

Board Evaluation Survey



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Board Performance Evaluation Service

Delivered by Link Group's trusted and experienced Company Secretarial and Corporate Governance team, we help you collect clear and meaningful feedback from your board and provide practical observations tailored to your organisation's needs.

We provide a board performance assessment process that is confidential and customised for each of our clients. In summary, the process includes:

- the preparation of a custom built electronic self-assessment survey that is emailed to and completed by each Director and key stakeholder – the results are provided directly to us on a confidential basis; and
- we then compile the results and prepare a report that summarises the results on a de-personalised basis, including a summary of the results and our observations.

The broad process is outlined below. Each element is tailored to the client's specific requirements and flexibility is maintained throughout the process.

Step 1: Preparation of the self-assessment

- In this stage, we work with the key stakeholders (usually the Chair and Company Secretary) to prepare a customised list of questions to include in the survey.
- Once the questions have been finalised, a link is emailed to each Director and key stakeholders so that they can complete the electronic survey.
- Usually we recommend 2-3 weeks for Directors and stakeholders to complete the survey.

Step 2: Preparation of the report

- We then work to compile the results on a quantitative basis so the recipients can see the responses on an average basis.
- Written comments are also provided in the report (on a de-personalised basis).
- From here, we analyse the results and provide a summary of the report, including our observations, having regard to our deep understanding of boards' strategies, operations and dynamics gained in working directly with a large number of boards and the expertise of our team in the areas of governance and practical advisory to boards and individual directors.
- Generally, the draft report would be presented and discussed with the Chair prior to providing to the full Board.
- Following the Chair's review, the report is then issued as final to the Board.

Indicative timing

The expected timings of the above process are shown below (subject to the client's availability and requirements).

Stage	Week									
	1	2	3	4	5	6	7	8	9	10
Preparation of the self-assessment	█	█								
Self-assessments are completed			█	█	█	█				
Collation of results						█	█	█		
Discussion re draft report with Chair*								█		
Finalise report									█	
Presentation to Board (optional)										█

*Optional

Fees

To perform the board performance evaluation outlined in this proposal we charge a fixed fee of \$10,000.

Regarding the optional component (presentation to the Board), we charge an hourly rate of \$450/hr (or part thereof). Please note that all amounts referred to are in Australian Dollars and exclusive of GST.

Service	Fee Rate \$
Board Performance Evaluation	
Board Performance Evaluation	10,000.00
Presentation to Board (optional)	
Board presentation – hourly rate (or part thereof)	450.00

Appendix A – Link Group

Link is Australia’s leading share registry and financial services provider, managing over 50 million account records, over 1,000 ASX securities and processing more than 70 billion dollars in payments every year. Link’s history in financial services spans more than half a century with offices in Sydney, Melbourne, Brisbane and Perth.

Link successfully listed on the ASX in October 2015.

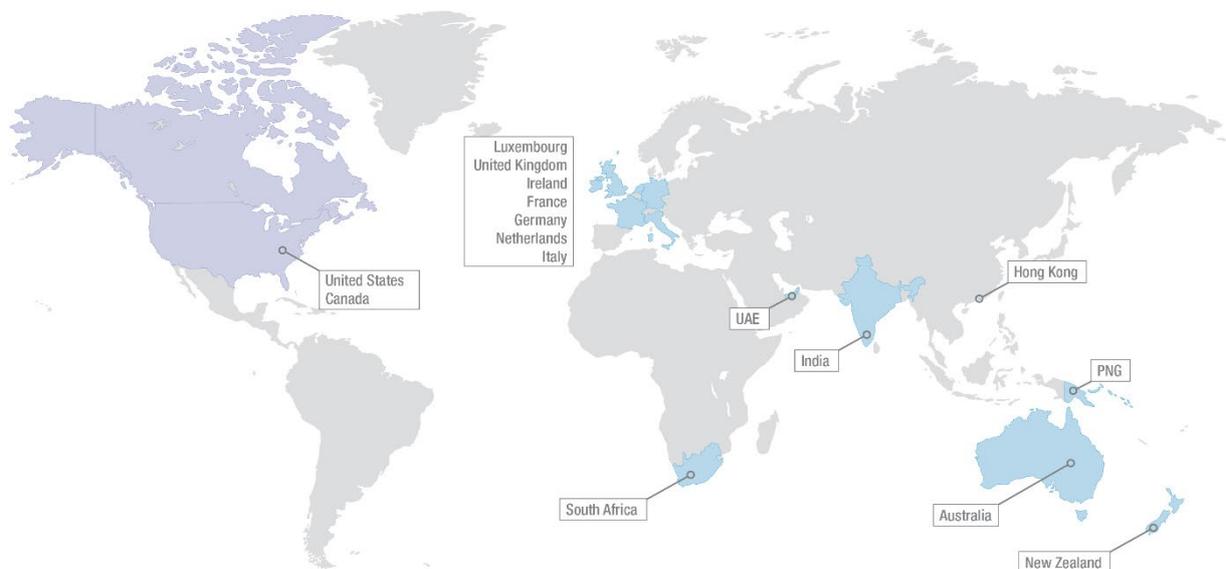
We deliver complete solutions for companies, asset owners and trustees across the globe, with clients including some of the world’s largest corporations.

Our integrated end-to-end suite of services incorporates core registry, capital markets, analytics, meeting and voting services and multi-channel investor communications as well as various specialist value added functions.

Originating in Australasia and New Zealand, our global network now spans Australasia, Asia, Europe, Africa and the Middle East with more than 6,500 full time employees worldwide.

In addition, the Global Share Alliance (GSA) established in June 2011 enables us to deliver integrated capital market, registry and related services to international corporations.

Link’s most recent acquisition is Capita Asset Services (CAS) in the UK, since renamed Link Group EMEA. This business provides a broad range of financial and administrative services in the UK and Europe and is highly complementary to Link Group.



Appendix B – Company Matters

Company Matters is part of Link Group. We partner with our clients and bring extensive knowledge from working with over 400 clients a year, from S&P/ASX 20 entities, to micro caps, joint ventures, Government and not for profits.

Our service offering is unique, focusing on prevailing governance and company secretarial matters within a boutique law firm structure.

Our expertise in board performance is derived from our deep understanding of board strategies and operations, the factors associated with achieving board effectiveness and the governance and practical advisory skills of our team.

When clients engage us, they will receive the benefit of more than 300 years' cumulative experience across our 20 practitioners.

In 2019, we:

- assisted over **400 clients**, from **S&P/ASX 20** entities to **small caps, joint ventures, Government and not for profits**, across a range of industries, and in various capacities – including statutory Company Secretary, independent governance consultant, external counsel, Chief Financial Officer and Director
- attended over **1,280 Board and Committee Meetings**, predominantly for ASX listed entities
- attended over **60 members' meetings**, were involved with more than **12 secondary capital raisings** and prepared over **55 notices of members' meetings**
- released over **1,560 announcements on the ASX** plus announcements were released on a number of international exchanges
- supported a number of clients in navigating their first year as listed entities
- assisted with a number of Schemes of Arrangement, AIM listings and ASX de-listings
- undertook several secondments for S&P/ASX 50 clients.