

Board Surveys

Sample Company Board Effectiveness Report

January, 2023



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Introduction

Purpose of this Report

The purpose of this Board Effectiveness Report (this “Report”) is to form the basis upon which your Board can enhance its effectiveness. It highlights areas of strength and areas where improvements can be made. It also acts as a baseline against which to measure the impact of initiatives that will increase board effectiveness and ultimately, organisational performance.

Please Contact Us if you would like additional review procedures (eg. Interviews) or one of our global experts to advise you how to interpret and act on this Report.

Inherent limitations of this Report

This Report reflects the perceptions of your respondents who participated in the Survey during the period leading up to the date of this Report. No steps have been taken by us to verify the accuracy or completeness of the responses of any individual respondents.

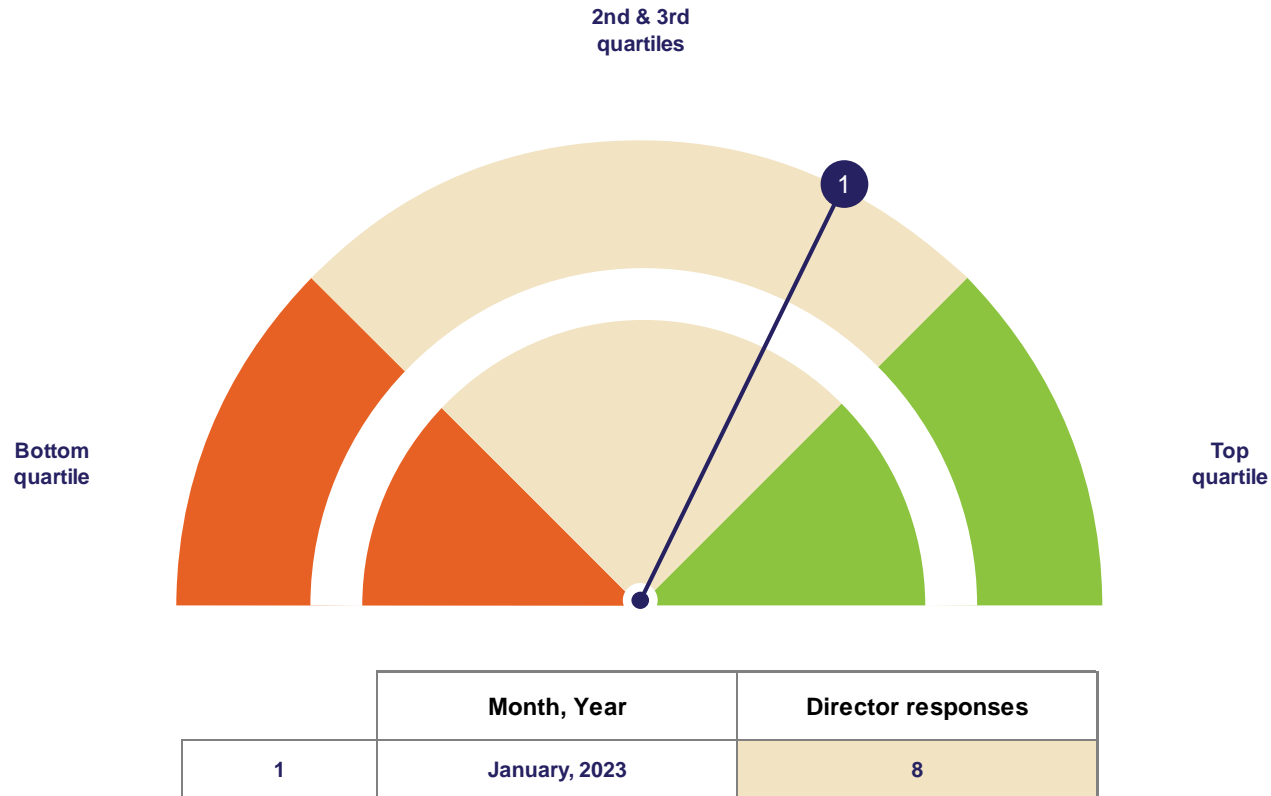
This Report and the Survey upon which it is based, by themselves, do not constitute a comprehensive review of the effectiveness of the board.

