



Board Effectiveness Reviews

HELPING BOARDS PERFORM BETTER, MAKE BETTER DECISIONS AND DEMONSTRATE STRONGER GOVERNANCE

Boards in the Crown Dependencies are operating in a more demanding environment. Expectations are rising, scrutiny is sharper and the governance challenges boards face are becoming more complex.

Why are boards commissioning reviews now?

A strong board is critical to organisational performance, resilience and stakeholder confidence. Increasingly, boards are being asked to demonstrate not only that governance structures exist, but that they work in practice.

Organisations are seeking Board Effectiveness Reviews to help address:

- ▶ Increased regulatory, investor or stakeholder scrutiny
- ▶ Cyber security, operational resilience and third-party risk
- ▶ Pressure on board capacity, succession and decision-making
- ▶ Greater focus on culture, conduct and accountability
- ▶ The need to evidence good governance and continuous improvement

Relevant across sectors

Board Effectiveness Reviews are relevant to both regulated and non-regulated organisations.

In Jersey regulated sectors, a number of regulatory codes require governance arrangements to be reviewed regularly, including periodic self-assessment or external assessment of board effectiveness where applicable.

In Guernsey regulated sectors, governance codes and sectoral rules place strong emphasis on board oversight, governance self-assessment and accountability for delegated and outsourced activity.

For listed companies and listed funds, formal board evaluation is often expected under applicable governance codes, with periodic external facilitation in larger listed organisations.

More broadly, organisations across sectors are using board reviews to strengthen governance, support growth, improve assurance and respond confidently to external scrutiny.

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A Board Effectiveness Review gives you an independent, evidence-led assessment of how your board is performing and where targeted improvements can strengthen effectiveness, oversight and confidence.
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What we assess

Our reviews are tailored to each organisation's size, complexity and governance context.

Typical areas of focus include:

- ▶ Purpose and strategy
- ▶ Board and committee governance
- ▶ Board composition and succession
- ▶ Roles and decision rights
- ▶ Board information and reporting
- ▶ Risk oversight and assurance
- ▶ Culture and conduct
- ▶ Stakeholder engagement
- ▶ Regulatory and governance readiness
- ▶ Board evaluation and continuous improvement

Our approach

Our approach is practical, proportionate and confidential.

We combine document review, interviews and observation where appropriate to build a rounded view of board effectiveness in design and in practice.

A typical review includes:

- ▶ Agreeing scope, objectives and governance context
- ▶ Reviewing key board and committee materials
- ▶ Confidential discussions with board members and selected executives
- ▶ Observing a board or committee meeting where appropriate
- ▶ Benchmarking against recognised good practice
- ▶ Delivering a board-ready report with clear, prioritised recommendation

The value to your board

A Board Effectiveness Review helps your organisation:

- ▶ Improve board performance and decision-making
- ▶ Clarify roles, accountability and governance discipline
- ▶ Strengthen oversight of risk, assurance and control effectiveness
- ▶ Identify practical actions that enhance board impact
- ▶ Improve readiness for regulatory or stakeholder scrutiny
- ▶ Support long-term governance maturity and continuous improvement

Why BDO?

BDO brings together governance, risk and regulatory expertise with a strong understanding of the Crown Dependencies.

We understand the challenges boards face in smaller jurisdictions, where governance quality, trust and reputation are often closely linked.

Our reviews are independent, evidence-led and commercially grounded. We focus on the issues that matter most, provide constructive challenge and deliver practical recommendations that boards can act on.



Whether you are responding to regulatory expectations, preparing for greater stakeholder scrutiny or looking to strengthen board performance proactively, we can help you assess board effectiveness and identify the changes that will have the greatest impact.

Ready to thrive? Let's start the conversation...



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