Member Newsletter

January 2026

Welcome to the **January 2026** edition of the Global Network of Director Institutes (GNDI) newsletter. As we step into a new year, this edition sets the tone for the governance priorities, opportunities, and challenges shaping the road ahead. Across our global membership, director institutes are engaging with the critical shifts redefining boardrooms worldwide.

This edition explores how boards can navigate uncertainty, sharpen their strategic focus, and build resilient organisations equipped for what lies ahead.

To feature your organisation's latest updates in an upcoming edition, please contact the GNDI Secretariat at communications@yourhub.co.za

GNDI Leadership Announcement

Welcoming Valeria Café as Deputy Chair of GNDI

The Global Network of Director Institutes (GNDI) has appointed Valeria Café, Managing Director of the Instituto Brasileiro de Governança Corporativa (IBGC), as Deputy Chair of GNDI and Chair of the GNDI Membership Committee.

GNDI represents 26 director institutes and over 180,000 directors and governance professionals worldwide, united in strengthening board effectiveness and governance standards. Valeria's appointment highlights IBGC's growing global influence and leadership on critical governance issues, including geopolitics, AI, climate change, diversity and evolving boardroom dynamics. GNDI congratulates Valeria and looks forward to her contributions to the network's global work.

Boardroom Trends and Insights: Guidance from AICD

As we head into 2026, it's time to look back on a year that challenged and reshaped the boardroom. Governance sharpened its focus across cyber resilience, psychosocial risk and climate transition planning. Revisit in our recap the big year that was.

AICD's Top 10 Articles of 2025 >

AI Use by Directors and Boards: Early Insights

The CEO Succession Gap: A Boards Critical Responsibility

As organisations increasingly integrate artificial intelligence into their operations and strategies, boardroom discussions are evolving. The focus is shifting from how AI should be governed to how AI can actively support governance. The AICD's AI Use by Directors and Boards: Early Insights explores how directors are beginning to use AI within boardrooms and governance processes. While AI adoption among Australian boards remains at an early stage, the resource provides a valuable foundation for directors to start informed conversations about the practical role of AI in governance, now and in the years ahead.

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CEO succession is one of the board's most critical responsibilities, with the potential to shape an organisation's long-term success or failure. Yet a recent governance study ranks CEO succession planning as the weakest board capability, exposing a significant gap in governance practice. CEO succession can make or break a company's future. The findings raise important questions about how well boards are preparing for leadership transitions and the risks this poses to organisational continuity and performance. So what separates boards that plan well from those that don't?

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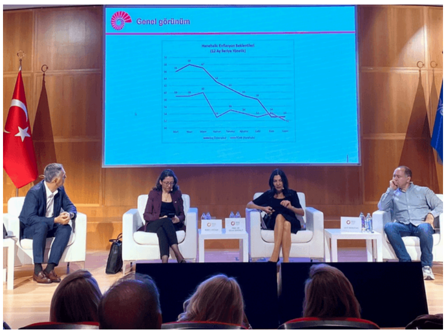
**Originally published by the Australian Institute of Company Directors (AICD), 2025.*

BDA Türkiye: Engaging Boards on What Matters

Special Documentary Screening: '*Ocean*', Narrated by Sir David Attenborough

In collaboration with the Mediterranean Conservation Association, a special screening of the documentary "Oceans" with Sir David Attenborough was hosted. This remarkable documentary offered a powerful reminder of the oceans' breath-taking beauty and highlighted the vital connection between our relationship with nature, sustainability, and responsible leadership.



Roundtable on Developments in the Turkish and Global Economy

BDA Türkiye convened a member roundtable focused on key developments shaping the Turkish and global economic landscape. Discussions explored short- and medium-term outlooks, including global trade tensions, strategic industrial policy, technological competitiveness, structural reforms, and the importance of coherent development strategies aligned with technological advancement.

Masterclass Workshop on Geopolitical Developments

BDA Türkiye hosted a masterclass workshop examining geopolitical developments and key considerations for boards. The programme covered global leadership dynamics, economic conditions, geopolitical risks, energy and the green transition, and advances in technology and artificial intelligence. An interactive Q&A session enabled participants to exchange perspectives on how boards can

assess risks and identify opportunities in an increasingly uncertain global environment.

BDA Türkiye's Fourth Members' Breakfast Meeting

Continuing its commitment to meaningful member engagement, BDA Türkiye hosted the fourth edition of its Members' Breakfast Meetings. The session focused on *Continuous Learning for Effective Boards,* with participants sharing insights on evolving training needs, emerging trends, and the importance of ongoing development from a boardroom perspective.

