ANNEX 9

QUESTIONNAIRE FOR THE EXECUTIVES: EXAMPLE

Dear executives,

As part of its annual self-evaluation, the Board requests your structured and candid feedback on its performance, behaviours, and ways of working.

Purpose of your input

The primary purpose of this input is to help the Board improve its work by providing the executive perspective on:

- How the Board's actions and processes are experienced by leadership;
- How effectively the Board supports the organization's strategy and long-term objectives;
- How the Board could bring even more value into interaction with CEO and other executives.

It is not about the judgement, but about higher efficiency of the Board and better Board-CEO-executives interaction that will improve the whole organisation.

Call to action

Please provide open and balanced input, highlighting both strengths and areas for improvement. This process is crucial for strengthening alignment, trust, and effectiveness between the Board and executives, benefiting the entire organization.

The Board thanks you for your contribution to strengthening the organization's governance and leadership.

Questionnaire

Score each question from 1 (lowest) to 5 (highest) and add your answer or comment. Open questions are answered in the last column only.

NO.	QUESTION	SCORE (1–5)	ANSWER / COMMENTS
1. Board–management interaction & dynamics			
1.1	How effectively does the Board engage with management during meetings?		

NO.	QUESTION	SCORE (1–5)	ANSWER / COMMENTS
1.2	How well does the Board create a constructive and respectful environment for open dialogue?		
1.3	How well does the Board demonstrate trust in management while still exercising appropriate oversight?		
1.4	How well Board discussions are focused, disciplined, and free from micromanagement?		
1.5	How well does the Board sufficiently take into account management's expertise and perspectives when making decisions?		
1.6	How well does the Board foster an inclusive environment where all directors and executives contribute?		
2. Strategic oversight & long-term focus			
2.1	To what extent does the Board provide clear strategic direction while allowing management to execute?		
2.2	To what extent does the Board focus on long-term priorities rather than operational matters?		
2.3	To what extent does the Board support management in addressing strategic risks and opportunities?		
2.4	To what extent is the Board forward-looking in terms of market trends, technology, HR/people issues, sustainability, and governance topics?		
3. Quality of challenge & constructive feedback			
3.1	How well does the Board provide constructive strategic challenge that improves the quality of decision-making?		
3.2	To what extent Board members ask relevant, well-prepared, and value-adding questions?		
3.3	How well does the Board demonstrate that it holds management accountable in a consistent and unbiased manner?		
3.4	How well does the Board balance its support and challenge?		
4. Communication, quality of information flow			
4.1	To what extent the Board's request for information is clear, reasonable, and aligned with its governance responsibilities?		

NO.	QUESTION	SCORE (1–5)	ANSWER / COMMENTS
4.2	To what extent the Board and/or Chairperson is clearly communicating requirements about the Board meeting materials (depth, content, details) to make them appropriate and helpful for the Board to hold efficient discussion and make required decisions?		
4.3	How well does the Board make efficient use of the information provided by management (presentations, KPIs, dashboards, risk reports, etc.)?		
4.4	In your opinion how effective is communication between the Board (or its committees) and management (i.e. clear, respectful, and open)?		
4.5	To what extent is the Board prepared to provide effective oversight and support during a major crisis or disruption?		
5. Chairperson's performance and value added			
5.1	How effective is the Chair in leading the Board and setting the agenda?		
5.2	To what extent division of responsibilities between the Chair (governance) and the CEO (management) is clear and respected by both parties?		
5.3	To what extent Chair interacts with management (outside of the CEO) in a way that supports the CEO's authority and avoids micromanagement?		
5.4	To what extent Chair and CEO are aligned on the company's strategic priorities, providing a stable and consistent direction for the management team?		
5.5	To what extent does the Chair–CEO relationship enable a balanced leadership challenge that translates Board expectations into clear direction for the CEO and management?		
5.6	To what extent partnership between the Chair and CEO demonstrates a high degree of mutual respect and trust?		
5.7	To what extent does the relationship between the Chair and CEO contribute positively to the overall tone and culture of the company?		
5.8	What is one specific area where improved collaboration or clarity between the Chair and CEO would most enhance management team effectiveness?		

NO.	QUESTION	SCORE (1–5)	ANSWER / COMMENTS
5.9	Are there any instances where you believe the Chair-CEO dynamic has negatively affected management's ability to execute strategy? (Please describe without naming individuals.)		
6. Board processes & meeting effectiveness			
6.1	To what extent are the Board meetings well-structured to enable effective discussion and decisions?		
6.2	How well does the Board allocate sufficient time to strategic items vs. administrative or operational issues?		
6.3	To what extent decisions are made in a timely and decisive manner, they are not postponed?		
6.4	How well does the Board follow up on decisions and action items clearly and consistently?		
6.5	How well does the Board demonstrate strong internal discipline (preparation, agenda discipline, confidentiality, etc.)?		
7. Competence, composition & skills of the Board			
7.1	To what extent does the Board have the right mix of competencies required for current and future challenges?		
7.2	How well do Board members demonstrate adequate understanding of the company’s business and industry?		
7.3	How do you feel to what extent the Board is open to external perspectives and continuous learning?		
8. Interaction with the CEO specifically			
8.1	How well does the Board provide the CEO with clear expectations and constructive guidance?		
8.2	How well does the Board support the CEO in addressing key challenges (strategy, leadership, talent, transformation, risk, etc.)?		
8.3	To what extent is the CEO evaluation process by the Board fair, transparent, consistent and is it creating maximum value for the CEO?		
8.4	How well does the Board and Chairperson support and advise the CEO to develop his competences and performance?		

NO.	QUESTION	SCORE (1–5)	ANSWER / COMMENTS
9. Interaction with broader management team			
9.1	How well do Board members show respect and professionalism in interactions with senior management?		
9.2	How well do Board members listen carefully to management presentations and engage meaningfully?		
9.3	How well does the Board provide an opportunity for management to share concerns or insights openly?		
9.4	To what extent the Board understands the realities of day-to-day operations without overstepping boundaries of management work?		
10. Risk, compliance & governance oversight			
10.1	How effectively does the Board oversee risk management and internal controls?		
10.2	How well does the Board sufficiently consider sustainability, ESG, and reputational risks?		
10.3	How effectively does the Board monitor the company's engagement with its key non-shareholder stakeholders?		
10.4	To what extent are the processes of governance and their purposes used by the Board clear to management?		
11. Board committee(s)			
11.1	How effective is the Board committee(s) in interacting with management?		
11.2	To what extent Board committee(s) requests are reasonable and aligned with its mandate?		
11.3	How well does the Board committee(s) operate professionally, with clear communication back to the Board and management?		
12. Overall performance & suggestions			
12.1	What could the Board do in order to improve the value it creates even more?		
12.2	What behaviours or processes should the Board improve to work more effectively with management?		

NO.	QUESTION	SCORE (1–5)	ANSWER / COMMENTS
12.3	Is there anything the Board should stop doing because it does not add value?		
12.4	Additional comments or suggestions.		