Third party reliance

This Report is intended for your Board’s sole and exclusive use and must not be used for any other purpose or distributed to any other party without our prior written consent. This Report has been prepared in accordance with our standard terms and conditions. Our organisation, its directors, members, employees, agents and representatives each expressly exclude all responsibility or liability arising in any way from reliance placed by a third party on this Report. Any such reliance is solely at the risk and responsibility of that third party.

1. Overall benchmarking of your board

This section shows how the overall responses of your directors are benchmarked against the overall responses of directors of comparable boards in our database. Section 2 shows you how your board is benchmarked against comparable boards in each of the important factors of a board's effectiveness.



Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

2. Benchmarking of each effectiveness factor

This scan shows how your board is benchmarked against comparable boards in each of the four WhatWhoHowDo™ framework dimensions and in each of the following important factors of a board's effectiveness. Section 4 shows you how your board is benchmarked against comparable boards in relation to each survey item that comprises each important factor of a board's effectiveness.

	Jan 2023
What	
1. Board Role Clarity Index	Top quartile
Who	
2. Board Composition and Renewal Index	Top quartile
How – Board Processes	
3. Chair leadership	2nd and 3rd quartiles
4. Performance management of the Board	2nd and 3rd quartiles
5. Boardroom dynamics	2nd and 3rd quartiles
6. Board/CEO relationship	Top quartile
7. Board/Management relationship	2nd and 3rd quartiles
8. Information management	2nd and 3rd quartiles
9. Meeting management	Top quartile
Board Processes Index	2nd and 3rd quartiles

	Jan 2023
Do – Board Tasks	
10. Purpose and strategy	2nd and 3rd quartiles
11. Board priorities	Bottom quartile
12. Organisational performance	2nd and 3rd quartiles
13. Organisational culture and integrity	2nd and 3rd quartiles
14. Governance of risk and compliance	Top quartile
15. Continuous improvement	2nd and 3rd quartiles
16. Adds organisational value	2nd and 3rd quartiles
Board Tasks Index	2nd and 3rd quartiles
Sample Company Board Effectiveness Index	2nd and 3rd quartiles

Legend: Bottom quartile 2nd and 3rd quartiles Top quartile **Note:** The benchmarking is explained in section 7

3. Highest and lowest rated survey items

This section shows the five highest and lowest rated survey items, based on their benchmarking. It also shows the profile of director responses to each survey item on the 1 to 7 survey response scale where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Highest rated survey items (highest first)

	Survey item	Director Responses						
		1	2	3	4	5	6	7
2.4	The Board has appropriate ongoing renewal (including succession plans for the Chair, Committee Chairs and the addition and/or replacement of important skills and experiences).	-	-	-	-	-	4	4
2.2	New directors receive a comprehensive induction.	-	-	-	-	-	2	6
1.2	The Board has appropriate documentation of its roles and responsibilities (e.g., an up to date Board Charter that includes the responsibilities of the Board, Chair and individual directors).	-	-	-	-	-	2	6
9.2	The Board's in-camera sessions are effective (i.e., without the MD, CEO or Management in attendance).	-	-	-	-	-	5	3
14.1	The Board ensures the organisation has effective compliance procedures (i.e., for monitoring, reporting and enforcing compliance with laws, regulations, its Code of Conduct and policies).	-	-	-	-	-	2	6

Lowest rated survey items (lowest first)

	Survey item	Director Responses						
		1	2	3	4	5	6	7
11.1	The Board carves out time during the year to 'deep dive' into the most important issues.	-	1	-	1	3	2	1
12.1	The Board ensures the organisation has an effective performance management system with agreed accountabilities (i.e., appropriate KPIs and individual accountability that cascade down through the organisation).	-	1	-	1	3	1	1
10.2	The Board approves the strategic plan only after conducting a rigorous review of the plan (including considered Board input).	-	-	1	1	1	3	1
4.3	The Board conducts a regular assessment of the effectiveness of each director.	-	3	-	-	2	-	1
7.1	The Board provides clarity of direction to Management (i.e., does not send mixed messages).	-	-	1	-	3	1	2

