



Institute of Directors



FOREWORD

Leadership development, it is often said, is a journey rather than a destination. This is particularly true of corporate directorship.

As countries in the Middle East and North Africa region transform themselves into more developed economies, traditional structures of government and family-owned businesses are being replaced by modern structures and practices of transparency, accountability and fairness.

The region is increasingly recognizing the role of professional and independent directors in realising its economic potential, encouraging foreign investment and enabling regional companies to operate and invest with ease in developed markets.

As a membership organization for professional directors, Mudara IOD provides a regional platform to address these issues. Current research shows that good governance has a very favourable impact on the sustainability and profitability of businesses. Constant dedication to good governance leads to good business results.

In this brochure, you can get a glimpse of what it means to be a professional director and member of Mudara IOD. It provides a brief outline of membership benefits and how you, as a member, can play an important role in developing the profession in the region. I encourage you to read it, and seriously consider applying for membership by visiting our website www.mudara.org

We invite you to join us on this journey.

Khalid M. Al Suwaidi
Chief Executive Officer
Mudara IOD



EMPOWERING BOARD MEMBERS, DIRECTORS & LEADERS IN THE REGION

Mudara - The Institute of Directors (IOD) is a regional professional membership organisation serving board members, directors and governance professionals in the Middle East and North Africa (MENA) region.

The organisation provides an authoritative voice on corporate directorship policy and practice. Through a network of local branches, Mudara IOD also offers a forum for board members and directors across the region to exchange ideas and experiences on best board practices.

Through membership of the Institute, professionals and board members can acquire the knowledge, expertise and support necessary for enhancing corporate directorship. It empowers directors and board members to maximise their potential by providing the resources for following best practices, thus improving business performance and professional development.

RAISING STANDARDS OF DIRECTORS

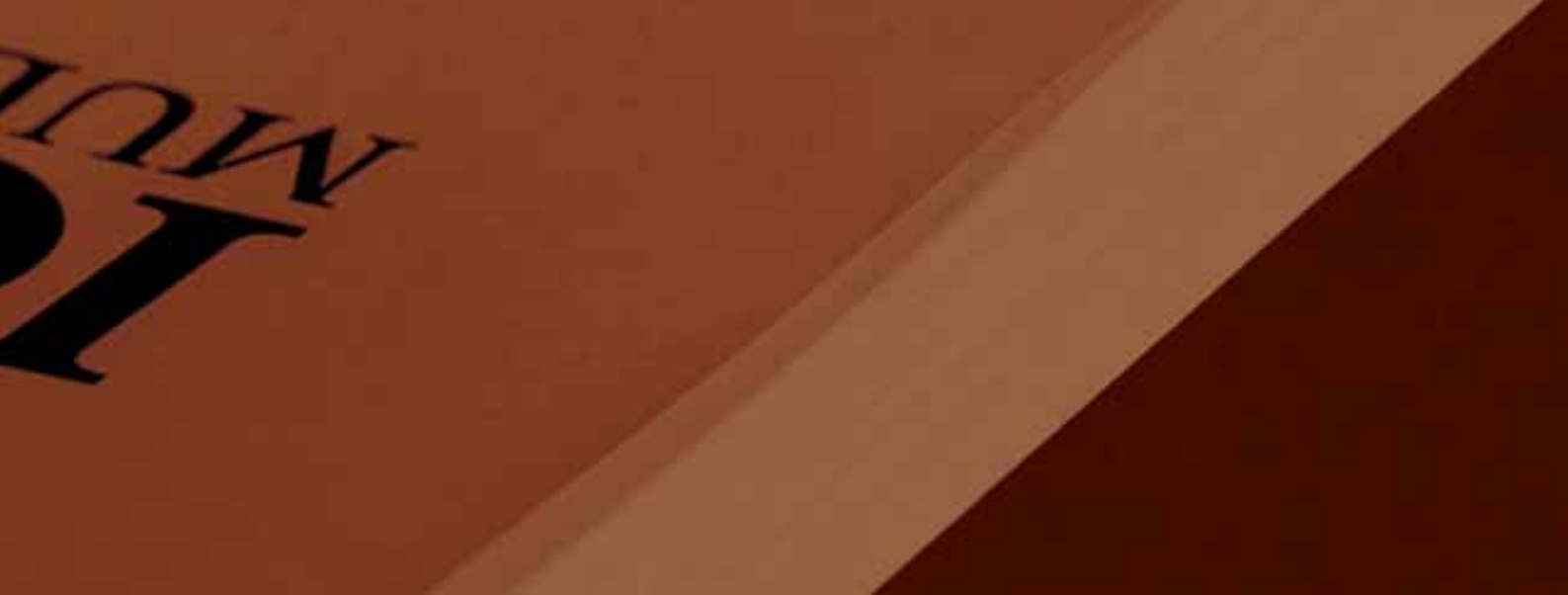
Mudara IOD offers professional development opportunities combined with advisory, networking and other services to ensure that professionals are up to date with the best practices of directorship.

