

# Sample Company Board Effectiveness Report

09 Jun 2026

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# 1. Introduction

Thank you very much for completing our shortened, 3 minute, single user board survey.

Whilst there is little validity in the benchmarking of a board based on only one person's view and almost impossible for all directors on your board to respond in exactly the same way as you, we trust that the survey experience gave you a sense of the world class survey items we use and the type of benchmarked reporting we provide.

## 1.1 Share with others

Please feel free to encourage your board colleagues, company secretary and others to complete the free trial survey and receive their own benchmarked report.

## 1.2 Arrange for your whole board to do one of our surveys

We also recommend that your whole board complete one of our board surveys. The benchmarked report will provide your board with a valid external reference point of your board's effectiveness as at today. This includes an external reference point of overall effectiveness, effectiveness in relation to each important factor of a board's effectiveness and effectiveness in relation to each survey item area.

The report will also act as a catalyst to help your board determine the areas it intends to improve for the benefit of your board and your organisation. If you would like expert advice on how to interpret or act on your survey results, one of Board Benchmarking's global partners would be delighted to assist you.

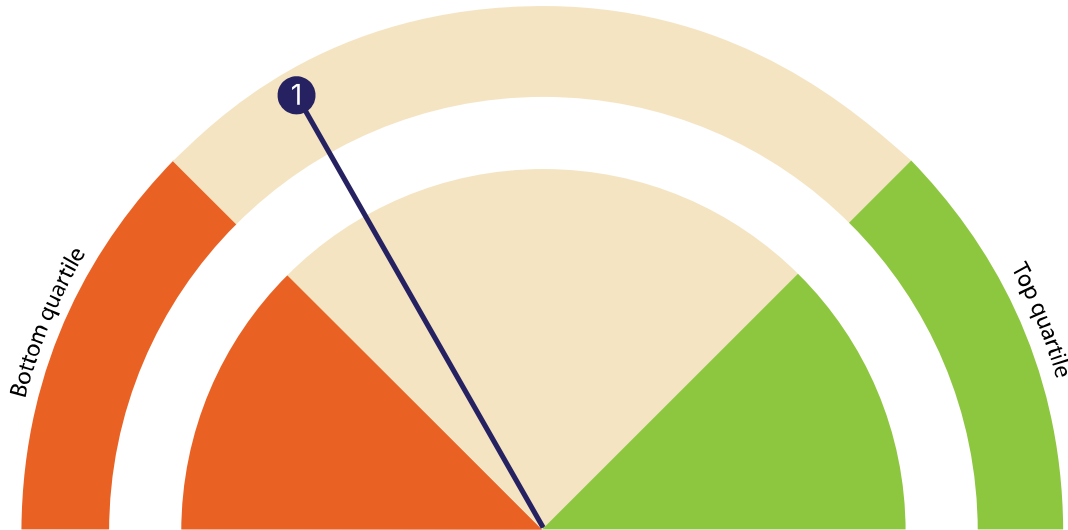
## 1.3 Contact Us

Please feel free to Contact Us if you have any questions or would like any assistance.

## 2. Board Effectiveness Index

This Section shows your Board Effectiveness Index including how it compared to our benchmark database. The index of each of the Factors that make up your Board Effectiveness Index are shown in Section 3.

### Your Board Effectiveness Index compared to our benchmark database



		Board Effectiveness Index	Board Member responses
1	Sample Company		1

Legend: # Bottom quartile # 2nd and 3rd quartiles # Top quartile

# 3. Board Effectiveness Scan

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.

		09 Jun 2026
What	1. Board Role Clarity Index	■
Who	2. Board Composition and Renewal Index	■
How – Board Process	3. Chair leadership	■
	4. Boardroom dynamics	■
	5. Board/CEO relationship	■
	6. Information management	■
	<b>Board Processes Index</b>	■
Do – Board Tasks	7. Board priorities	■
	8. Organisational culture and integrity	■
	9. Governance of risk and compliance	■
	10. Adds organisational value	■
	<b>Board Tasks Index</b>	■
<b>Sample Company Board Effectiveness Index</b>		■

Legend: ■ Bottom quartile ■ 2nd and 3rd quartiles ■ Top quartile

# 4. Board effectiveness factors and items

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	Frequencies														
1.1 All Directors demonstrate a clear understanding of their role (including how it differs from the role of management).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </table>	1	2	3	4	5	6	7							1
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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).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </table>	1	2	3	4	5	6	7							1
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<b>Board role clarity</b>	
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## Board composition and renewal

