

## Short Form Full Board Evaluation

Name of rater

Date

Please use the scale below to rate the full board on each of the following governance areas, as you have seen it function in the last 12 months. Circle the relevant part of the rating scale for each question. Please hand the completed form to the chair for collation.

- 1 = Very strongly disagree
- 2 = Strongly disagree
- 3 = Disagree
- 4 = Neither agree nor disagree
- 5 = Agree
- 6 = Strongly agree
- 7 = Very strongly agree
- N/A = Not applicable
- D/K = Don't know

Please be sure to complete the comments sections, based on what you have observed in the last 12 months.

### 1. Board mix - The board has the right mix of executive and independent directors

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

### 2. Performance measures - The board receives a broad range of financial and non-financial measures which might include market positioning, innovation measures, social and environmental performance

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**3. Strategy delivery** - Our strategy delivers sustained competitive advantage

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**4. Professional development** - The board has a professional development process to ensure all members are kept up to date

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**5. Diversity** - The board has sufficient diversity among its members

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**6. Succession** - There is an effective succession planning process in place for the board

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**7. Poor performance** - Ineffective board members are asked to resign

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**8. Remuneration comparisons** - The pay and performance of directors has been compared to that of properly chosen peer groups

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**9. Evaluation** - The board undertakes a formal whole of board and individual director evaluation every year

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**10. Operational disclosure** - The board discloses how it operates including the types of decisions are taken by the board

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**11. Risk management** - The board has defined and manages the key risks to the organisation

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**12. Continuous risk management improvement** - The board ensures that continuous improvements are made to the risk management processes

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**13. Unexpected crisis** - The board is confident that the organisation could respond effectively to an unexpected crisis

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**14. Social responsibility policy** - The board has a social responsibility policy that includes a section on sustainability

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**15. Stakeholder involvement** - Key stakeholders have been involved in determining the organisation's social responsibility policy

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**16. Stakeholder relations programme** - The organisation has a stakeholder relations programme to fully understand their expectations

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**17. Evaluation of relations** - The board evaluates the effectiveness of the stakeholder relations programme

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**18. Management communication** - The board communicates effectively with management

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**19. CEO or MD review** - The board formally reviews the performance of the CEO or MD on at least an annual basis

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments

**20. Value of board papers** - The board receives board papers that are very helpful

1	2	3	4	5	6	7	N/A	D/K
Very strongly disagree	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Very strongly agree	Not applicable	Don't know

Comments