## A Charter for Long-term Digital Preservation Sustainability

7 independently ratified **Principles** for assessing the long-term sustainability and durability of Digital Preservation service providers.

Preservica's detailed **Commitments** to these Principles.



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Note: This is an evolving Charter that will be periodically reviewed, updated and ratified by The Sustainability Council. Preservica's Commitments to the Charter Principles will also be periodically updated and reviewed as part of our on-going focus on the long-term durability and sustainability of our technology, service and company.

Digital Preservation is by its very nature a long-term venture. We believe that partnering with the right Digital Preservation service provider over the long term should also be a carefully considered decision. This is echoed by Ithaka in a recently announced study into the long-term sustainability and durability of Digital Preservation services:

"The long-term stewardship of digital materials depends not only on the technical resiliency of preservation systems, but also on the financial and organizational sustainability of these stewarding organizations **and their service providers**." <u>Oya Y. Rieger Ithaka</u>

Our company mission is to protect the world's digital memory. This clearly aligns our focus to the long-term commitment needed for Digital Preservation. However, we felt the need to go further.

That is why we have set out our detailed **Commitments** to a new **Sustainability Charter** for assessing the long-term sustainability and durability of digital preservation service providers that has been independently reviewed and ratified by a working group of major institutions and industry professionals from across the globe (you can view the membership of the independent **Sustainability Council** towards the back of the document).

The Charter incorporates **7 Sustainability Principles** that go beyond product functionality to encompass broader long-term sustainability dependencies such as how a provider manages customer's data, develops and innovates software, operates the service, engages with users and partners, ensures long-term financial viability, practices good corporate governance and importantly, addresses the environmental impact of its business and services.

By publishing our detailed Commitments to all 7 Principles Preservica is leading the way by setting a new standard for ensuring the long-term durability of our technology, services and company – for all our customers and partners. In addition, all our Commitments will be independently audited by the Council.



This is an evolving process. The Sustainability Council will continue to meet to review and refine the Principles and Preservica will constantly strive to raise the bar further on our Commitments to long-term sustainability. Watch out for future updates.

In simpler words it's an ongoing and long-term commitment to principles that help "Preserve the Digital Preservation provider" which we hope will also become a "blue-print" for best practice across the wider industry.

**Mike Quinn** CEO, Preservica

## Long-term Digital Preservation Sustainability – Our Promise

For our community of Digital Preservation users, today and into the future, Preservica adheres and commits to all of the 7 independently ratified Sustainability Principles outlined in the Charter. We believe, our commitment will future-proof our Digital Preservation technology and ensure the long-term durability of our Services and our Company.

The independent Charter of Sustainability Principles extend beyond product functionality to address how a Digital Preservation services provider:

- 1. Data Sustainability ensures the long-term readability, authenticity, integrity and portability of data
- 2. Software Sustainability works with users to develop and innovate software
- 3. Operational Sustainability manages its service to ensure high-levels of security, privacy and continuity
- 4. Knowledge Sustainability manages and develops expertise and knowledge
- 5. Financial Sustainability ensures long-term financial viability and resilience
- 6. Governance Sustainability practices good corporate governance
- 7. Environmental Sustainability commits to measuring and reducing environmental impact

The next sections explore the Sustainability Principles and Preservica Commitments for each area in detail.



Data Sustainability is at the heart of Digital Preservation. As a trusted custodian a service provider needs to ensure the long-term integrity, authenticity, discoverability, usability and portability of customer data - making it easy for customers to retrieve all their data should they decide to move to another provider or the provider ceases to trade. Data privacy and security over the long-term is covered in Operational Sustainability.

Principle	What it means for customers	Preservica Commitment
The solution is aligned to Digital Preservation standards and best practice such as OAIS ISO 14721 and NDSA	Ensures the integrity, authenticity accessibility and discoverability of your data is maintained over the long-term.	<ul> <li>The Preservica solution is continuously developed in alignment with recognized standards and best practice for the long-term archiving and preservation of digital content.</li> <li>All data held in the cloud is stored as multiple copies across multiple storage locations achieving 99.99999999% durability. The Preservica software also enables periodic integrity checking of data.</li> <li>The Preservica software automatically creates visible fixity checksums for every file ingested or migrated to other formats. This enables data integrity checking and proof of file authenticity.</li> </ul>
There is a simple and automated way to maintain the usability of your files and data using current applications and technology.	This is the core of Digital Preservation. Your data can always be instantly found, used and viewed using modern technology and applications.	<ul> <li>Our technology <i>automatically</i> &amp; <i>seamlessly</i> migrates content to the latest recommended file formats based on easy to select policies – either during and/or at any point after ingest into the system.</li> <li>Our Research &amp; Innovation team will proactively study "at risk" file formats and tools and maintain and update our Registry of over 2000 identifiable file formats and over 600 preservation actions.</li> </ul>

