



# Ratings Afrika

## Board effectiveness scale

Effectiveness	Interpretation
Undoubted [95%+ sure]	The Board composition, experience, knowledge levels, role clarity, focus, openness, participation, decision-taking, rule compliance and self-correction are beyond reproach and fine-tuned to achieve company goals without fail. Stakeholders have experienced that their interests are considered paramount throughout, and there is <u>no discernible doubt</u> for the future. Doubt that the Board will be effective in everything it does is thus less than 5%.
Extremely effective [85%+ sure]	The Board composition, experience, knowledge levels, role clarity, focus, openness, participation, decision-taking, rule compliance and self-correction are fine-tuned to achieve company goals almost without fail; the application is of an extremely high standard and has become a culture. Stakeholders are assured <u>beyond reasonable doubt</u> that their interests are judged extremely important in every case. Doubt that the Board will be effective in everything it does is thus less than 15%.
Very effective [70%+ sure]	The Board composition, experience, knowledge levels, role clarity, focus, openness, participation, decision-taking, rule compliance and self-correction are very well positioned to achieve company goals consistently; the application is of a very high standard and has become almost second nature. Stakeholders have the <u>strong assurance</u> that their interests are judged very important in almost all cases. Doubt that the Board will be effective in everything it does is thus less than 30%.
Effective [50% + sure]	The Board composition, experience, knowledge levels, role clarity, focus, openness, participation, decision-taking, rule compliance and self-correction are well positioned to achieve company goals; application is of a high standard and diligence. Stakeholders have <u>the assurance</u> that their interests are judged important in the majority of cases. Doubt that the Board will be effective in everything it does is thus less than 50%.
Fairly effective [35%+ sure]	The Board composition, experience, knowledge levels, role clarity, focus, openness, participation, decision-taking, rule compliance and self-correction are fairly well positioned to achieve company goals; application is of a fairly good standard. Stakeholders have a <u>reasonable assurance</u> that their interests are judged fairly important in many instances. Doubt that the Board will be effective in everything it does is thus up to 65%.
Partially effective [20%+ sure]	The Board composition, experience, knowledge levels, role clarity, focus, openness, participation, decision-taking, rule compliance and self-correction are less well positioned and executed; application is of a somewhat low standard. Stakeholders have <u>some assurance</u> that their interests are judged worthy of consideration over time. Doubt that the Board will be effective in everything it does is thus up to 80%.
Ineffective [5%+ sure]	The Board composition, experience, knowledge levels, role clarity, focus, openness, participation, decision-taking, rule compliance and self-correction are not well positioned or executed; overall effectiveness is of a doubtful standard. Stakeholders have <u>no assurance</u> that their interests are judged worthy of consideration. Doubt that the Board will be effective in everything it does is thus up to 95%.
In breach [0% sure]	The Board has demonstrated an approach that <u>shows a lack</u> of commitment to make itself effective in aligning its actions with the aims of its stakeholders. Doubt that the Board will be effective in everything it does is thus 100%.