Vietnam's Governance Moment: Boards, Trust and the Road to 2030

VIOD's 8th Annual Forum: Advancing Corporate Governance Leadership in Vietnam

On 5 December 2025, the Vietnam Institute of Directors (VIOD) hosted its 8th Annual Forum in Ho Chi Minh City under the theme "Breakthrough Boards: Beyond Governance, Positioning Trust and Reputation in the Capital Market." The event brought together global and regional experts from organisations such as the OECD, MSCI and ICDM, alongside key domestic stakeholders.

Against the backdrop of Vietnam's market upgrade journey, discussions focused on the evolving role of boards as proactive governance leaders, emphasising strategic oversight, risk governance and accountability. A key takeaway was that effective corporate governance is not just a regulatory requirement, but a strategic driver of trust and reputation, critical to attracting and sustaining quality capital.

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Resolution 79: Vietnam's 2030 Governance Ambitions for State-Owned Enterprises

Issued on 6 January 2026, Vietnam's Resolution No. 79-NQ/TW sets ambitious targets for the state sector, including placing 50 state-owned enterprises (SOEs) among Southeast Asia's top 500 companies and 1–3 SOEs among the world's top 500 by 2030.

The Resolution positions governance reform as a cornerstone of competitiveness and global integration. It calls for the development of large, internationally competitive state economic groups, particularly in strategic sectors, and mandates the modernization of corporate governance practices. This includes digital-based governance systems across all SOEs and the application of the OECD Principles of Corporate Governance, underscoring Vietnam's commitment to aligning state-sector governance with international standards.

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IoD UK: Reimagining the Role of Non-Executive Directors in a Post-Higgs Era

NEDs Reimagined: What Effective Boards Need Now

The Institute of Directors has released NEDs Reimagined: A post-Higgs review of the role and contribution of non-executive directors, a landmark report from its independent Commission.

More than 20 years after the 2003 Higgs Report shaped non-executive leadership in the UK, the IoD argues that boards must now evolve. While the Higgs principles remain relevant, today's complex business environment demands a shift from periodic oversight to active, informed and adaptive stewardship.

The Commission identified 12 findings to strengthen board effectiveness, with four key priorities emerging:

- Redefining NED independence to emphasise independence of mind, cognitive diversity and avoidance of conflicts of interest.
- Broadening NED recruitment beyond the traditional pipeline of former executives.
- Encouraging greater energy and curiosity from NEDs in their role.
- Spending more time within the business to better understand and support operations.

View Report >

ICD: A Deep dive Into What 2026 Has In Store for the Boardroom

2026 and the Boardroom: Governing at Speed with Judgment

As boards look toward 2026, corporate governance is defined less by isolated crises and more by constant change. While uncertainty has always been part of board leadership, today's challenge lies in the speed at which interconnected geopolitical, economic, technological, and social risks emerge and escalate. Directors must now govern effectively amid persistent ambiguity, not just anticipate disruption.

Economic volatility, shifting trade dynamics, inflation, and political fragmentation will continue to shape board agendas. Organizations face growing regulatory divergence and policy unpredictability, particularly across borders, requiring boards to balance long-term strategy with near-term resilience. In this environment, effective governance depends less on perfect information and more on sound, timely judgment.

In Canada, these pressures are especially evident across sectors including financial services, energy, natural resources, infrastructure, transportation, and technology. Ongoing federal and provincial regulatory change, spanning data protection, capital adequacy, and operational resilience, demands that boards ensure compliance while remaining competitive. For organizations with cross-border operations, aligning Canadian governance expectations with U.S. and global standards remains a critical boardroom challenge.

IBGC's 2025 Knowledge Assets Spotlight Governance, Sustainability and Board Effectiveness

In 2025, the Instituto Brasileiro de Governança Corporativa (IBGC) reinforced its commitment to advancing corporate governance knowledge through the release of 12 publications, research studies and translated resources.

These outputs address critical governance themes such as integrity, sustainability, diversity and the evolving role of boards in a complex global environment. They combine practical guidance with research-based insights on topics including board nomination and elections, integrity systems, cooperative governance, sustainability reporting, board and organisational diversity, geopolitical risks, climate performance and net-zero strategies, and governance disclosure among listed companies.

To expand access to international best practice, IBGC also published translated research and practical, climate-focused guidance for boards. All publications are available via the IBGC Knowledge Portal.

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