Principle	What it means for customers	Preservica Commitment
		<ul> <li>We will share our Registry with other providers, customers and partners in the Digital Preservation community through open community initiatives such as PAR (Preservation Action Registry).</li> <li>We will continue to extend the powerful way our software manages and preserves complex digital formats such as Social Media, Websites, 3D, CAD, GIS, Video and Multi-page books.</li> <li>We also enable users to preserve original versions of their files to support the possibility of providing access to them</li> </ul>
		<ul> <li>using their original software applications (for example using software emulation technology).</li> <li>To ensure discoverability of data the Preservica solution includes powerful full-text search, flexible metadata curation, reorganization of the archival structure, a secure public or internal portal and APIs for discovery by other systems.</li> </ul>
There is an easy way to receive back all data & metadata should you decide to leave your provider or if the provider ceases to trade.	Ensuring your data is actively preserved as well as fully portable is a fundamental part of Digital Preservation best practice.	<ul> <li>We will <i>never</i> lock customers into using Preservica and provide a number of simple ways to ensure you can always access and retrieve your data and metadata.</li> <li>For customers that wish to leave Preservica we provide a no-cost Service that ensures a smooth and easy exit. This will be described in our standard services agreement.</li> </ul>
		<ul> <li>As part of the no-cost Service we go beyond simply providing your original data and metadata to include the full folder and asset structure, all descriptive metadata for all folders and assets, the audit trail on all items, all files (original and migrated) plus all technical metadata and checksums.</li> </ul>

Principle	What it means for customers	Preservica Commitment
		<ul> <li>We use a published <u>Open Preservation Exchange (OPEX)</u> format for data and metadata transfer (that is human and machine readable) to enable easy transfer to other systems.</li> <li>We also offer an optional Data Backup and Escrow service which ensures a copy of all your data is maintained on a separate cloud service provider that you own and have access to (AWS or Azure or vice versa). This ensures continued access to data even if Preservica and or one cloud provider ceases to trade.</li> </ul>
The provider operates the service to the highest levels of data security and privacy including (ISO 27001, GDPR and SOC 2 Type II) and undertakes proactive risk management and mitigation.	Your data is always fully protected and secure over the long-term.	<ul> <li>Note: Commitments to this Principle are covered in Operational Sustainability</li> </ul>



The software for managing, preserving, and enriching your data is central to the long-term value of your archive. Software should be actively developed tested, maintained, supported, documented, and regularly upgraded in alignment with industry best practice and user community needs. The software source code should be held in Escrow and made available to the user community should the provider cease to trade.

Principle	What it means for customers	Preservica Commitment
There is a published active roadmap of new features that is prioritized by all	All customers have an equal opportunity to input to prioritizing which features are added to the product roadmap.	<ul> <li>We hold regular user group meetings and special interest groups that are open to all users.</li> </ul>
members of the user community.		<ul> <li>New product ideas can be flagged and openly discussed on the <u>Preservica Community Hub</u></li> </ul>
		<ul> <li>All users have an equal opportunity to vote on features that have been prioritized by the user community.</li> </ul>
		• Voting results are transparently shared with the community.
		<ul> <li>The roadmap is published online in the <u>Preservica</u> <u>Community Hub</u></li> </ul>
The software is never heavily customized by the provider to fit the needs of individual institutions or users and there are published APIs to enable customers to adapt or extend the software.	The software remains sustainable and extensible benefiting all users	• We are API first and publish all our APIs on our <u>Developer</u> <u>Community Portal</u> This enables users (and Preservica and our Partners) to extend the core product with workflows or integrations to other systems without needing to heavily customize.

