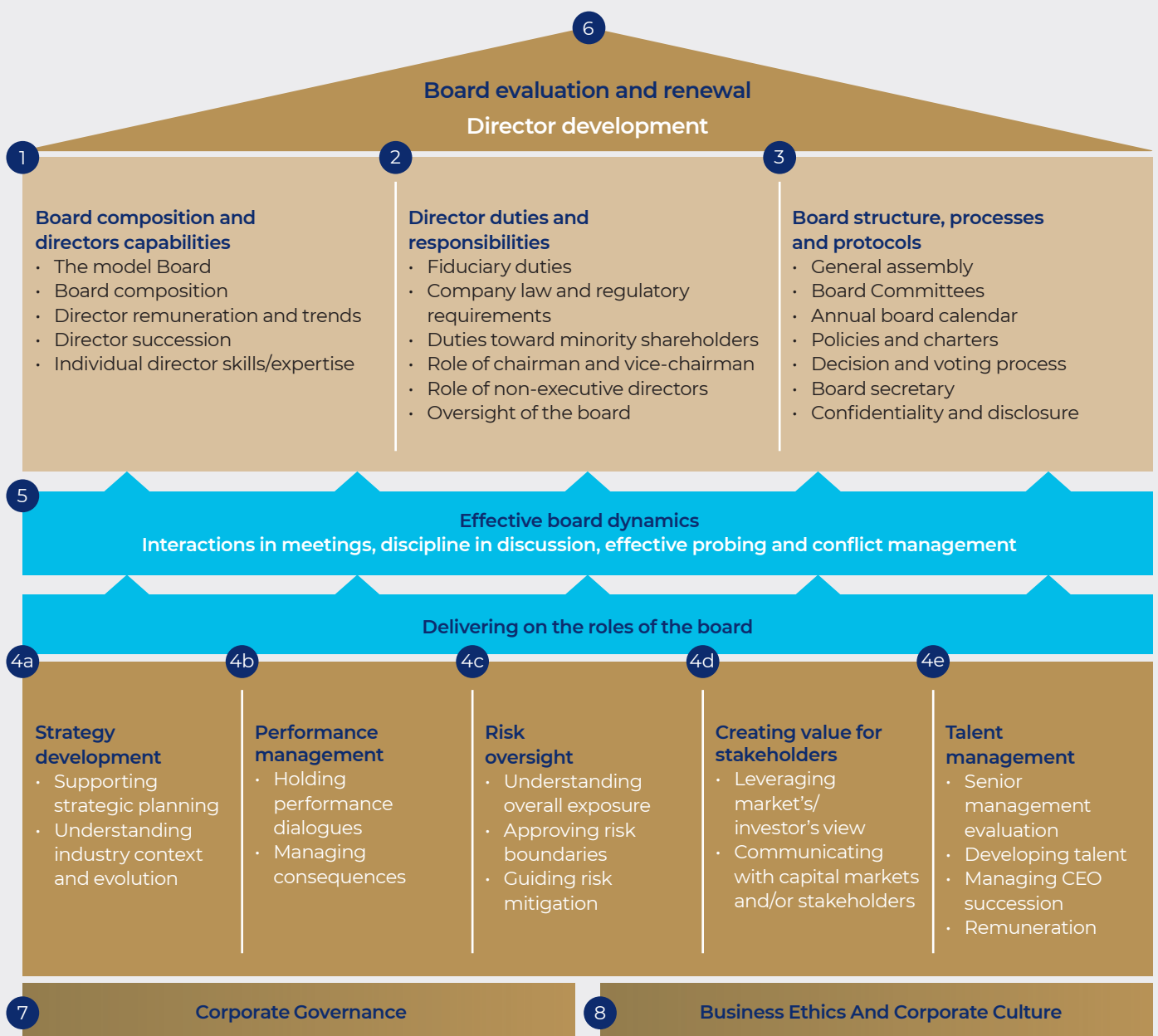
fulfil their role as board directors through the application of their knowledge and skills and the active implementation of change within their organisation.

The Chartered Director Programme puts into practice the learning the participant has acquired from both the Certificate and Diploma in Board Directorship through the application of a single or group of projects.

Chartered Director is the flagship qualification awarded to individuals who have provided evidence of governance leadership within their own organisation. In order to become a Chartered Director, the participant must have first obtained the Diploma in Board Directorship.

GCC BDI Framework for Board Effectiveness

The Chartered Director Programme is aligned to the 8 pillars of GCC BDI's Board Effectiveness Framework – a continuation of the approach adopted by the Certificate and Diploma programmes.



