



BOARD APPRENTICE

DEVELOPING TOMORROW'S
BOARD MEMBERS TODAY





Dedicated to
Increasing Diversity

Board Apprentice is a Global Governance Group **not for profit initiative** launched in 2013. Board diversity and composition is a natural part of the governance considerations of any board. Global Governance Group brings actionable solutions like Board Apprentice to boards.

Why Diversity

We define diversity as

“The collective mixture of differences and similarities that include, individual characteristics, values, beliefs, experiences, backgrounds, preferences and behaviours.”

We would like to see every board reserve a seat at the table for educating an apprentice.

Participating boards become part of a practical solution to develop board- ready, diverse candidates.

Identifying High Calibre, Diverse Candidates



It is easy for boards to make an impactful difference to diversity at the top, through participating as host boards. 75%+ of our apprentices become board members within the first year of completing the programme and our host boards are developing not only their own pipeline of diverse NEDs but also the broader pipeline for all boards. Being a host board is supporting several UN SDGs, the company's CSR and the "S" in ESG.

What we do

We have developed a ground breaking programme that encompasses a Certificate in Practical Application of Corporate Governance combined with placing high-calibre, diverse candidates as 'board apprentices' on boards for one year.

The Certificate content is created and delivered by Professor Charlotte Valeur, who is a FTSE chair and NED with 20+ years of board experience.

The placement allows the apprentices to gain first-hand experience through observation of the workings and dynamics of a board. Apprentices emerge with the practical experience, confidence and understanding necessary to take on board roles in their future careers.



Equipping
Tomorrow's Leaders

Our approach

We believe that diversity goes beyond visible; diversifying aspects such as gender, ethnicity, age and physical disability, as well as less apparent aspects such as personality, outlook, experience, thought, social background, skill set, sexual orientation and neurodiversity.

This broad view of diversity and inclusion provides a range of rich perspectives and experiences.

The resulting healthy debate and challenge leads to better-informed decisions, good corporate governance, succession planning and corporate responsibility, which all results in superior performance.

Get involved

We look for partners – including private companies, state-owned enterprises, public sector bodies, higher-education institutions, charities, family-owned businesses, NGOs and national governments.

These partners want to be part of a solution to meet the equality, diversity and inclusion challenges.

As ED&I challenges become global, this concept is being used in a growing number of countries. At Board Apprentice, we would like to see it used in as many countries as possible as we create a global cultural movement that changes how tomorrow's board members are identified, developed and educated.

In the future, we expect a transformation within boards, as ED&I becomes the norm and plays an active role in developing the pipeline of diverse board members.

Collaboration

Global Governance Group collaborates and partners with organisations and individuals around the world who wish to launch their own version locally.

We provide the programme details, including legal templates, operations manual, training and support and the Applied Governance training and certificate.

Universities, governments, businesses, pension funds, charities, executive search firms and local authorities are delivering their own Board Apprentice programmes to develop targeted groups of people as board members.

We have found it enables the up-skilling of employees, members, general population and minority groups whilst showing social conscience and impact in a very tangible and measurable way.

There are two ways to get involved:

- Become a partner delivering the concept
- Become a host board

Become a partner

Delivering the concept

The versatility of the concept allows it to be used in a range of different ways. We have so far seen the following usages:

- Universities and higher education colleges are using it to diversify their own organisation's boards. Universities also use it to work with the companies that they are co-owning/owning to develop a targeted group of individuals such as employees or students as board members. This can also play an important part in being an MBA qualification, for example.
- Listed companies: The concept is used alongside initiatives such as, the Future Board Scheme, in partnership with UK Government Investments and the 30% Club.
- The Board Apprentice concept is also delivered in the U.K. in partnership with Investment Managers, the Association of Investment Companies ("AIC") and the London Stock Exchange.

- Countries further afield, such as Bermuda and Cayman Islands in the BBC region, in co-operation with EY to develop local individuals as board members.
- Large companies who create their own group of internal host boards to develop in-house talent
- Local public authorities using groups of local public and connected company boards to up-skill the local population
- Government initiatives to develop a targeted part of the population to be board members in order to further ED&I in the country
- Other initiatives working with government-owned entities such as, utilities to develop employees and/or the broader population as board members.
- Executive search firms offering an additional service for board-ready candidates and for boards wanting to take an active part in ED&I at senior level. The concept is also “field training” in ED&I for boards

Become a host board

We are always looking for host boards that recognise the need for diversity in the boardroom and who want to be part of developing a wider pool of candidates for board-level positions. Becoming a host board comes at no cost.

Taking part in developing new board members can improve board succession planning, feed into several UN SDGs and form part of your CSR or ESG. It delivers a measurable social impact worth writing about in the annual report, whilst showing the importance put on ED&I with an inclusive tone from the top, backed up with clear actions.

A diversity of perspectives at board level supports corporate governance effectiveness and makes it possible for boards to be firmly rooted in inclusion. It creates a base for richer, deeper discussions where the board sees more opportunities and risks. It also improves competitive strength and performance. Organisations that embrace diversity improve their customer orientation and are more able to take advantage of change. This can perpetuate a virtuous cycle of increasing returns.

Start your
Journey



Learn more about Board Apprentice
or contact us to discuss partnership
or how to become a host board.

boardapprentice.com/contact
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