Contents

Introduction 1
  Background 1
Section I: Board leadership 2
Section II: Board dynamics 8
Section III: Nominating committee 10
Section IV: Remuneration committee 12

Practices and Step Ups 14
  Board responsibilities
  Practice 1.1 15
  Practice 1.2 25
  Practice 1.3 31
  Practice 1.4 35
  Practice 1.5 43
  Practice 2.1 53
  Practice 3.1 61
  Practice 3.2 68

  Board composition
  Practice 4.1 75
  Practice 4.2 and Step Up 4.3 80
  Practices 4.4 and 4.5 87
  Practice 4.6 95
  Practice 4.7 101
  Practice 5.1 105

  Remuneration
  Practice 6.1 116
  Practice 6.2 126
  Practices 7.1, 7.2 and Step Up 7.3 132

Appendices 141
  Appendix I: Whistleblowing policy 142
  Appendix II: Board skills matrix form 146
  Appendix III: Board and board committee evaluation form 149
  Appendix IV: Directors’/key officers’ evaluation form 159
  Appendix V: Audit committee evaluation form 164
  Appendix VI: Audit committee members’ self and peer evaluation form 171