Introducing Chartered Directorship

Chartered Directorship encourages participants to apply their knowledge and skills and to fulfil their leadership role as board directors.

Achieving the award of Chartered Director, means that a director has demonstrated the leadership skills to execute change within their organisation. A director with an award of Chartered Director is equipped to make a valuable contribution to any Board.

Chartered Directorship is the highest professional qualification for a board director.

What is the Chartered Director Award (Chart.Dir)

The Chartered Director Award is a professional designation conferred by the GCC Board Directors Institute and the Financial Academy. The designation is awarded to individuals who have demonstrated to a panel of experienced and distinguished directors and subject matter experts, the application of their knowledge and skills, acquired during the Director Certification and Diploma in Board Directorship, by successfully leading a change activity within their organisation and making an individual project presentation to the panel. The programme is based on GCC BDI's Board Director Competency Framework.

The Chartered Director status is a life time award. However, the award may be revoked if a Chartered Director is found to have contravened the GCC BDI Professional Code of Conduct and have had their GCC BDI Fellowship or Membership status withdrawn.

What are the benefits of achieving a Chartered Director Award?

Achieving the award of Chartered Director, means that a director has demonstrated the leadership skills to execute change within their organisation. A director with an award of Chartered Director is equipped to make a valuable contribution to any Board.

Professionalism

Higher levels of professionalism demonstrating that a board director has kept up to date on corporate governance matters and business trends.

Validation

It validates that an individual has the core knowledge, awareness and leadership skills that are necessary to function effectively as a director. Board and regulators are increasingly requiring board directors to demonstrate they have undertaken professional development.

Competence

Through attaining the designation, you are demonstrating your competence to the market place that you are ready and able to serve as a director. Companies appointing directors on to boards are increasingly recognising the value that board directors can provide to their organisations and want to ensure their appointees have the right knowledge, skills and leadership qualities.

Commitment

Chartered Directorship enables directors to demonstrate the highest commitment to professional development and to benchmark their own knowledge and skills against clearly established international standards of good governance practice.

Assurance

Being a Chartered Director provides you with the confidence, as well as providing the market place with assurance, of your ability and competence.

Recognition

The professional designation raises your profile and sets you apart amongst your peers. We will publish the list of Chartered Directors on our website. You are entitled to use the designation Chart.Dir. (GCCBDI) after your name. It is an internationally recognised designation.

Relevance

This programme is designed for GCC boards and is of international standard and benchmarked against similar programmes provided by the leading institutes in the world.



Why should you apply to become a Chartered Director?

- Attaining the highest standard of professional development for a board director
- Demonstrating board leadership and the application of your knowledge and skills
- Showing your commitment to on-going professional development
- Demonstrating your integrity and continued commitment to a director's moral and legal duties
- Upholding and promoting standards of sound corporate governance in the GCC
- Attaining a higher level of professionalism by staying up to date on the latest corporate governance and board trends

A Chartered Director is also able to provide evidence that they have personal experience of:

- Providing a vital leadership role within a board
- Using key board leadership skills and behaviours relating to board matters
- Managing the impact of board culture upon organisational performance and key stakeholders
- Recognising the importance of reputation, ethics and integrity at the level of the board
- Contributing to effective board dynamics
- Demonstrating exceptional proficiency of governance knowledge and its application

Eligibility

Who can apply for the Chartered Director Programme?

In order to meet the eligibility requirements, you will be required to:

- Be a full Member or Fellow of the GCC Board Directors Institute
- Have successfully completed the “GCC BDI Diploma in Board Directorship” including passing all of the assessments (i.e. passing the examination, the board simulation and the reflective practice presentation)
- Currently hold either an executive or non-executive director seat on a board for at least one year. This board should have at least 4 members and meet at least quarterly
- Be able to provide clear evidence of your directorial experience and history with details of your board(s) and organisation(s)
- Have good basic English literacy as this programme will be delivered in English
- If you meet these eligibility requirements, you can apply for enrolment to the Chartered Director Programme by completing an Application Form.

The Chartered Director Programme is designed to meet the development needs of board directors and board committee members and is relevant for:

Roles	Areas
<ul style="list-style-type: none"> • Chairmen • Executive directors • Non-executive directors • Independent directors • Board secretaries • Board committee members 	<ul style="list-style-type: none"> • Private sector organisations • Public sector organisations • Multinational companies (MNCs) • Listed companies • State owned enterprises • Unlisted and family companies



The Chartered Director Programme – Your Project



The Chartered Director designation is awarded to individuals who have demonstrated to a panel of experienced and distinguished directors and subject matter experts, the application of their knowledge and skills, acquired during the Director Certification and Diploma in Board Directorship, by successfully leading a change activity within their organisation and making an individual project presentation to the panel.