Principle	What it means for customers	Preservica Commitment
There are regular new feature upgrades and maintenance releases delivered against an actively managed & published roadmap.	The software is always evolving and improving to meet changing needs - streamlining workflows and making Digital Preservation simpler and more automated.	<ul> <li>We aim to make new releases of software available every quarter or more frequently for our cloud-hosted editions and at least every 6 months for our on premise editions.</li> <li>Our Research &amp; Innovation team proactively study at risk file formats and tools and investigate the application of new and emerging technologies.</li> </ul>
The software is actively developed and tested by a professional Engineering & Quality Assurance (QA) team and partner community in alignment with industry best practice.	The solution provides a high- quality software and user experience. The software is more sustainable by not being dependent on any one individual and by having predictable rather than open ended costs.	<ul> <li>We maintain an integrated software platform that is developed and fully tested as a single application.</li> <li>We have a large and dedicated team of skilled and expert Engineers and Quality Assurance team.</li> <li>Our software is fully tested, documented and supported including any open-source tools or utilities used. Preservica is also a supporter and member of the OPE (Open Preservation Foundation).</li> <li>Regularly independently audited and certified against ISO 9001, ISO 27001 and SOC 2 Type II.</li> <li>Preservica maintains an active Partner Ecosystem that extend and integrate the software using our published APIs.</li> </ul>
The software source code is available to the user community should the provider cease to trade.	The community or individual customers can continue to develop the software if required.	The Preservica source code is deposited with professional Software Escrow services and certain national archives customers.



How your digital preservation provider manages and operates its Service (especially if cloud based) is fundamental to the long-term sustainability, security and availability of your data. The provider should have a dedicated (and expert) Operations and Support team that manage software upgrades, maintenance releases, backups, monitor the system and maintain the highest levels of security and service continuity against agreed recovery times.

Principle	What it means for customers	Preservica Commitment
The provider has a dedicated Operations & Support staff that strive for operational excellence and are independently audited to the highest cloud provider and ISO standards.	The Service and software are managed and maintained for you by a specialist and expert team so requires minimal IT support.	<ul> <li>Preservica maintains a dedicated Operations and Support team that are proven and expert in automating the management of a global cloud-based service for 2000+ institutions across 50 or more cloud instances.</li> <li>All operating procedures used by the team are fully documented and available as part of Preservica's Total Operating Model (TOM).</li> <li>The team is always well staffed and there are no single points of dependency.</li> <li>The team are regularly and independently audited against ISO 9001, ISO 27001, SOC Type II and by major Enterprise customers.</li> <li>Preservica is an AWS Advanced Technology and Government and Education Competency Partner – operating to the highest levels of security, reliability and performance.</li> </ul>

Principle	What it means for customers	Preservica Commitment
The provider operates the service to documented recovery times (RTO & RPO) and proactively manages software upgrades, maintenance releases, security updates, performance monitoring, backup and replication and disaster recovery.	The digital preservation software is regularly maintained and upgraded ensuring your data is protected and always available for you to augment, curate, actively preserve, search and share via your online portal.	<ul> <li>The Preservica Operations team automatically monitor all cloud instances and are alerted to any performance or service availability issues.</li> <li>The Operations team automatically deploy new cloud software releases at least every 8 weeks (or sooner if a new security threat or other issue is identified).</li> <li>Operational data including search index, authentication store, access portal configuration data, metadata and application database are protected by daily backup snapshots for use in service recovery.</li> <li>Preservica operates the Service to an expected Recovery Time Objective (RTO) of 4 hours (on working business days) and Recovery Point Objective of 24 hours (on working business days).</li> <li>The Disaster Recovery and Business Continuity plans are fully documented plans and tested at regular intervals.</li> </ul>
The provider operates the service to the highest levels of data security and privacy (such as ISO 27001, GDPR and SOC 2 Type II) and undertakes proactive risk management and mitigation.	Your data is always fully protected and secure over the long-term.	<ul> <li>The team operate to and are regularly and independently audited against <u>ISO 27001</u>, SOC 2 Type II and by major customers.</li> <li>The Software is independently Penetration tested at least once a year and by major Enterprise customers.</li> <li>The business and operations team proactively manage a Risk Register to identify and mitigate potential risks.</li> <li>There is a clear and documented process for escalating, logging and reporting any Security issues or Data breaches that are monitored and (if necessary) acted on by the Executive Leadership team.</li> </ul>