We provide information, research, advice and learning programmes to assist members and boards in raising standards of corporate governance as well as business practices and performance.

Mudara IOD works to enhance understanding of the role of company directors within the public sector, private and family run businesses. Promoting corporate directorship serves our larger goal of supporting free enterprise and wealth creation, creating employment and greater living standards.

A DIFC INITIATIVE FOR THE REGION

Mudara IOD is an initiative launched by the Dubai International Financial Centre (DIFC) for the benefit of the region. The institute is an independent organisation created by DIFC to enhance director professionalism in the region. By bringing together leaders and professionals in the public and private sectors, Mudara IOD seeks to set new benchmarks for directorship and good corporate governance.



A GROWING TREND

Corporate leaders are increasingly recognising the vital role of corporate directorship and governance standards in business success. Studies have shown a clear correlation between the quality of corporate governance, corporate performance and shareowner value.

As the region continues to experience high economic growth, there is a growing need for more professional directors, and governance practices and standards to add value to the business. Essential elements of good corporate governance at the director level, such as transparency equality, fairness and accountability, are increasingly recognized as indispensable to regional businesses today.

BENEFITS OF MEMBERSHIP

- Networking opportunities
- Professional Development Programmes
- Access to research studies, reports and surveys
- Business information and advisory Services
- Seminars, Conferences and Workshops
- Board Appointments Service
- Access to Services of Affiliates
- Facilities for Events and Meetings
- Online Services
- Preferential Rates on Exclusive Services
- Access to Mudara IOD premises, lounge and facilities



MAXIMISE YOUR POTENTIAL

Through research, education, networking, dialogue and advocacy, Mudara IOD promotes excellence in directorship and board effectiveness. Members have access to high-level specialised professional development programmes, advisory services and research information.

Using our selection of business information, research studies and reports as well as professional development programmes and advisory services, members can improve their potential while professional directors can benchmark their practices against global standards.

Mudara IOD also organises seminars, forums, and conferences that provide opportunities and activities for directors to develop their effectiveness as board members.

Learning and Development

The role of the Board continues to evolve in response to corporate governance practices and standards worldwide. In the Middle East, there is an emphasis on achieving a fine balance between codes and conduct as family-owned businesses transform themselves into public corporations.

Members of the Board must be adept in the principles of risk management, compliance, succession planning and good governance. Directors must be responsible for maximising shareholder value, managing corporate conflicts, ensuring that the company acts in a socially responsible manner, and most importantly, in securing the interests of the company and its various stakeholders.

Programmes and Workshops

Mudara IOD offers director education and training programmes for members at preferential rates. We have designed specialised courses including exclusive programmes for the enterprise sector, government entities, and family-owned businesses.