The Chartered Director Programme puts into practice the learning the participant has acquired from both the Certificate and Diploma in Board Directorship through the application of a single or group of projects.

Examples of potential projects might include you initiating or contributing to:

- Designing a newly appointed directors induction programme
- Reorganizing your company to become a holding company structure
- Setting up a joint venture or special purpose vehicle
- Developing a director attributes/skills and competency framework
- Determining risk appetite and risk tolerance parameters for your organization
- Revising your company's code of conduct/ethics
- A Board Evaluation for your board and the board committees
- Implementing a family or corporate governance framework

Your selected project, or a number of smaller projects, should cover at least four of the eight pillars of the 'GCC BDI Board Effectiveness Framework' (see page 5).

The Chartered Director Process

There are eight steps involved in attaining the Chartered Director award:

1: Enrolment – application, approval and registration
Typical duration: 1 month

2: Project Proposal Form – completion, submission and approval
Typical duration: 2 months

3: Project Start
Typical duration: 2 months

4: Project progress – interim presentations to the project advisor
Typical duration: 9 – 12 months

5: Project presentation and panel assessment

6: Notification of Results

7: Award Ceremony

8: Continuing Professional Development (CPD)



1: Enrolment – application, approval and registration

In order to enrol in the Chartered Director Programme, you will be required to provide evidence of your eligibility (see Page 9) by completing an Application Form. You will also be required to select a project title and provide brief details of your change project. Your selected project, or a number of smaller projects, should cover at least four of the eight pillars of the 'GCC BDI Board Effectiveness Framework' (see page 5).

Once the Application Form has been submitted, it will be reviewed for approval by the GCC BDI Examination and Awards Committee before you can move on to the next stage. This should happen within one month of receiving your application.

2: Project Proposal Form – completion, submission and approval

Once your Application Form has been accepted, you will be required to complete and submit a detailed Project Proposal Form.

To support you with this, GCC BDI will:

- Assign a Project Advisor to you
- Send you the Project Proposal Form
- Provide you with a guidance document to support you in completing the Project Proposal Form
- Send you an invitation to a voluntary briefing session on project selection

Once submitted, The Project Proposal Form will be reviewed by the GCC BDI Examination and Awards Committee for approval and feedback. Once approved you will be able to move on to the next stage.

3: Project Start & Implementation

Once the project proposal has been approved by the GCC BDI Examination & Awards Committee, you will commence with the implementation of your project.

4. Project Progress

To support you, you will meet regularly with your Project Advisor to discuss progress on the project. This may take up to 12 months or longer.

Project Support Groups

The GCC BDI team will invite you to join a Project Support Group. These groups will comprise participants registered on the Chartered Director Programme and will meet on a regular basis, usually every 2 months. These meetings may take a variety of formats (face to face meetings or online meetings) and will provide you with an opportunity to discuss progress, problem solve and brainstorm with other participants as well as networking.

5. Project Presentation & Panel Assessment

Following the implementation of your project, you will submit a detailed Project Report summarising the Project and its implementation in the form of a written report and a PowerPoint Presentation.

You will then be required to attend a Panel Assessment and make a presentation on your project to a panel of distinguished and experienced directors. The panel will question you on your project in order to assess whether you have met the award criteria. It is anticipated that the Panel Review will last approximately 2 hours.

Being a Chartered Director

Notification of Results

You will be notified of your results within 2 weeks of the Panel Assessment.

7: Award Ceremony

Upon successful completion of the Chartered Director programme you will:

- Receive a certificate from the GCC BDI and the Financial Academy stating that you have successfully attained Chartered Director status.
- Be invited to attend an Annual Award Ceremony at which Award Certificates will be presented. If you do not wish to or are unable to attend the ceremony, GCC BDI will send the Award Certificate to you.

Your status as a Chartered Director will also be published by the GCC BDI on our website.

GCC BDI Code of Conduct

Upon successful completion of the Chartered Director Programme, every participant will make a formal commitment to uphold the GCC Board Directors Institute Code of Conduct which is aligned with international best practices and which you will be expected to uphold. The Chartered Director award will be revoked if you are found to have contravened the GCC BDI Professional Code of Conduct and have had your Fellowship or Membership status of GCC BDI withdrawn.

8: Continuing Professional Development

Once you have been Chartered, there will be a requirement to continue your professional development and to stay up to date. In order to do this, you must maintain your GCC BDI annual membership and the GCC Board Directors Institute will provide you with one free workshop per annum.

