



ASHLEY SERVICES GROUP

LABOUR HIRE | TECHNICAL SERVICES | TRAINING

Board Charter

Ashley Services Group Limited
ACN 094 747 510



Board Charter

Board Performance Evaluation Tool

This simple tool is designed to assist in assessing the effectiveness of the Board.

The tool takes the form of a series of assertions which should be awarded a rating on a scale of 1 to 3 by individual directors or by the Board as a whole. Once complete, the matters should be discussed at a Board meeting.

Discussions facilitated by a third party are often able to bring additional value to the process.

1 = Hardly ever/Below average, 2 = Average/Most of the time/Above average, 3 = All of the time/Fully satisfactory.

Behaviours	1	2	3	Comments
<p><i>Setting strategy</i></p> <p>All Board members support and debate the organisation’s strategy and values, enabling them to set the tone from the top.</p>				
<p><i>Strategy</i></p> <p>All Board members have a clear understanding of the organisation’s core business, its strategic direction and the financial and human resources necessary to meet its objectives.</p>				
<p><i>Board performance</i></p> <p>The Board sets itself objectives and measures its performance against them on an annual basis.</p>				
<p><i>Managing Board meetings and discussions</i></p> <p>Board meetings encourage a high quality of debate with robust and probing discussions.</p>				
<p><i>Managing internal Board relationships</i></p> <p>Board members make decisions objectively and collaboratively in the best interests of the organisation and feel collectively responsible for achieving organisational success.</p>				
<p><i>Board members’ own skills</i></p> <p>Board members recognise the role which they and each of their colleagues is expected to play and have the appropriate skills and experience for that role.</p>				
<p><i>Reaction to events</i></p> <p>The Board responds positively and constructively to events in order to enable effective decisions and implementation and to encourage transparency.</p>				

Version No.	1.0	Supersedes	NA
Date Reviewed	20 Nov 2024	Date for Review	20 Nov 2025
Approved by	Group MD	Related Document(s)	NA



<p><i>Chair</i></p> <p>The Chair's leadership style and tone promotes effective decision-making, constructive debate and ensures that the Board works as a team.</p>				
<p><i>Chair and CEO relationship</i></p> <p>The Chair and the CEO work well together and their different skills and experience complement each other.</p>				
<p><i>Attendance and contribution at meetings</i></p> <p>All Board members attend and actively contribute at meetings.</p>				
<p><i>Open channels of communication</i></p> <p>The Board has open channels of communication with executive management and others and is properly briefed.</p>				
<p><i>Risk and control frameworks</i></p> <p>The Board's approach to reviewing risk in the organisation is open and questioning, and looks to learning points from events, rather than blame.</p>				
<p><i>Composition</i></p> <p>The Board is the right size and has the best mix of skills to ensure its optimum effectiveness.</p>				
<p><i>Terms of reference</i></p> <p>The terms of reference for the Board are appropriate, with clearly defined roles and responsibilities, ensuring that the right issues are being addressed.</p>				
<p><i>Committees of the Board</i></p> <p>The Board's committees are properly constituted, perform their delegated roles and report back clearly and fully to the Board.</p>				
<p><i>Company Secretary</i></p> <p>The Company Secretary acts as an appropriate conduit for the provision of information to the Board and support to the Chair and directors.</p>				
<p><i>Meetings and administration</i></p> <p>The Board meets sufficiently often, and with information of appropriate quality and detail, such that agenda items can be properly covered in the time allocated.</p>				

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<p><i>Timeliness of information</i></p> <p>Information is received in sufficient time to allow for proper consideration, with scope for additional briefing if necessary.</p>				
<p><i>Agenda items</i></p> <p>The Board agenda cycle covers all matters of importance to the organisation, is prioritised and includes consideration of corporate reputation, its enhancement and the risks surrounding it.</p>				
<p><i>Annual General Meeting</i></p> <p>The company makes best use of its Annual General Meeting.</p>				
<p><i>External stakeholders</i></p> <p>The Board has defined its external stakeholders and ensures that the organisation has the right level of contact with them.</p>				
<p><i>Risk management</i></p> <p>The Board uses an active and well-structured process to manage risk, taking account of the organisation's activities and the breadth of functions across the business.</p>				
<p><i>Induction and training</i></p> <p>Board members receive proper induction on appointment and ongoing training is available to meet development needs.</p>				
<p><i>Succession planning</i></p> <p>There is appropriate succession planning for key Board members and senior executives.</p>				
<p><i>Performance evaluation</i></p> <p>Board members are individually subject to an annual performance evaluation that measures their contribution and commitment.</p>				

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