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Board role clarity

	Survey item	Director Responses						
		1	2	3	4	5	6	7
1.1	All Directors demonstrate a clear understanding of their role (including how it differs from the role of management).	-	-	-	-	1	6	1
1.2	The Board has appropriate documentation of its roles and responsibilities (e.g., an up to date Board Charter that includes the responsibilities of the Board, Chair and individual directors).	-	-	-	-	-	2	6
Board role clarity								

Board composition and renewal

	Survey item	Director Responses						
		1	2	3	4	5	6	7
2.1	The Board ensures that it has the appropriate diversity (e.g., gender, ethnicity, educational background, life experience, age, tenure, etc.).	-	-	-	1	2	2	3
2.2	New directors receive a comprehensive induction.	-	-	-	-	-	2	6
2.3	Directors, as a whole, have the abilities, expertise and experience that match the current and future strategic needs of the organisation.	-	-	-	-	1	4	2
2.4	The Board has appropriate ongoing renewal (including succession plans for the Chair, Committee Chairs and the addition and/or replacement of important skills and experiences).	-	-	-	-	-	4	4
Board composition and renewal								

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Chair leadership

	Survey item	Director Responses						
		1	2	3	4	5	6	7
3.1	The Chair builds healthy Boardroom dynamics (i.e., relates well with Directors and Management, deals effectively with dissent and works constructively towards consensus).	-	-	-	-	1	3	4
3.2	The Chair ensures that boardroom discussions do not get side-tracked from key issues.	-	-	-	-	-	6	2
Chair leadership								

Note: The Chair's responses have been removed in relation to all the Chair Leadership survey items.

Performance management of the Board

	Survey item	Director Responses						
		1	2	3	4	5	6	7
4.1	Appropriate action would be/is taken to address any individual director issues (i.e.,unsatisfactory commitment or performance or undesirable or questionable behaviour).	-	-	-	-	1	4	1
4.2	The Board acts independently of Management (i.e., Directors make their own judgements, express their own opinions and have appropriate input into the Board's agenda).	-	-	-	-	1	5	2
4.3	The Board conducts a regular assessment of the effectiveness of each director.	-	3	-	-	2	-	1
Performance management of the Board								

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Boardroom dynamics

	Survey item	Director Responses						
		1	2	3	4	5	6	7
5.1	The Board works constructively as a team (i.e., through collegial, productive working relationships that foster trust and respect).	-	-	-	-	-	5	3
5.2	Boardroom discussions are constructive (i.e., Directors disagree without being disagreeable, assumptions and different views are skilfully explored and constructively challenged).	-	-	-	-	-	6	2
5.3	Directors feel free to speak out openly and honestly without fear of criticism, even when voicing a minority position.	-	-	-	-	1	4	3
Boardroom dynamics								

Board/CEO relationship

	Survey item	Director Responses						
		1	2	3	4	5	6	7
6.1	The Chair has a constructive working relationship with the CEO (i.e., supportive and collaborative, yet independent).	-	-	-	-	-	1	7
6.2	The Board displays confidence in the overall performance of the CEO.	-	-	-	-	-	1	7
6.3	The CEO's overall performance is managed effectively on behalf of the Board (i.e., constructively, measured against predetermined criteria and with appropriate input from all Directors).	-	-	2	-	1	1	3
Board/CEO relationship								

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Board/Management relationship

	Survey item	Director Responses						
		1	2	3	4	5	6	7
7.1	The Board provides clarity of direction to Management (i.e., does not send mixed messages).	-	-	1	-	3	1	2
7.2	Management promptly communicates bad news to the Board (including 'red flags' and warning signals).	-	1	-	-	2	2	3
Board/Management relationship								