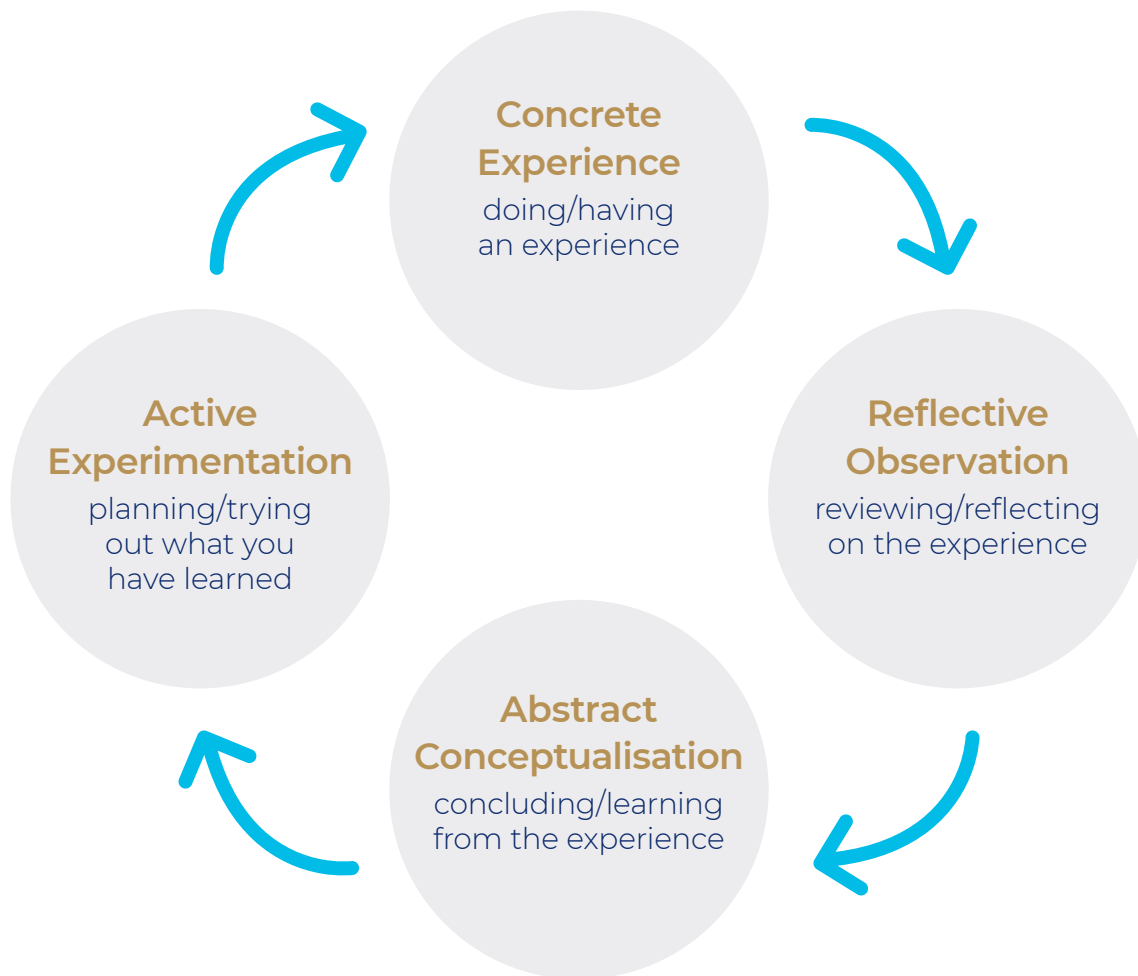
Fellowship

As a Chartered Director, you will automatically be invited to become a Fellow of the GCC Board Directors Institute.



Methodology

All GCC BDI programmes are based on the latest principles and best practices of effective corporate governance and board leadership. Our programmes are delivered using the very best in adult learning techniques and are based on Kolb's learning cycle:



The training methodology aims to:

Motivate

Stimulate the thinking of each participant through various personal development techniques.

Inform

Encourage participants to keep up to date with the latest trends and best practices.

Strategise

Create discussion and reflection, analysis and self-assessment to allow each participant the space to import the learning into their own environment.

Apply

Enable participants to apply their knowledge and skills in a practical way.

Our Faculty

GCC BDI draws upon the best international faculty as well as the expertise and knowledge of its content partners (McKinsey & Co., PwC, Heidrick & Struggles, and Allen & Overy) to provide the best faculty for every programme it delivers. We provide a blend of local, regional and international faculty, all of whom have wide experience in the Gulf and deep expertise in their field.

