



**BOARD EXCELLENCE**

# **ENABLING HIGH-PERFORMING BOARD TEAMS**

**External  
Board Effectiveness  
Evaluation**

**Listed Companies**

**[boardexcellence.co.uk](http://boardexcellence.co.uk)  
[boardexcellence.ie](http://boardexcellence.ie)**



# ABOUT BOARD EXCELLENCE

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*Board Excellence is a specialist board consultancy practice that enables boards, working as teams, and individual directors, to excel in effectiveness, performance and corporate governance best practices. We support companies of all sizes and sectors listed on main securities and alternative investment markets. Our board support programmes are aligned with the UK Corporate Governance Code, the Quoted Companies Alliance (QCA) Code, FRC Guidance, sector-specific codes and regulations and international best practice.*



## External Board Evaluation

*We deliver a comprehensive, independent and objective board evaluation for listed companies which is based on international best practices. Our approach will establish a strong foundation from which the current strengths and weaknesses of your board can be assessed and a measurable plan of improvement be developed to sustain your board's effectiveness and performance. We also support board chairs and company secretaries in implementing recommendations arising from the external evaluation, and in ensuring the objectivity of internal reviews, findings and outcomes.*



*Engaging closely with your chair, directors and company secretary, our approach examines all essential aspects of your board's effectiveness and performance with a particular emphasis on relationships, behaviours and dynamics and how your board ensures its focus is aligned appropriately with culture, strategy, performance and governance.*

*The principal aim of our evaluation process is to support and empower our board clients in achieving a step change in their performance and in the value they add to their organisations.*



**London**  
Stock Exchange

*As a preferred board evaluation, consultancy and advisory partner of the London Stock Exchange Issuer Services Marketplace Programme, we welcome the opportunity to discuss your specific requirements with you.*

# Overview of Board Excellence External Board Evaluation Process

**Phase 1 : Meeting with the Board chair and Board Secretary to agree objectives, process, scope**

**Phase 2 : Dissemination and completion of online questionnaires ( reviewed/signed off by Board Chair & Secretary )**

Main board questionnaire

Audit/Risk Committee

Remuneration Committee

Nominations Governance Committee

ESG Sustainability Committee

**Phase 3 : Review of the last 12 months board materials for the main board and all sub-committees**

Board packs ( executive reports )

Agenda Meeting minutes

Governance materials

Risk register Risk management framework

Strategy related materials

Culture, talent, succession materials

**Phase 4 : Collation and analysis of questionnaire responses ( main board and committees )**

**Phase 5 : Attendance by the external evaluator as an observer at a board meeting and each committee meeting**

**Phase 6 : one-on-one confidential interviews with board chair, board secretary, non-exec directors, exec directors**

**Phase 7 : Completion of first draft of the external evaluation findings and recommendations draft report**

Board Information model

Process Procedures Succession/Induction

Governance code compliance

Board meeting dynamics, challenge, debate

Quality of board oversight & decision-making

Engagement Shareholders Stakeholders

Executive – Non-executive engagement

Oversight of financial & internal controls

Strategy

Risk management ( incl. cyber-security )

Chair leadership Committees

Culture, talent, diversity, ESG reporting

**Phase 8 : Support for the board chair and board member annual evaluations**

Support to board chair on annual board member evaluation ( best practices guide, framework )

Support to SID on annual board chair evaluation ( best practices guide, framework )

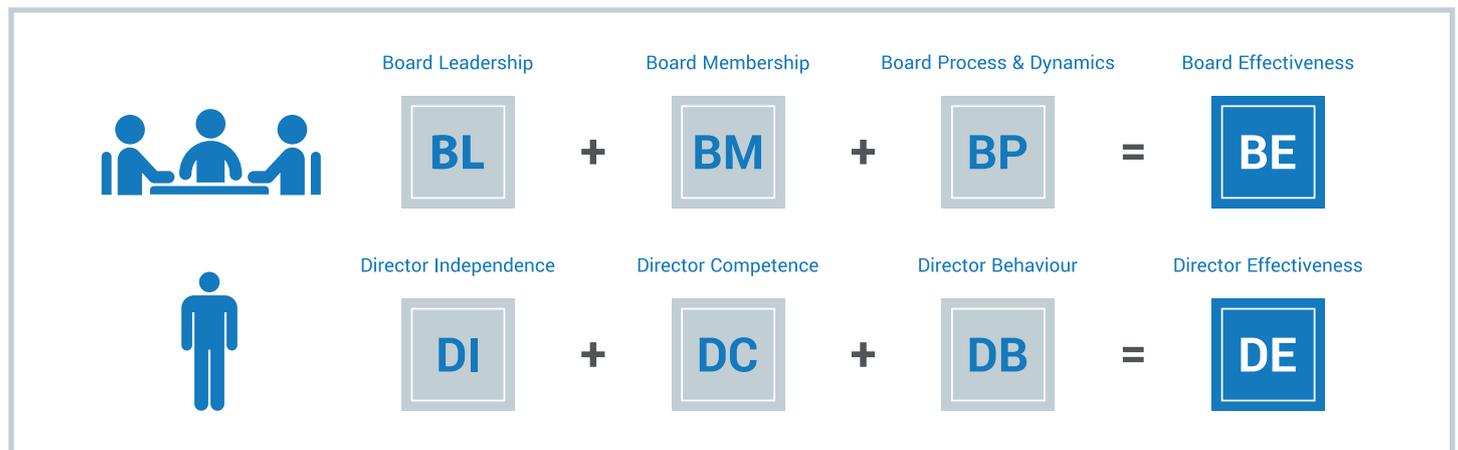
**Phase 9 : Meeting with the Board Chair and Board Secretary to discuss first draft and incorporate feedback**