Principle	What it means for customers	Preservica Commitment
		• The team actively monitors emerging cyber threats and have a well-defined process for escalating and, if necessary, deploying software updates to protect customer data.
The provider has a dedicated and expert customer support team that proactively resolve issues using a structured ticketing system. Customers are also able to resolve issues via a User Community forum or portal.	You can always get issues with the service or software quickly resolved.	<ul> <li>Preservica will maintain a dedicated and expert Customer Support team.</li> <li>Customers can raise issues via email or through a dedicated ticketing system.</li> <li>Customers also have access to the <u>Preservica Community</u> <u>Hub</u> where they can get support from other users via Forums and Groups as well as discuss and share digital preservation best practice.</li> <li>Preservica Support respond to 99.9% of tickets within 2 hours and never resolve or close an issue without customer sign-off.</li> </ul>

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True sustainability has many more dimensions than just software, operations and data – and much of it is built on people and expertise. Digital Preservation is a specialist domain. To ensure sustainability and an evolving solution, providers should have a dedicated focus on digital preservation, a depth and breadth of technical expertise, an active partner ecosystem and no dependencies on the knowledge of individuals.

Principle	What it means for customers	Preservica Commitment
Providers should have a singular focus on Digital Preservation with the majority (at least 70%) of staff in Product & Technology roles.	You work with specialists and experts in Digital Preservation and there is an active roadmap and delivery of new features and innovations.	<ul> <li>We ensure at least 70% of our staff are in technical roles directly contributing to building a better product and customer success: Product Management, Innovation, Engineering, Solution Architecture, Operations, Support, Customer Success &amp; Services. All staff have appropriate technical accreditations and certifications.</li> <li>We have dedicated resources focused on Digital Preservation Research and Innovation – monitoring formats and tools and exploring the application of emerging technologies such as AI and Machine Learning.</li> </ul>
Providers should maintain a strong depth and breadth of expertise in Digital Preservation and enable customers to easily share and collaborate with each other.	Ensures sustainability with no single point of failure. You get to work with a variety of specialists and experts in Digital Preservation.	<ul> <li>Our <u>ISO 9001</u> certification requires us to maintain an active program of learning and knowledge transfer which include weekly technical and commercial all company updates and mentoring.</li> <li>Under ISO 9001 all critical processes are fully documented and are not dependent on single individuals.</li> <li>We have an online <u>Preservica Community Hub</u> that enables customers to learn, share and collaborate on Digital Preservation projects and best practice.</li> </ul>

Principle	What it means for customers	Preservica Commitment
		Our Enterprise customers work with a dedicated customer success manager to accelerate project success.
Providers should actively enable and support an ecosystem of partners - including consultants, integration partners, content migration experts, digitization specialists and independent software providers.	There is always a network of additional specialists available to help make your project a success. A strong ecosystem of 3rd party software developers and applications ensures greater software sustainability.	<ul> <li>We actively grow and support our <u>Partner Ecosystem</u>.</li> <li>We fully publish our APIs on our active <u>Developer</u> <u>Community Portal</u> to make it easy for others to extend, integrate and embed the Preservica Digital Preservation platform into their content and discovery ecosystems and applications.</li> </ul>
The provider has a documented diversity and equality policy and is committed to eliminating discrimination.	Your provider actively recruits and promotes individuals based on skills, expertise and merit.	<ul> <li>As part of our ISO 9001 Preservica has a documented equality, diversity and recruitment policy that is sponsored by the CEO and ensures everyone has the same opportunities for employment and promotion based on their ability, qualifications and suitability for the work.</li> <li>Preservica is committed to eliminating discrimination amongst employees. Our objective is to create a working environment in which there is no unlawful discrimination and all decisions are based on merit.</li> </ul>



Perhaps the most important aspect of sustainability is the one rarely discussed. To be confident of delivering services into the future your chosen provider must also have a long-term strategy and a financially sustainable and resilient business model.