The Chartered Director Programme has been designed by Dr Chris Pierce who oversees the programme

Dr Chris Pierce

Dr Pierce is an international consultant with extensive global corporate governance experience. He works with policy makers, directors and boards all over the world. He is also a Master Trainer for the International Finance Corporation (IFC), part of the World Bank Group, and a regular consultant for the IFC.



The Chartered Director Programme is managed by the GCC Board Directors Institute. Jane Valls, Executive Director, is the Programme Director

Jane Valls

Jane is the Executive Director of GCC BDI and has over 15 years of international experience in corporate governance and working with board of directors. She is an accredited corporate governance trainer with the International Finance Corporation (IFC), part of the World Bank Group, and is an accredited trainer with the Ethics Institute.



The Awarding Body

The Financial Academy

The Financial Academy is the Awarding Body for all GCC BDI Certification Programmes and exams. All assessments will take place under their supervision.



Application

Fees (USD)

Application	Upon Application Approval	Assessment	Total Fees
500	6500	1500	8500

Application

In order to enrol in the Chartered Director Programme, you will be required to provide evidence of your eligibility by completing an Application Form. A USD 500 fee will be charged for all applications.

Upon Application Approval

Once your Application Form has been accepted, you will be required to pay your Programme Fees of USD 6500. This will then entitle you to:

- Be assigned a Project Advisor
- Receive a guidance document to support you in completing the Project Proposal Form
- Participate in a voluntary briefing session on project selection
- Submit your Project Proposal Form for approval
- Implement your project and meet regularly with your Project Adviser
- Join a Project Support Group
- Submit your detailed Project Report summarising the Project and its implementation in the form of a written report and a PowerPoint Presentation
- Apply and prepare for your Panel Assessment

Assessment

Once you have submitted your Project Report, you can apply for your Panel Assessment date. An Assessment Fee of USD 1500 must be paid at this time.

For more information, visit our website
www.gccbdi.org/charteredreddirector or call **+971 4554 7967**

Who we are

The GCC Board Directors Institute (GCC BDI) is a not-for-profit organisation that guides board directors of organisations, from family-owned businesses to listed companies, to acquire the know-how and the tools to reach and sustain effective governance.

Today we are globally recognised and the only directors institute from the region to be admitted to the Global Network of Director Institutes.

GCC BDI is supported by eight leading regional corporations and professional services firms who serve as our strategic partners: First Abu Dhabi Bank, National Bank of Bahrain; SABIC, Saudi Aramco; Allen & Overy; Heidrick & Struggles; McKinsey & Company; and PwC.

When the GCC Board Directors Institute (GCC BDI) was first launched back in 2007, notions of good corporate governance and board effectiveness in the Gulf were nascent.

In the intervening years, corporate and system failures globally and an increasingly complex regulatory environment regionally, have sharpened the focus on governance. It is now one of the top priorities of GCC board chairs and executive management and recognised as critical to a company's sustainability, shareholder value and investment attractiveness. The role of the board director has consequently evolved from a largely honorary role into one with extensive responsibilities and liabilities which is taken very seriously.

GCC BDI has a successful and proven track record of helping directors and boards to stay abreast of their changing role in the dynamic regulatory environment across the GCC.

Our mission is to make a positive impact on the economies and societies of the region by promoting professional directorship and raising the level of board effectiveness. We work with the leading companies in the GCC, alongside a large and talented pool of top international, regional and local experts. In this way, we provide a mix of best international practice and actual board experience, combined with specialist knowledge and experience of corporate governance and director issues in the Gulf. We are proud to be the only director institute in the region to be admitted as a member of the prestigious Global Network of Director Institutes (GNDI).

GCC BDI has now built up an exclusive network of over 2600 senior directors and business leaders as members and they are our greatest ambassadors. Since our inception, GCC BDI has developed a unique combination of local experience and understanding, strong corporate governance and regulatory knowledge, practical director expertise, and tried and tested programmes. We look forward to further expanding our service offering and continuing to make a positive impact on the economies and societies of the region.

GCC BDI was originally founded in 2007 by: Saudi Aramco; SABIC; Emirates NBD; Investcorp; McKinsey & Company; Allen & Overy; Heidrick & Struggles; and PwC.





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03
The OECD
Guidelines for
Multinational
Enterprises
(2011)





GCC Board Directors Institute

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Strategic Partners: First Abu Dhabi Bank, National Bank of Bahrain, SABIC, Saudi Aramco, Allen & Overy, Heidrick & Struggles, McKinsey & Company, PwC

Corporate Affiliates: Elm, Saudi Telecom Company, The Saudi Investment Bank, Sipchem, Vision Invest, Tasnee