Our distinguished streams of development programmes are:

- Director Development Programmes
- International Company Directors Courses (offered by AICD)



The Director Development Programme consists of four two-day workshops, each followed by an assessment test. Candidates who pass the programme will be eligible to take the Mudara IOD examination for Professional Director Certification.

We also offer customised education and training in affiliation with partner institutes. For more information on our programmes, please visit www.mudara.org

Information and Updates

Through affiliations and partnerships, Mudara IOD provides members with updates on current events and issues of interest to directors. Surveys and research information are made available to members at preferential rates.

Members will also be able to participate in a confidential annual Directors' Remuneration Survey aimed at assessing regional practices and trends.

Board Appointments Service

The Board Appointments Service assists members in finding suitable openings in companies in search for governance skills and expertise.

Experienced members who have passed the Institute's Accredited Director Development programme and Mudara IOD Certification examinations have a competitive advantage over other candidates.

To take part, members simply need to agree to have their personal information made available to approved enquirers through Mudara IOD.

NETWORK WITH THE LEADERS

By joining Mudara IOD, you will be able to connect with the leading decision-makers and professionals in the region. At events organised by Mudara IOD, you can share experiences, debate key issues, develop policy positions and best practice approaches.

Branches

Every member of Mudara IOD will be assigned to a Branch that will serve as a networking venue. Members of all Branches will be able to organise and participate in activities of local interest. The Branches will also serve as a local point of delivery for Mudara IOD's learning programmes and other services.

Directors Forum

The Directors Forum is an ongoing programme that promotes discussions among members on a broad range of directorship-related topics.

The programme is aimed at facilitating board-focused peer networking and enhancing members' understanding of and contribution to key issues. The programme will be conducted through both roundtable meetings and online dialogues.

Roundtable Meetings

Mudara IOD organises roundtable discussions between various groups of members and distinguished invitees. Topics include shareholder rights, transparency, director independence and ethics and board responsibility. The meetings are open to all members and will be part of Mudara IOD's annual conference.

Policy analysis

Members have the opportunity to contribute their professional views on important policy issues affecting directors and their boards. We consult members on significant issues and seek to communicate their views and advice on best practices. The Institute will also conduct regular analysis of current policies and practices to enhance understanding of directorship and raise the profile of the organisation and its members.



Premises and Facilities

All members have access to Mudara IOD's premises. Our facilities offer a first-class environment for doing business and networking with peers.

In conjunction with partners and branches, Mudara IOD can arrange larger venues and facilities for members and their boards.

Exclusive Services

Mudara IOD partners with leading service providers to offer discounts on exclusive services. For more information on our exclusive services, please visit www.mudara.org

Online services

Members can view and edit their personal data and preferences online and access exclusive information on a dedicated section of the Mudara IOD website. Through our dedicated online Board Appointment Service, members can also register for new director positions in the region.

Members can also receive regular information on our local, regional, and international activities.

Affiliations

Mudara IOD is in the process of affiliating with leading institutes across the world to provide members with access to facilities and services both regionally and internationally. Members will soon be offered opportunities for membership and access to the services of affiliates.



MEMBERSHIP

From Board Directors, CEOs and entrepreneurs to faculty members and students, if you have a professional interest in corporate directorship and professional excellence, we welcome you to join Mudara IOD. Membership is open to officials from various organisations including private, government and family-owned entities.

Membership of the Institute is open but not limited to:

- Owners, directors and senior managers, and those aspiring to be in, or training for, senior positions in any collective activity that requires the application of both governance and management skills.
- Professionals in all related fields such as legal, accounting, and finance, whose advisory roles require an understanding of corporate directorship and its practices
- Senior academics who conduct research into the performance of directors and their students
- Professionals who are already members of other recognised Institutes of Directors, and who are either established in the Middle East and North Africa region, have a specific interest in this region, or are simply interested in gaining international membership.



MEMBERSHIP APPLICATION

To apply for Mudara IOD membership, please visit www.mudara.org,
or e-mail us at membership@mudara.org