Principle	What it means for customers	Preservica Commitment
Providers should have a resilient business model built on a predictable annual recurring revenue (ARR) from subscriptions (at least 80% of total revenue) and not dependent on large one-off projects.	You and your provider can confidently plan ahead. Your provider can invest in resources to deliver a roadmap of continuous product & service enhancements	<ul> <li>Our solution is purchased through a predictable single subscription fee that covers operations, all software upgrades, operations, maintenance, support, user group membership and community hub.</li> <li>We aim to maintain 80% ARR (Annually Recurring Revenue) and minimize one-off projects.</li> <li>By being able to confidently project our revenues from multi-year subscriptions over a 1-5 year timeframe we can invest in product enhancement for the benefit of all our customers.</li> <li>We run a detailed and prudent annual budgeting process, with financial and investment targets reviewed and approved by the Board of Directors.</li> </ul>
Providers should have a large and diverse customer base (different size organizations across different industries and geographies) to ensure greater financial resilience.	Your provider is more resilient to changing economic conditions across different sectors. Your provider can invest in resources to deliver continuous product & service enhancements.	<ul> <li>No single customer represents more than 6% of total revenue.</li> <li>Our commercial model is suited to different types of potential customers: a consultative sales model for larger &amp; public institutions, and a self-service model for small institutions who prefer to try-before-you-buy</li> </ul>

Principle	What it means for customers	Preservica Commitment
		• The company provides a range of Product Editions at different price points so that customers can choose to upgrade (or downgrade) according to their individual needs and financial circumstances
Providers should have high levels of customer satisfaction and retention (using NPS), <5% Revenue Churn and an NRR (Net Revenue Rate) of 100% or more).	Your provider is able to forward plan to maintain the highest levels of service, support and new product enhancements.	<ul> <li>We regularly measure customer satisfaction levels using NPS (Net Promoter Score) and take action to further improve our services or rectify concerns.</li> <li>We aim to maintain a high level of customer retention with Revenue Churn &lt;5% or better.</li> <li>We aim to maintain a 100%+ level of Net Revenue Rate (NRR) which measures our customers' desire to upgrade against a low number of customers leaving the service.</li> </ul>
Providers should have a clear and transparent source of funding, a resilient operating cashflow and a careful balance between investment in new software development and long-term profitability.	Prudent financial management ensures long-term sustainability and resilience of your provider.	<ul> <li>Our private equity shareholders Gresham House/Mobeus are a leading private equity house strictly regulated by the <u>UK Financial Conduct Authority</u> (FCA). They take a long-term view (they first invested in Preservica in 2016) and all funding is transparently announced and reported.</li> <li>We carefully manage the business to ensure we have a strong &amp; resilient operating cash flow (via recurring and new business) and prudently balance investment with long-term profitability.</li> <li>Software technology development is ring-fenced from business operations to ensure continual innovation in product.</li> </ul>
Providers should ensure all annual accounts are audited by an inde- pendent external third-party.	Trust in accuracy and independence of financial reporting and stability of organisation.	Our accounts will be audited each year and the auditor will be named in annual filings.



Providers should have a well-structured board of directors and management team that set a long-term strategy, ensure the business actively mitigates risks, operates to relevant business and data regulation, and maintains the highest levels of business integrity, continuity and accountability. This ensures the Provider is well run and not at risk from the whims of individuals with a controlling interest or falling foul of regulators or business malpractice.

Principle	What it means for customers	Preservica Commitment
The provider operates to the highest standard of quality, governance, business continuity, privacy, security and business ethics and is recently, regularly and independently certified to recognized standards such ISO 9001, ISO 27001 and SOC 2 Type II.	Transparency and adherence to the highest code of business practice ensures long-term durability and trust in your provider.	<ul> <li>Preservica is regularly and independently audited and certified to the highest standards of quality and security - ISO 9001, ISO 27001 and SOC 2 Type II.</li> <li>All company policies and processes are fully documented in our online Total Operating Model (TOM) to ensure transparency and the highest levels of business integrity.</li> <li>All staff including contract staff are required to read and acknowledge Preservica company policies on joining and at regular intervals. These include policies on anti-bribery, fraud prevention, whistle blowing, security and data privacy.</li> <li>Preservica has a named Data Protection Officer (DPO) that reports directly to the board of directors with responsibility for compliance with GDPR and Data Privacy.</li> <li>The company maintains a Risk Register with clear mitigation actions that is regularly reviewed and acted on by the Executive Leadership Team.</li> <li>The business continuity plan is tested on a regular basis as part of ISO 9001.</li> </ul>

