

Academy for Values-Based Governance

**A SPECIAL PROGRAMME
FOR BOARD MEMBERS
OF VALUES-BASED
FINANCIAL INSTITUTIONS**

8th and 9th March
Santo Domingo

BLENDED ONLINE / IN-PERSON PROGRAMME

OCTOBER 2026 - MARCH 2027

Developed and implemented by:



INSTITUTE FOR
VALUES-BASED
GOVERNANCE

In partnership with:



**Global Alliance for
Banking on Values**

Meet the Academy

Governing Boards of values-based organisations require a different set of attitudes, skills, insights and levels of determination. **Governance at the highest level is critical to ensuring values** are truly integrated into the strategy on all levels and have an impact on day-to-day business.

This programme has been developed by the **Institute for Values-Based Governance (IVBG)** in partnership with the **Global Alliance for Banking on Values (GABV)**. It aims to support and strengthen Boards of values-based financial institutions that are members of the GABV.

The **Academy for Values-Based Governance** is a school of thought, where leaders learn and build their own path through **applying values-based criteria to strategic decisions** of their institutions. We draw on thought leaders, practitioners and participant experience to achieve our aims.

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About Us

The **Institute for Values-Based Governance** is a Dutch-based foundation committed to transforming governance in institutions around the world. As the home of the Academy for Values-Based Governance, our ambition is to serve as a beacon of learning and transformation to empower visionary leaders with the tools and knowledge to embrace a values-based approach to governance.

The **Global Alliance for Banking on Values (GABV)** is an international network of frontrunner organisations and leaders in the banking industry that use finance to serve people and the planet. Our collective goal is to make the banking system more transparent and support positive economic, social and environmental change. Learn more at gabv.org



Participants in the last two editions.

Programme objectives

After completing the programme, all participants should be able to answer the following questions:



What do we understand by governance in a values-based bank? How and why should it make a difference from other institutions? How can Board members bring the outside-in view and inside-out perspective related to the broader social mission of the institution?



What is the role of the Board of Directors in a values-based bank? How can Board members apply a values orientation to the strategic, tactical and practical performance of their institutions?



What are the professional and personal characteristics needed to be a Board member in a values-based bank? How can these qualities be embodied in their role as director and passed on in Board succession and transitions?



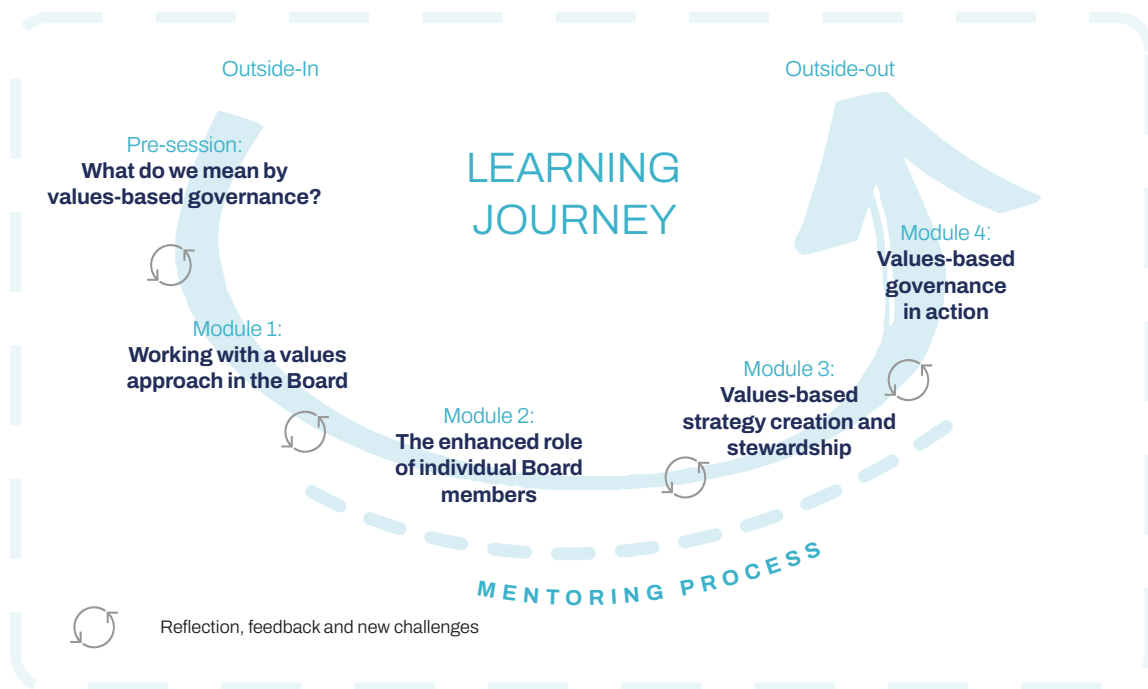
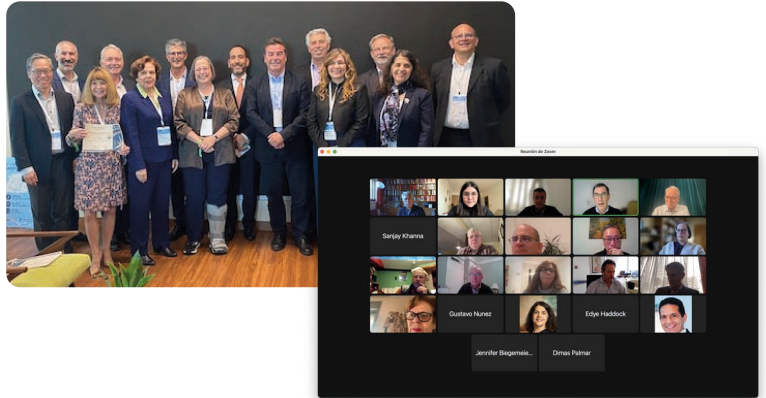
How can a non-executive director actively pursue a values-based approach in hiring and assessing the performance of senior management?