**Phase 10 : Presentation of draft external evaluation report to the board of directors**

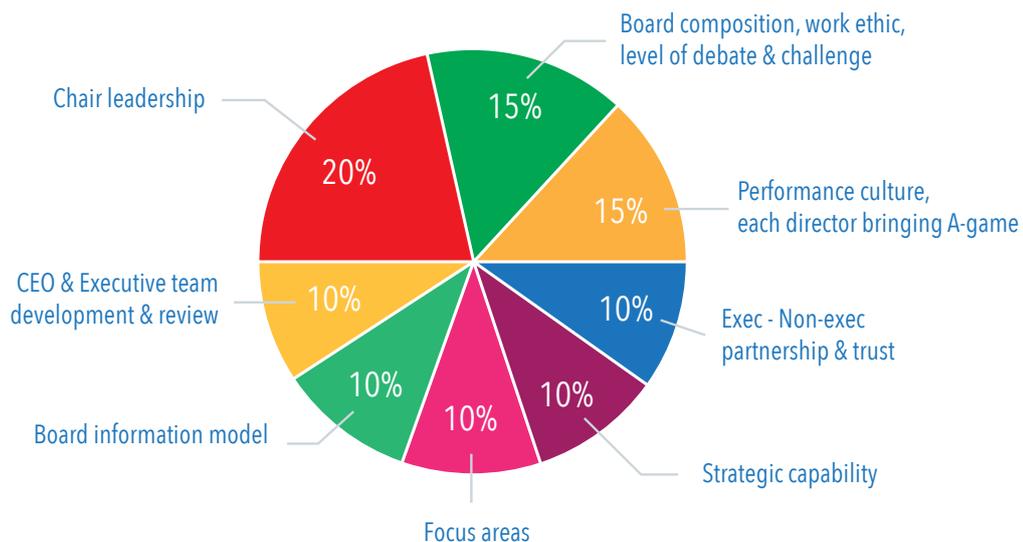
**Phase 11 : Support service to the Board Chair and Secretary on any recommendation implementation or general board effectiveness, performance & corporate governance queries over next 12 months**

# WE DRAW ON INTERNATIONAL BEST PRACTICE AND PROPRIETARY MODELS

## Board effectiveness and performance model

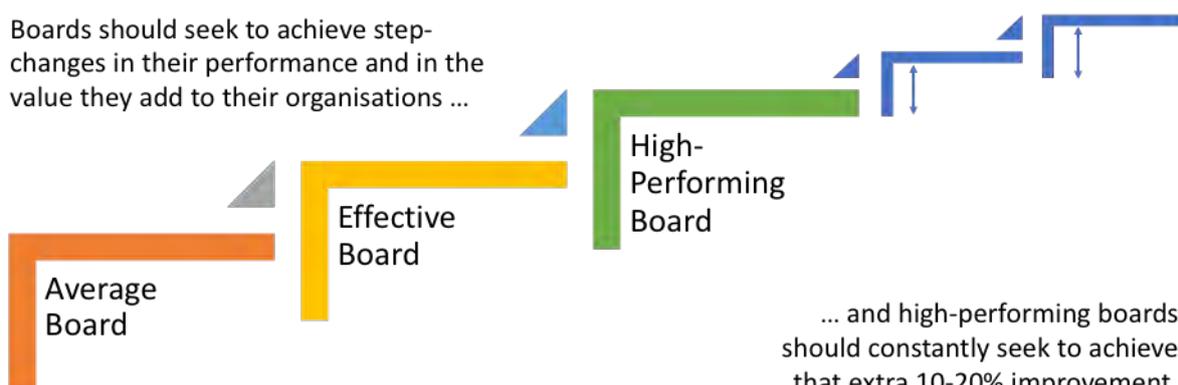


## Characteristics of high-performing effective board teams



## Driving a step-change in your board's effectiveness and performance

Boards should seek to achieve step-changes in their performance and in the value they add to their organisations ...



