



BOARD EXCELLENCE

ENABLING HIGH-PERFORMING BOARD TEAMS

PLC SECTOR

**BOARDEXCELLENCE.IE
BOARDEXCELLENCE.CO.UK**



ABOUT BOARD EXCELLENCE



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. Our core focus is on supporting companies listed on the Main UK & Ireland Securities and Alternative Investment Markets. Our board support programmes are aligned with the UK Corporate Governance Code, the Irish Corporate Governance Annex, the Quoted Companies Alliance (QCA) Code, sector-specific regulations and international best practice.



Our team comprises former CEOs and executives with strong experience in the listed company and private-equity backed environments, with strong board chair and non-executive director experience across a range of sectors. Our practical approach and evolved best practices are enabling significant improvement in board effectiveness and performance for our board team clients.



We have a deep understanding of board dynamics and the practical challenges for listed company and other board teams in consistently delivering outstanding performance and meeting shareholder expectations. Our support services are adaptable to the particular requirements, size and nature of your organisation and our engagement approach is one which empowers your board to identify issues and constraints and to achieve step changes in your performance and the value you add for shareholders and stakeholders.



As a preferred board effectiveness and performance partner of the London Stock Exchange Issuer Services Programme, we welcome the opportunity to discuss your specific requirements with you.

OUR BOARD SERVICES



Board evaluation

We provide a comprehensive, independent and objective board evaluation for listed company boards based on international best practices which establishes a strong foundation to assess the current strengths and weaknesses of the board and drive a measurable plan of sustained improvement in the board's effectiveness and performance. We also support board chairs and company secretaries in ensuring their internal board reviews are objective and deliver value-adding, actionable insights.



Company board best practices workshop

Our unique workshop programme provides an overview of key trends in board effectiveness, typical problems affecting a board's performance and the characteristics of high-performing board teams. We share internationally-recognised board best practices and a framework approach for a board to assess and optimise their own effectiveness and performance. Extensive case studies are utilised to provide practical guidance and support to board teams to improve their performance.



Board chair mentor service

We have developed a unique chair mentoring service in which we provide discreet and personalised mentoring to support the chair in enabling a highly effective and high-performing board team. A key focus of this service is to facilitate the chair in leveraging international best practices while providing outstanding leadership to the board team, thus enabling the board to excel on behalf of its shareholders and stakeholders



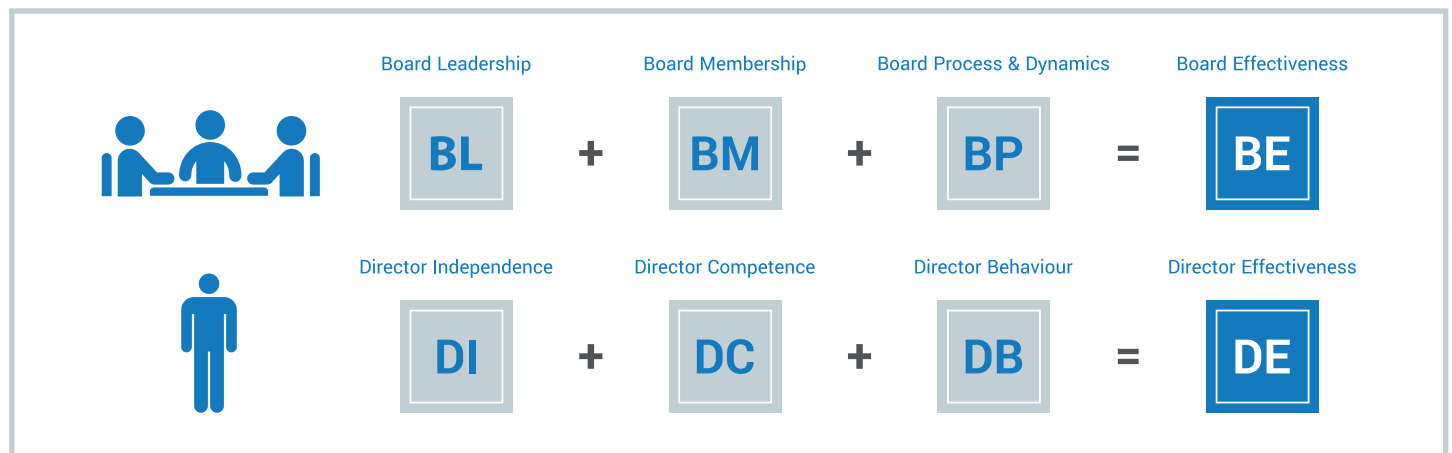
Other customised board services

Including, but not limited to, developing and improving your board information management and reporting model, board conflict resolution, succession planning, improving your approach to strategy development, assessment of your board's culture and assessment of your CEO and executive team's performance.