Information management

	Survey item	Director Responses						
		1	2	3	4	5	6	7
8.1	The Board receives the information it needs (i.e., relevant, concise, insightful, timely, forward looking and in an appropriate format).	-	-	1	-	-	4	3
8.2	Strategic issues are presented to the Board with adequate time for reflective thought.	-	-	-	2	2	3	1
8.3	The Board receives appropriate information on the organisation's performance (including financial and non-financial indicators and insights into the drivers of performance).	-	-	-	-	1	5	2
Information management								

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Meeting management

	Survey item	Director Responses						
		1	2	3	4	5	6	7
9.1	Discussion time during Board meetings is maximised (e.g., Management does not repeat unnecessarily what Directors have read in their Board papers).	-	-	-	-	2	5	1
9.2	The Board's in-camera sessions are effective (i.e., without the MD, CEO or Management in attendance).	-	-	-	-	-	5	3
Meeting management								

Purpose and strategy

	Survey item	Director Responses						
		1	2	3	4	5	6	7
10.1	The Board is effective at taking into account the 'big picture' external factors that may influence the organisation's performance.	-	-	-	1	1	3	3
10.2	The Board approves the strategic plan only after conducting a rigorous review of the plan (including considered Board input).	-	-	1	1	1	3	1
Purpose and strategy								

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Board priorities

	Survey item	Director Responses						
		1	2	3	4	5	6	7
11.1	The Board carves out time during the year to 'deep dive' into the most important issues.	-	1	-	1	3	2	1
11.2	The Board ensures that its meetings have an appropriate balance between strategic, performance and compliance matters.	-	-	1	1	1	4	1
Board priorities								

Organisational performance

	Survey item	Director Responses						
		1	2	3	4	5	6	7
12.1	The Board ensures the organisation has an effective performance management system with agreed accountabilities (i.e., appropriate KPIs and individual accountability that cascade down through the organisation).	-	1	-	1	3	1	1
12.2	The Board encourages a strong culture of organisational performance (i.e., benchmarking, setting challenging goals adapting quickly as circumstances change and recognising achievements).	-	1	-	-	1	6	-
12.3	The Board takes appropriate action when organisational performance measures are not met (including acting in advance).	-	-	-	1	2	5	-
Organisational performance								

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Organisational culture and integrity

	Survey item	Director Responses						
		1	2	3	4	5	6	7
13.1	Our Board sets a high tone from the top in relation to the organisation's culture, ethics and integrity.	-	-	-	-	1	3	4
13.2	The Board takes an appropriate role in shaping the organisation's culture (i.e., by understanding the culture, the impact of what is rewarded and punished and overseeing any cultural change required).	-	-	-	2	2	3	1
13.3	The Board has effective processes for actively managing any actual and perceived conflicts of interest.	-	-	-	1	2	4	1
13.4	The Board ensures that the organisation's relationships with its main stakeholders are managed well (including receiving appropriate information in relation to its employees, members, customers, suppliers, and the local community).	-	-	-	1	2	4	1
13.5	The Board ensures that effective governance procedures are in place to protect the rights of its main stakeholders (i.e. employees, customers and suppliers).	-	-	-	2	-	3	3

Organisational culture and integrity	
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Governance of risk and compliance

	Survey item	Director Responses						
		1	2	3	4	5	6	7
14.1	The Board ensures the organisation has effective compliance procedures (i.e., for monitoring, reporting and enforcing compliance with laws, regulations, its Code of Conduct and policies).	-	-	-	-	-	2	6
14.2	The Board receives appropriate information on how the organisation's risks are managed (i.e., including how such risks are being identified, evaluated, managed and mitigated).	-	-	-	-	1	3	4
14.3	The Board actively oversees the risk of IT breaches and cyber attacks (including risk of loss of customer, proprietary and other sensitive information).	-	-	-	-	2	5	1

Governance of risk and compliance	
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Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Continuous improvement

	Survey item	Director Responses						
		1	2	3	4	5	6	7
15.1	The Board regularly reviews its effectiveness and how it can improve.	-	1	1	-	-	2	4
15.2	The Board is open to changing the way it operates in order to be more effective (including searching for fresh, new ways to address problems).	-	-	-	-	1	4	3
Continuous improvement								

