

Key:

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2019/20 Board Evaluation Questionnaire

	Question	5	4	3	2	1	Ave
A.	Skills, experience, diversity, knowledge						
1.	How appropriate is the composition of the Board for the requirements of the business?						
2.	How would you rate the Board's understanding of the following areas of the Business and areas of business transformation:						
i	Retail						
ii	Financial Services and Insurance						
iii	Telecoms						
iv	IT						
v	Risk						
vi	Banking Framework						
vii	Digital Identity						
viii	Compliance						
ix	Corporate Governance requirements (including the increased focus on diversity and stakeholder reporting)						
x	Aligning all of the above into the work on Purpose, Strategy and Growth						
B.	Leadership, ways of working, time management						
3.	How would you assess the Chairman's encouragement of debate within the Board, including ensuring that all directors are able to contribute to the discussion?						
4.	How effective is the Board at focussing on the right issues (e.g. gaining an appropriate level of assurance on how strategy is being implemented and the business is being run, setting strategy, providing support and challenge to management).						
5.	How effective are the relationships between:						
	a. Board Members						
	b. Non-Executive Board Members and Management (in providing both support and challenge)						
C.	Decision-making and Risk						
6.	How would you assess the Board's consideration of risk when taking strategic and operational decisions?						
7.	How strong is the Board's understanding of the business' competitors?						
	Question Strictly confidential	5	4	3	2	1 3	Ave
8.	How strong is the Board's understanding of the						

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	business' performance drivers?						
9.	How effective is the <u>process</u> of board decision making?						
10.	To what extent does the Board review past decisions?						
11.	How seriously does the Board take the development of individual directors and the Board as a whole, and where it needs to improve?						
D.	Specific Questions for Non-Executive Directors, Executive Directors and UKGI Representative						
12.	The quality and value of NEDs' contributions at board meetings?						
13.	To what extent do NEDs get involved in issues outside the Boardroom?						
14.	How effective are the EDs in assisting the Board's understanding of the business issues?						
15.	To what extent do the EDs act in a collegiate manner with the overall interests of the business in mind?						
16.	The level of insight provided by the UKGI representative into the strategic direction that the Shareholder aspires to.						
17.	The level of engagement and contribution made by the UKGI representative.						
E.	Information and Support						
18.	How would you rate the management information received by the Board and its timeliness (i.e. is it the right information at the right time to provide you with the assurance you need and the understanding of the business you need)?						
19.	How would you rate the quality of papers and presentations received by the Board?						
20.	How effective are the Board Committees at communicating decisions and outcomes to the full Board?						
	Question	5	4	3	2	1	Ave
21.	How would you rate the access you have to any additional information and support you need to fulfil the requirements of your role (i.e. from					3	

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	management, secretariat or from external advisers, where required?)						
22.	Does the Board feel that the frequency and length of meetings are appropriate?	Yes/No					
23.	Are issues brought to the Board at an appropriate time?	Yes/ No					
24.	Are there any issues or topics <i>that are not discussed</i> that should be considered at the Board?	Yes/ No					
25.	How effective are the communications between the Board and the management between formal meetings?						
26.	Does the Board have sufficient time in private (either formally or informally) to discuss matters of concern?	Yes/No					
F.	Stakeholder engagement / culture						
27.	How would you assess the Board's approach to considering the following stakeholder needs/ views when taking decisions:						
i.	Customers						
ii.	Postmasters/agents and clients						
iii.	Special Shareholder						
iv	Employees						
v.	Suppliers						
vi.	Regulators						
28.	How do you think the company's culture/ behaviours need to change to support the successful delivery of its strategy?						
G.	Please include any thoughts you have about the operation of the Board and any ideas for its future operation.						