Key goals:

- Understand how Board members in values-based institutions have a different role to play and objectives to serve.
- Being able to express the unique perspectives of values-based institutions and make the learning actionable.
- Host generative and compelling dialogues with stakeholders and executive directors.
- Understand the dilemmas that need to be reconciled when working across cultures, ownership structures, business approaches and social conventions.

A mixed methodology

Governing Board leaders from around the world are invited to participate in a total course of 35 hours: 23 hours of virtual sessions held over 4 months, and 1.5 days of in-person engagement designed around the GABV Annual Meeting.



The experience will include:

- | | |
|---|---|
| ✓ Short lectures (15-30 min) | ✓ Personal development project with peer-to-peer review |
| ✓ Facilitated online conversations with experts on cases and best practices. Fireside chats | ✓ The course best-practices booklet |
| ✓ Pre-Reading / Pre-Viewing material | ✓ Individual mentoring (4 hours in 2 sessions) |

PROGRAMME STRUCTURE

The Academy has four modules. Three of them are online and the last one in person. Each online module consists of two sessions of 3 hours.

The themes and presenters for each module will respond to the goals of the programme and the objective of each module:



26th October
ONLINE

Pre-session:

What do we mean by values-based governance?

- Getting to know each other and program explanation
- Trends in values-based banking and challenges in today's world



**18th November &
16th December**
ONLINE

Module 1:

Working with a values approach in the Board

Emerging realities in relation to values-based governance

- Foresight and systemic challenges
- Values-based banking and consequences (board) governance

Integrating values-based banking into Board management

- Stakeholders' engagement and ownership models. The role of the board
- Values in the business model of the bank and the oversight role of the board



**13th January
& 3th February**
ONLINE

Module 2:

The enhanced role of individual Board members

Values and the Board member (more than a technical role)

- Personal values in relation to the mission of the bank
- Personal values and Board Engagement

Transition and succession and the guidance of the Board

- Values in pivotal moments and transitions
- Sustaining values in Leadership Succession



**17th February
& 10th March**
ONLINE

Module 3:

Values-based strategy creation and stewardship

Connection and dilemmas (the role of the board)

- Making the connection between Mission & Strategy explicit
- Anchoring Sustaining values & Business strategy. Identify and unpack dilemma's

Keeping a values-based strategy in motion

- Monitoring and adjusting a Values-based Strategy – Integrated dashboard
- Keeping the mission in moments of truth – case reflections.



10th & 11th April
IN PERSON
Melbourne, Australia

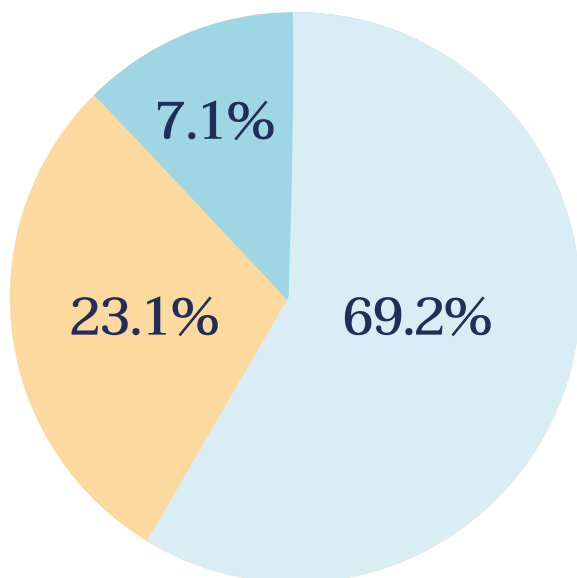
Module 4:

Values-based governance in action

- Beyond your institution – Part of a movement (what is the bigger picture?)
- A case study that combines programme themes and has strong personal relevance for the individual board member
- Participants Case Clinics
- Closure – The future of values-based board governance and the personal challenges of the participants

WHAT PARTICIPANTS HAVE TO SAY

Participants of the Academy for Values-Based Governance consistently highlight the depth of reflection, the diversity of perspectives, and the practical impact the Academy has on their role as board members.



HOW RELEVANT WAS THE PROGRAMME FOR YOUR ROLE AS A BOARD MEMBER?

92.3% found the programme very or extremely relevant to their role as Board members.

- Extremely relevant
- Very relevant
- Somewhat relevant

Survey among participants of the 2025/2026 cohort. Total replies: 13.

Global Perspectives

"I greatly enjoyed my time participating in the Academy. The readings, presentations, and discussions were excellent, and the opportunity to network with directors from across the globe broadened my understanding of what banking looks like and what it is capable of creating in communities."

Purpose, Strategy and Governance

"The Values-Based Governance Academy offers a highly enriching learning experience through its diverse and engaged cohort. It provides valuable perspectives on aligning purpose, strategy, and governance in a meaningful way."

A Community of Peers

"It helps me reflect on different perspectives and viewpoints. I feel comfortable sharing my own experience, and it makes me feel part of a community of board members facing similar challenges and driven by a shared intention: to do our best and achieve the best outcomes for people."

Deep Reflection and New Insights

"The Academy was a wonderful learning experience that provided me with many new insights and the opportunity to think deeply about important issues facing values-driven organizations. The opportunity to hear perspectives from colleagues from various organizations around the world was invaluable."

WHAT PARTICIPANTS VALUE THE MOST

Participants recognise that the Academy goes beyond sharing knowledge and helps board members think, act, and lead more effectively in values based financial institutions.



Peer learning and diversity of perspectives



Strategic reflection on governance challenges



Practical application to board work



Stronger confidence in their role



Relationships that continue
beyond the programme



70
Board members

from 25
values-based financial institutions
have participated in the Academy
across four cohort

PARTICIPANT PROFILE*



Board members in GABV banks

Non-executive directors (NED) and Chairs of GABV banks and supporting partners.



Potential and New Directors

Potential non-executive directors (NED) of GABV banks and on boarding course for new NED.



Other financial institutions

Non-executive directors and Chairs of other financial institutions in which mission and values are key drivers.



Regulators

Very selectively, regulators that want to understand the distinctiveness of governance in values-based financial institutions.

THE PEOPLE BEHIND THE GABV GOVERNANCE ACADEMY



Peter Blom

Chair/Co-founder

- Former CEO and co-founder of Triodos Bank.
- Founder and former Chairman of GABV.
- Co-founder and co-president of the Sustainable Finance Lab.



Marcos Eguiguren

Board member/Co-founder

- Former Executive Director GABV
- Associate Provost UPF Barcelona School of Management
- Member of the Board of different companies (including Triodos Bank)



Tom Cummings

Board member/Co-founder

- Board Counsel, Curator and Academic Professor
- Senior Advisor GABV
- Board Tällberg Foundation
- Chair BLab Europe



Lucia Urteaga

Programme Manager

- Co-founder and Director of Strategy and Governance at NGO Enlazando.

TUITION

While we strongly recommend that everyone attend all the modules, we understand that due to the distance and busy schedules of Board members, some participants may find difficult to attend the final module in person. For this, it is possible to sign-up only for the online modules. The prices are as follows (ex VAT):

GABV members:

Online	€ 4,620
In-person	€ 2,362

Non-GABV members:

Online	€ 5,880
In-person	€ 2,940

Additionally, there will be a 25% additional discount for the each additional participant of an institution.

We understand that certain institutions in emerging countries may be encountering economic challenges. In light of this, our programme has allocated a quota of four special cases that will be directly assessed by the Academy directors.

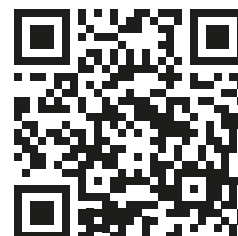
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APPLICATION PROCESS

Please complete the online application below, before the **15 October, 2026**. We will contact you upon receipt of your registration to help you complete the process and confirm the financial agreements.

There are a limited number of places on the program so please register early.

[Register Now](#)



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