

BOARD EFFECTIVENESS EVALUATOR PLATFORM

In the boardroom of any high performing organisation is an effective board, responsible for providing strategic direction and oversight.



The corporate world is focused on Environmental, Social and Governance (ESG) considerations and it is the board that represents the "G" in ESG. The board has ultimate accountability for the governance frameworks of organisations that they are trusted to oversee.

The board's performance is integral to the long term success of a company. Accordingly, the board should have a process in place to test its effectiveness and facilitate continuous improvement. KPMG's Board Effectiveness Evaluator Platform is designed to make conducting board, committee and director performance assessments more efficient and value adding.

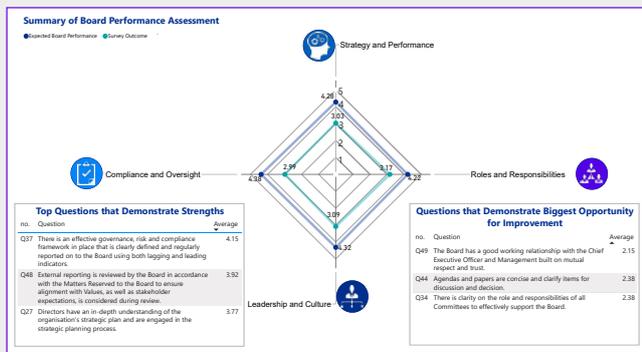
How KPMG's Board Effectiveness Evaluator Platform works

KPMG has developed a secure platform that incorporates board, committee and director performance assessments, to provide insights into the key strengths and potential areas for improvement to enhance overall board effectiveness. The evaluator is comprised of the following three modules which can be used separately or in unison to meet the board's needs.

1. BOARD EFFECTIVENESS SURVEY:

Explores board performance against each element of KPMG's Board Better Practice Framework - Leadership & Culture, Strategy & Performance, Compliance & Oversight and Roles & Responsibilities. Survey results are compared against KPMG's expected performance.

The survey includes optional additional questions to allow boards to gauge their skills and readiness to respond to ESG and cyber related factors.



Client - Board Performance Assessment

Leadership and Culture Overall Average: [Score]

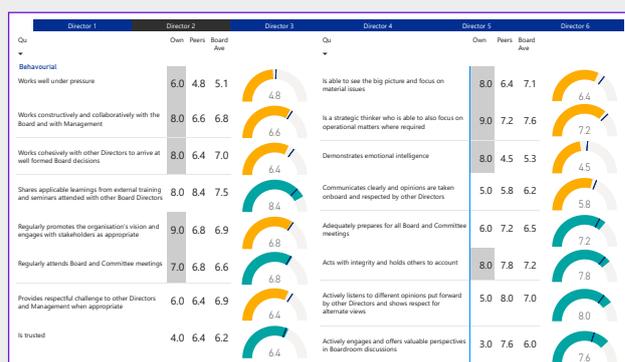
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Leadership and Culture - Questions in this section	Responses	Average
1. The role of the Board is clearly defined and all directors understand their duties which are documented in governance documentation (Constitution, Charter/Terms of Reference, Delegation of Authority).	[Bar Chart]	3.33
2. The Board has a good Committee structure that is effective in supporting the Board to perform its duties.	[Bar Chart]	3.10
3. There is a clear distinction between the role of the Board and the Chief Executive Officer that is understood amongst Management and articulated in the Delegation of Authority.	[Bar Chart]	2.92
4. The Board has a structured work plan (or annual agenda) to ensure meetings cover key agenda items and provide an opportunity for deep dives into specific topics and/or issues throughout the year.	[Bar Chart]	2.85
5. Board discussions reach conclusions that give clear guidance to Management.	[Bar Chart]	3.00
6. Board materials are taken as read to allow for constructive Boardroom discussions that focus on material items.	[Bar Chart]	2.77
7. Frequency and length of meetings are appropriate.	[Bar Chart]	3.33
8. The Board is cohesive, works well together and respects differing viewpoints for open and constructive discussion.	[Bar Chart]	2.85
9. In-camera meetings (meetings without Management) are effective and constructive.	[Bar Chart]	3.00