Adds organisational value

	Survey item	Director Responses						
		1	2	3	4	5	6	7
16.1	The Board adds value to the organisation (including to its performance, sustainability and reputation).	-	-	-	-	-	6	2
16.2	Overall, our organisation is performing well.	-	-	-	-	1	3	4
16.3	Overall, the Board is effective.	-	-	-	-	2	4	2
Adds organisational value								

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Custom item

	Survey item	Director Responses						
		1	2	3	4	5	6	7
17.1	The Board has appropriate meeting arrangements (e.g., timing, duration, frequency, room lay-out and right balance of in-person and virtual).	-	-	-	-	2	5	1
17.2	The Board ensures that the organisation has the right capability and capacity in the right areas to deliver on its strategy.	-	-	-	1	1	3	3

5. Differences in director and executive responses - positive gaps

This Section shows the survey items with the 7 largest positive gaps plus any additional survey items with an average response gap greater than +0.75. It excludes survey items where executives are less likely to have an informed view in relation to the relevant matter. Responses of 8 = Don't know, have been excluded from the table below.

	Survey item	Responses							Avg	Gap	
		1	2	3	4	5	6	7			
2.1	The Board ensures that it has the appropriate diversity (e.g., gender, ethnicity, educational background, life experience, age, tenure, etc.).	Directors	-	-	-	1	2	2	3	5.88	0.54
		Executives	-	1	-	-	1	3	1	5.33	
6.1	The Chair has a constructive working relationship with the CEO (i.e., supportive and collaborative, yet independent).	Directors	-	-	-	-	-	1	7	6.88	0.48
		Executives	-	-	-	-	-	3	2	6.40	
14.2	The Board receives appropriate information on how the organisation's risks are managed (i.e., including how such risks are being identified, evaluated, managed and mitigated).	Directors	-	-	-	-	1	3	4	6.38	0.38
		Executives	-	-	-	1	-	3	2	6.00	
1.2	The Board has appropriate documentation of its roles and responsibilities (e.g., an up to date Board Charter that includes the responsibilities of the Board, Chair and individual directors).	Directors	-	-	-	-	-	2	6	6.75	0.25
		Executives	-	-	-	-	-	1	1	6.50	
9.1	Discussion time during Board meetings is maximised (e.g., Management does not repeat unnecessarily what Directors have read in their Board papers).	Directors	-	-	-	-	2	5	1	5.88	0.21
		Executives	-	-	1	-	1	2	2	5.67	
16.2	Overall, our organisation is performing well.	Directors	-	-	-	-	1	3	4	6.38	0.21
		Executives	-	-	-	-	-	5	1	6.17	
17.1	The Board has appropriate meeting arrangements (e.g., timing, duration, frequency, room lay-out and right balance of in-person and virtual).	Directors	-	-	-	-	2	5	1	5.88	0.21
		Executives	-	-	1	-	1	2	2	5.67	

5. Differences in director and executive responses - negative gaps

This Section shows the survey items with the 7 largest negative gaps plus any additional survey items with an average response gap greater than -0.75. It excludes survey items where executives are less likely to have an informed view in relation to the relevant matter. Responses of 8 = Don't know, have been excluded from the table below.