# TESTIMONIALS - UK AND IRELAND BOARD CLIENTS

“ Our decision to choose Board Excellence to run our External Evaluation turns out to have been an excellent one ! Kieran Moynihan’s report was thorough, balanced, comprehensive and excellent value. More importantly it was insightful. It pulled no punches and provided candid feedback that was hard hitting but accurate. At the same time, it drew out an array of very positive points too. We all greatly appreciated the directness of Kieran’s comments, are thoroughly pleased we have done the exercise and are relishing our next steps. Thanks Board Excellence – an excellent job !

*( Tim Jones, Board chair, Treatt plc, UK FTSE company )* ”

“ Kieran Moynihan has provided mentoring services to me over the last 12 months in support of my role as chairman of the board of a private equity backed business. Drawing on a wealth of his own boardroom experience and a state-of-the-art knowledge of best practices, I find his down to earth observations invaluable in helping me to be effective in my chairman role. His advice on tactical aspects of managing and leading a board has invariably been spot on, while his overall focus is always on the prize of helping me develop a high performing board that adds real value to the organisation. I warmly recommend him.

*( Jonathan De Pass, Board Chair, Evaluate, a UK-based PE-backed 250-person pharma analyst firm )* ”

“ The Governance and Culture Review for the Institute and Faculty of Actuaries touched on a wide range of issues from process through to behaviours. Board Excellence carried out a very thorough diligence with a full range of stakeholders and, despite the complexity of the picture, quickly identified the key issues. Where they needed to dig deeper they did so quickly and sympathetically leaving virtually all interviewees feeling that their input had mattered. The conclusions were clear and are already being put into practice. Though it is still early days the signs are encouraging that Board Excellence have given us a platform and a roadmap from which to build.

*( Ronnie Bowie, Former President, Institute and Faculty of Actuaries, London, UK )* ”

“ Efficient and effective boards are an important ingredient in managing and developing high growth businesses. We have worked with Board Excellence to great effect both training our own team in how best to maximise the effectiveness of boards but also with a number of our portfolio companies and chairmen. Board Excellence have great experience and are able to deliver the lessons learned in a coherent and digestible way. We are very happy to be working with them.

*( Henry Sallitt, Managing Partner, FPE Capital, UK private equity firm )* ”

## SAMPLE UK AND IRELAND BOARD CLIENTS



Institute  
and Faculty  
of Actuaries



Ditchley Group

Dunedin

FPE  
CAPITAL

Palatine  
private equity

TENZING  
PRIVATE EQUITY

# THE BOARD EXCELLENCE TEAM

*The Board Excellence team consists of experienced practicing board chairs, non-executive directors and former CEOs/executives with broad and deep international experience across large companies, SMEs, multi-nationals, private equity backed companies and PLCs.*



**Kieran Moynihan** MANAGING PARTNER

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Board Excellence is led by Kieran Moynihan, an experienced board chair and leading thinker in the area of board dynamics and performance. Kieran has over 20 years experience serving on boards as a CEO, executive director, non-executive director and board chair. Kieran is an internationally-recognised thought-leader in board dynamics and has written and presented extensively on the unique challenges of achieving a high-performance board of directors. Kieran is currently the board chair of a number of internationally-focused companies.



**Eileen Cole** PARTNER

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Eileen is an experienced executive, board chair and management consultant with an excellent track record over her 25-year career. Eileen has utilised her deep expertise in corporate finance, mergers and acquisitions and company re-structuring to support executive and board teams in companies across multiple industry sectors. Eileen holds a Diploma in Company Direction from the Institute of Directors of Ireland and an Executive MBA from University College Cork.



**David O'Callaghan** PARTNER

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David is an experienced board chair, non-executive director and a seasoned senior executive with broad experience in the financial services sector, including extensive senior leadership experience across a range of core activities in Allied Irish Banks p.l.c. He is a highly competent and experienced board and corporate governance professional having previously been AIB Group Company Secretary. David is a Certified Investment Fund Director (CIFD), Master of Business Administration (MBA) and a Chartered Certified Accountant (ACCA)



**Pat McGrath** PARTNER

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Pat is an experienced board chair and executive with deep international experience. He is the former CEO and current non-executive Deputy Chairman – International Development, PM Group, which is an engineering consultancy company employing over 2,000 personnel operating in over 30 countries worldwide. Pat has a distinguished board chair track record in Ireland and is the current board chair of a number of internationally-focused companies across a variety of industry sectors.

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