Principle	What it means for customers	Preservica Commitment
The provider has a separate well- organized and experienced non- executive board of directors that set long-term strategy, oversee corporate governance and hold the business to account.	Overall stewardship of your provider is governed by a non-executive team and run by an expert leadership team that both have many years of experience in sustainably running successful software businesses over the long-term.	<ul> <li>The Preservica Board of Directors operates in compliance with widely accepted codes of practice for good governance (see appendix), meets monthly and includes an experienced non-executive Chair and two non-executive directors and key members of the company's leadership team.</li> <li>The Board set the overall long-term strategy of the business, monitor safety, financial performance and ensure good governance.</li> <li>The Board receive recommendations from the Executive Leadership Team and make key decisions including financing, strategic plans, business plans, budgets, delegations and approve senior level hires.</li> <li>The Executive Leadership Team is well structured across the main commercial and technical functions and are responsible for the day-to-day operation and success of the business.</li> <li>As part of good governance practice (ISO 9001) Preservica maintains an online organization chart and documents all Role Descriptions with nominated secondaries.</li> </ul>
There is no single individual with a Controlling Interest in the business (no single individual with more than 20% ownership).	No individual can force the business to close or radically change direction or redirect funds.	<ul> <li>No one individual has more than 20% holding in the business.</li> <li>Preservica's ownership &amp; shareholding structure is published online at Companies House (UK).</li> <li>Every full-time employee (with more than 1 year service) is currently granted share options in the business and so proactively participates in its success.</li> <li>Preservica's institutional investor has a long-term outlook and operates under the regulation of the UK Financial Conduct Authority (FCA).</li> </ul>

Principle	What it means for customers	Preservica Commitment
The provider has a separate advisory board that reviews and independently audits the providers commitments to long-term digital preservation sustainability.	Long-term sustainability is a core focus of your Provider that is independently reviewed and audited.	• Preservica cooperates with an independent Sustainability Council that review, refine and ratify the Sustainability Principles and audit Preservica's commitments and performance.

# 7. Environmental Sustainability

Digital preservation by its very nature consumes computing and storage resources which in turn have an environmental impact. Providers should be able to demonstrate a proactive and documented commitment to measuring and reducing the carbon footprint of its Business and Services as well as exploring new technologies and features that enable customers to reduce the impact of their digital preservation activity.

Principle	What it means for customers	Preservica Commitment
The provider should be able to demonstrate a commitment to measuring and minimizing the environmental impact of its service and invests in new technologies that enable customers to minimize the environmental impact of their digital preservation activities.	Help you to reduce and minimize the carbon footprint of your use of Digital Preservation.	<ul> <li>Preservica has engaged a specialist environmental sustainability firm <u>Small World Consulting</u> to assist in baselining the carbon footprint of Preservica's cloud based digital preservation services.</li> <li>SWC will make recommendations on ways to reduce environmental impact and produce guidance for Preservica customers on ways they can reduce the impact of their digital preservation activities.</li> </ul>
The provider should demonstrate a commitment to measuring and minimizing the environmental impact of its business and encourage staff to participate.	A provider with a positive awareness of environmental sustainability and climate change issues.	<ul> <li>Preservica has engaged a specialist environmental sustainability firm <u>Small World Consulting</u> to assist in baselining the carbon footprint of Preservica's business activity.</li> <li>SWC will make recommendations on ways to reduce environmental impact and to engage staff in providing ideas and feedback.</li> </ul>

## **The Sustainability Council**

The independent **Sustainability Council** is made up of representatives from major institutions and external industry professionals who independently review, refine and ratify the Principles *and* independently audit Preservica's Commitments.

#### 2022 members



Tanya Marshall

State Archivist & Chief Records Officer Vermont State Archives & Records Administration



Jason R. Baron

Professor of the Practice University of Maryland



Yaso Arumugam

Chief Information Officer and Chief Information Security Officer National Archives of Australia (NAA)



#### Portia Sanders

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Anne Archer

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#### Euan Cochrane

Digital Preservation Manager Yale University Library



Remke Verdegem

Product Owner e-Depot National Archives of the Netherlands

#### **Preservica liaison**



Steve Curl

Non-Executive Director Preservica



Michael Hope

VP Marketing Strategy **Preservica** 

## Appendix

**Governance Sustainability:** The <u>Preservica Board of Directors</u> operates in compliance with widely accepted codes of practice for good governance – as outlined below.

#### **Codes of Practice for Good Governance**

That ensure:

- Regulatory compliance
- Efficiency of business processes
- Risk identification and mitigation
- Better decision making
- Strong strategic planning
- Improved brand image

#### By having:

- Balanced Board composition
- Regular Board evaluation
- Director independence
- Independent audit

The world's cultural, economic, social and political memory is at risk.

Our mission is to protect it.

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