1 = strongly disagree, 2 = disagree, 3 = Neither agree nor disagree, 4 = agree, 5 = strongly agree

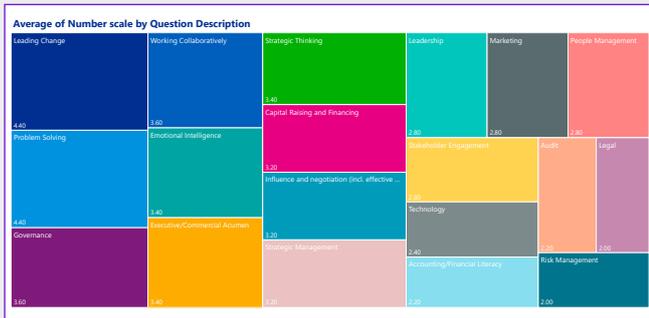
2. DIRECTOR EFFECTIVENESS SURVEY:

Provides 360 degree feedback to individual directors on their contributions to the board compared to their peers. Survey results are confidential and restricted to the Chair and the individual director.



3. BOARD COMPOSITION AND SKILLS MATRIX:

Considers board composition to produce a skills matrix that assesses whether the skills on the board (and committees) are what is required to deliver on strategic imperatives, highlighting opportunities for skills development through succession planning or professional development.



Subsection Title	Director 1	Director 2	Director 3	Director 4	Director 5	Average
Behavioural Skills						
Emotional Intelligence	5.00	4.00	3.00	2.00	3.00	3.40
Influence and negotiation (incl. effective challenge)	5.00	3.00	2.00	2.00	4.00	3.20
Leadership	3.00	4.00	4.00	2.00	1.00	2.80
Leading Change	5.00	3.00	5.00	5.00	4.00	4.40
Problem Solving	4.00	3.00	4.00	5.00	4.00	4.40
Strategic Thinking	3.00	3.00	5.00	3.00	1.00	3.40
Working Collaboratively	4.00	4.00	4.00	3.00	1.00	3.60
Technical Skills - General						
Accounting/Financial Literacy	2.00	2.00	3.00	1.00	2.00	2.20
Audit	1.00	3.00	1.00	4.00	2.00	2.20
Capital Raising and Financing	2.00	4.00	4.00	1.00	3.00	3.20
Executive/Commercial Acumen	3.00	3.00	5.00	3.00	3.00	3.40
Governance	1.00	5.00	3.00	5.00	4.00	3.60
Legal	2.00	2.00	1.00	3.00	2.00	2.00
Marketing	3.00	3.00	1.00	4.00	3.00	2.80
People Management	2.00	1.00	5.00	5.00	1.00	2.80
Risk Management	2.00	4.00	2.00	1.00	1.00	2.00
Stakeholder Engagement	3.00	1.00	4.00	1.00	5.00	2.80
Strategic Management	4.00	3.00	5.00	3.00	1.00	3.20
Technology	2.00	2.00	3.00	2.00	3.00	2.40

Once surveys have been completed, the output informs the focus of interviews to explore opportunities for the board to leverage its strengths to address any areas for growth. Findings and recommendations from interviews and surveys are included in a detailed report for presentation to the board.

The Board Effectiveness Evaluator Platform delivers

- Digital tailored surveys** (Icon: Laptop)
- Secure and anonymous responses** (Icon: Group of people)
- Board, committee & director assessments** (Icon: Boardroom)
- Board composition analysis and skills matrix development** (Icon: Grid)
- Benchmarked results against KPMG expected performance** (Icon: Checklist)
- Supported by global insights from KPMG's Board Leadership Centre** (Icon: Gears)
- Repeatable to compare results year on year** (Icon: Document with arrows)
- Shown in easy to read dashboards** (Icon: Book)

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