Survey item	Frequencies														
2.1 The Board ensures that it has the appropriate diversity (e.g., gender, ethnicity, educational background, life experience, age, tenure, etc.).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td></td></tr> </table>	1	2	3	4	5	6	7						1	
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2.2 New directors receive a comprehensive induction.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td></td></tr> </table>	1	2	3	4	5	6	7						1	
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2.3 Directors, as a whole, have the abilities, expertise and experience that match the current and future strategic needs of the organisation.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td></td></tr> </table>	1	2	3	4	5	6	7						1	
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<b>Board composition and renewal</b>	
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Legend: # Bottom quartile # 2nd and 3rd quartiles # Top quartile

# 4. Board effectiveness factors and items

## Chair leadership

Survey item	Frequencies														
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).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </table>	1	2	3	4	5	6	7							1
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3.2 The Chair ensures that boardroom discussions do not get side-tracked from key issues.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </table>	1	2	3	4	5	6	7							1
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<b>Chair leadership</b>	
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## Boardroom dynamics

Survey item	Frequencies														
4.1 The Board works constructively as a team (i.e., through collegial, productive working relationships that foster trust and respect).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </table>	1	2	3	4	5	6	7							1
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4.2 Directors feel free to speak out openly and honestly without fear of criticism, even when voicing a minority position.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </table>	1	2	3	4	5	6	7							1
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<b>Boardroom dynamics</b>	
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Legend: # Bottom quartile # 2nd and 3rd quartiles # Top quartile

# 4. Board effectiveness factors and items

## Board/CEO relationship

Survey item	Frequencies														
5.1 The Chair has a constructive working relationship with the CEO (i.e., supportive and collaborative, yet independent).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </table>	1	2	3	4	5	6	7							1
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5.2 The Board displays confidence in the overall performance of the CEO.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td></td></tr> </table>	1	2	3	4	5	6	7						1	
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<b>Board/CEO relationship</b>	
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## Information management

Survey item	Frequencies														
6.1 The Board receives the information it needs (i.e., relevant, concise, insightful, timely, forward looking and in an appropriate format).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td></td></tr> </table>	1	2	3	4	5	6	7						1	
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6.2 Strategic issues are presented to the Board with adequate time for reflective thought.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td></td></tr> </table>	1	2	3	4	5	6	7						1	
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6.3 The Board receives appropriate information on the organisation's performance (including financial and non-financial indicators and insights into the drivers of performance).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </table>	1	2	3	4	5	6	7							1
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<b>Information management</b>	
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Legend: # Bottom quartile # 2nd and 3rd quartiles # Top quartile

# 4. Board effectiveness factors and items

## Board priorities

Survey item	Frequencies														
7.1 The Board carves out time during the year to 'deep dive' into the most important issues.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td></td><td></td></tr> </table>	1	2	3	4	5	6	7					1		
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7.2 The Board ensures that its meetings have an appropriate balance between strategic, performance and compliance matters.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </table>	1	2	3	4	5	6	7							1
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<b>Board priorities</b>															

## Organisational culture and integrity

Survey item	Frequencies														
8.1 Our Board sets a high tone from the top in relation to the organisation's culture, ethics and integrity.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td></td><td></td></tr> </table>	1	2	3	4	5	6	7					1		
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8.2 The Board takes an appropriate role in shaping the organisation's culture (including understanding both the current and desired culture and overseeing any cultural change required).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td></td><td></td></tr> </table>	1	2	3	4	5	6	7					1		
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8.3 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).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td></td><td></td></tr> </table>	1	2	3	4	5	6	7					1		
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<b>Organisational culture and integrity</b>															

Legend: # Bottom quartile # 2nd and 3rd quartiles # Top quartile

# 4. Board effectiveness factors and items

## Governance of risk and compliance

Survey item	Frequencies														
9.1 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).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td>1</td><td></td><td></td><td></td></tr> </table>	1	2	3	4	5	6	7				1			
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9.2 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).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td></td><td></td></tr> </table>	1	2	3	4	5	6	7					1		
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9.3 The Board actively oversees the risk of IT breaches and cyber attacks (including risk of loss of customer, proprietary and other sensitive information).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td>1</td><td></td><td></td><td></td></tr> </table>	1	2	3	4	5	6	7				1			
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<b>Governance of risk and compliance</b>															

## Adds organisational value

Survey item	Frequencies														
10.1 The Board adds value to the organisation (including to its performance, sustainability and reputation).	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td></td></tr> </table>	1	2	3	4	5	6	7						1	
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10.2 Overall, the Board is effective.	<table border="1"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td></td></tr> </table>	1	2	3	4	5	6	7						1	
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<b>Adds organisational value</b>															

Legend: # Bottom quartile # 2nd and 3rd quartiles # Top quartile

# 5. Written responses to the open questions

**Please advise the three main strengths of the Board.**

- Relevant experience. Commitment to success. Respect for each other.

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

- Continue to demonstrate and grow mutual trust. Speak up to support the focus on growth and performance, learning and accountability.