	Survey item	Responses							Avg	Gap	
		1	2	3	4	5	6	7			
11.1	The Board carves out time during the year to 'deep dive' into the most important issues.	Directors	-	1	-	1	3	2	1	5.00	-1.00
		Executives	-	-	-	-	1	1	1	6.00	
12.1	The Board ensures the organisation has an effective performance management system with agreed accountabilities (i.e., appropriate KPIs and individual accountability that cascade down through the organisation).	Directors	-	1	-	1	3	1	1	4.86	-0.98
		Executives	-	-	-	-	1	5	-	5.83	
10.2	The Board approves the strategic plan only after conducting a rigorous review of the plan (including considered Board input).	Directors	-	-	1	1	1	3	1	5.29	-0.91
		Executives	-	-	-	-	-	4	1	6.20	
13.3	The Board has effective processes for actively managing any actual and perceived conflicts of interest.	Directors	-	-	-	1	2	4	1	5.63	-0.88
		Executives	-	-	-	-	-	3	3	6.50	
7.2	Management promptly communicates bad news to the Board (including 'red flags' and warning signals).	Directors	-	1	-	-	2	2	3	5.63	-0.88
		Executives	-	-	-	-	1	1	4	6.50	
13.5	The Board ensures that effective governance procedures are in place to protect the rights of its main stakeholders (i.e. employees, customers and suppliers).	Directors	-	-	-	2	-	3	3	5.88	-0.79
		Executives	-	-	-	-	-	2	4	6.67	
8.2	Strategic issues are presented to the Board with adequate time for reflective thought.	Directors	-	-	-	2	2	3	1	5.38	-0.79
		Executives	-	-	-	-	-	5	1	6.17	
15.1	The Board regularly reviews its effectiveness and how it can improve.	Directors	-	1	1	-	-	2	4	5.63	-0.78
		Executives	-	-	-	-	-	3	2	6.40	

6. Written responses to the open questions

Please advise the three main strengths of the Board.

- Comment 10
- Comment 02
- Comment 06
- Comment 08
- Comment 12
- Comment 11
- Comment 05
- Comment 03
- Comment 09
- Comment 07
- Comment 13
- Comment 14
- Comment 01

Please provide three suggestions to increase the Board's effectiveness.

- Comment 27
- Comment 19
- Comment 23
- Comment 25
- Comment 29
- Comment 28
- Comment 22
- Comment 20
- Comment 26
- Comment 24
- Comment 30
- Comment 31
- Comment 18

6. Written responses to the open questions

What two or three things could the Board do to add the most value to Axis Group over the next five years?

- Comment 44
- Comment 36
- Comment 40
- Comment 42
- Comment 46
- Comment 45
- Comment 39
- Comment 37
- Comment 43
- Comment 41
- Comment 47
- Comment 48
- Comment 35

7. How to interpret this report

This section provides you with advice on how to interpret and act on your Report.

How the benchmarking works

Your Report includes benchmarking in three main areas.

- Overall benchmarking of your board included in Section 2.
- The key factors of effectiveness included in Section 3.
- The benchmarking of each survey item included in Section 5.

Items, factors and overall effectiveness is shown by colour coding as being in the bottom quartile (red), the 2nd and 3rd quartile (beige) or the top quartile (green).

If the average response of your directors to a survey item is sufficiently below the average response of directors of comparable boards your board will be rated in the bottom quartile and will be assigned the colour red in relation to that survey item. If the average response of your directors to another survey item is sufficiently above the average response of directors of comparable boards your board will be rated in the top quartile and will be assigned the colour green in relation to that survey item.

The average response of directors in relation to each survey item differs. Some survey items are much easier to agree with and therefore have a higher average response than other survey items. Conversely, other survey items are much harder to agree with and therefore have a lower average response. This means that there can be different benchmarking for different survey items even if both survey items have the same profile of director responses. It also means that a better looking profile of director responses will not always be associated with a more desirable colour.

If there are one or more outliers in relation to a survey item (ie. with one or more directors more negative than most other directors) those outliers are likely to drag down the average director response. This often results in the relevant item being rated in the bottom quartile and being shown with the colour red.

Our WhatWhoHowDo™ framework

This Report uses the world recognised WhatWhoHowDo™ framework of board effectiveness. The extensive research involved in developing the most important factors of a board's effectiveness is set out in research articles included on Board Benchmarking's website.

Our global network of advisory experts

If you would like one of our global network of experts to advise you on how to interpret and act on this Report please contact us.

Articles, research and insights

There are numerous additional articles, research papers and insights on our website that will help you interpret and act on this Report and become a better board. If you would like to subscribe to receive our insights on a regular basis please do so on our website.