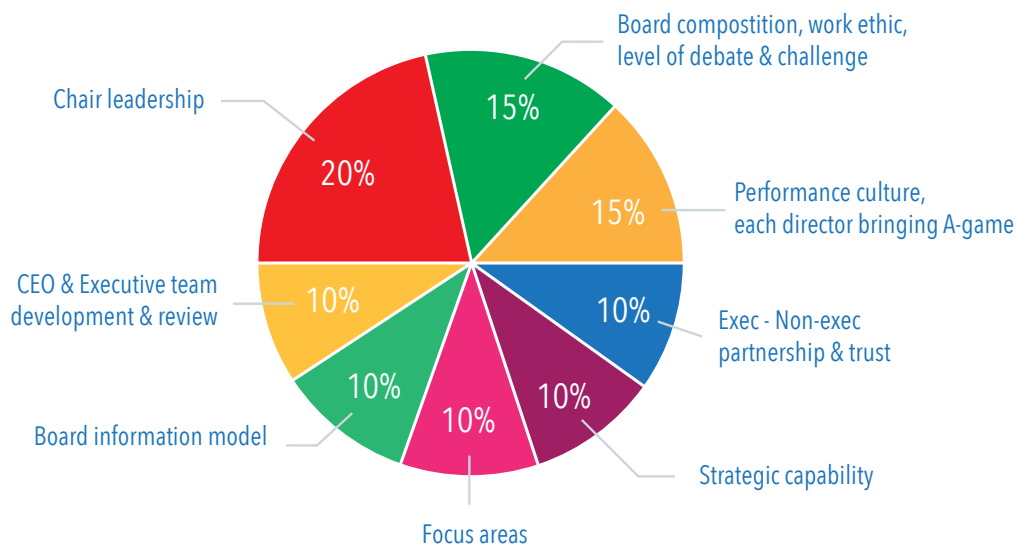
Each of our services fully align with the UK corporate governance code, Irish Corporate Governance Annex and the QCA code as well as integrating internationally recognised best practices for listed company boards.

WE DRAW ON INTERNATIONAL BEST PRACTICE AND PROPRIETARY MODELS

Board effectiveness and performance model

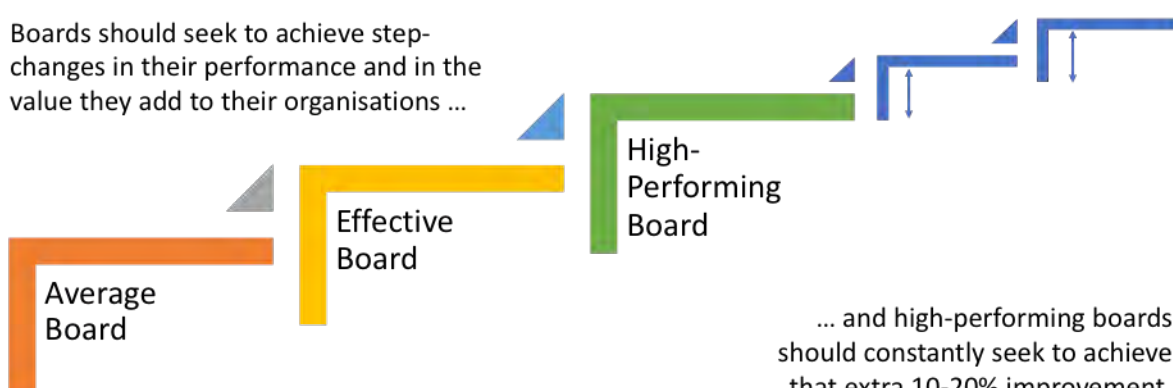


Characteristics of high-performing effective board teams



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 ...



... and high-performing boards should constantly seek to achieve that extra 10-20% improvement.

TESTIMONIALS - UK & 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) ”

EXAMPLE UK & 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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